An Onboarding Program for New Auditors

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Introduction

The South Carolina Office of the State Auditor (OSA) was established in 1933 and organized as a separate agency under the former Budget and Control Board in 1984. With the Restructuring Act of 2014, OSA was reorganized under the State Fiscal Accountability Authority (SFAA). The State Auditor, currently George L. Kennedy, III, CPA, reports directly to the five member governing board of SFAA, which consists of the Governor, State Treasurer, Comptroller General, Chairman of the House Ways and Means Committee, and the Chairman of the Senate Finance Committee. OSA is the independent auditor of the South Carolina state government. Through assurance services the office plays in an important role in the accountability and transparency of state government.

Assurance services are provided by three divisions within OSA: State Agency, Medicaid, and Internal Audit Services. The State Agency division performs audits on the State's comprehensive annual financial report, and on federal grants expended by state agencies. The State Agency division also performs an agreed-upon procedures engagement for state agencies on a yearly basis focusing on internal controls and other risks specific to the agency. Under contract with the SC Department of Health and Human Services, the Medicaid division performs

attestation engagements on nursing home cost reports. These engagements are designed to determine if the nursing home has been properly reimbursed under the Medicaid program. The Internal Audit Services division supplies assurance and consulting services to state agencies to help test and improve the effectiveness of management processes related to risk and governance. OSA also has an Administration division that supports the agency by performing purchasing, human resource, accounting, technical support, and report processing functions. OSA's management values the development of each division's employees, and they are keenly aware that retention and development of audit staff is of great importance to fulfilling the OSA's mission.

Problem Statement

The majority of new audit staff hired by OSA are recent college graduates with very little, if any, work experience in the auditing field. So, properly onboarding these new hires is very important to ensure positive productivity in the first year of employment. Currently, when a new auditor joins the office he or she receives a new hire orientation from OSA human resources staff. The checklist for this program is shown in Appendix A, and the program largely covers the completion of payroll and benefit forms, and providing the new auditor access to work

tools such their assigned laptop and system accesses. Once this program is completed, new hires may end up in limbo reading manuals until supervisors or in-charges locate work to assign the person. This situation occurs because there is no consistent program in place to provide the individual targeted job-related training, or to fully integrate the individual into current engagements. A well-designed onboarding program will provide a detailed plan with milestone activities that help the new auditor understand required job functions and success criteria, and lead to the assignment of meaningful audit work within two to three weeks of hire. The program may also be used to identify and schedule professional training courses to be taken during the first year of employment. This project will investigate the current onboarding practices used by OSA for new auditors in the State Agency and Medicaid divisions, determine if a formal program needs to be developed, and if so, propose that program. The Internal Audit Services division is being excluded from this project due to its unique operating environment.

Data Collection

Data was collected from managers and ~~,~~ currently employed new auditors hired since January 1, 2013 ~~, and some former auditors hired since January 1, 2013~~ (see Appendix B for listing of surveyed auditors). Employees were sent three surveys via

Survey Monkey related to their onboarding experiences (Appendix C). Managers were e-mailed a questionnaire related to onboarding activities (Appendix D). Managers were given the option to respond by e-mail or have a face-to-face interview. Data was also gathered related to the topic of onboarding programs from past Certified Public Manager projects and from articles obtained from online sources. The goal of the data collection is to identify the importance of a well-designed onboarding program, identify the OSA's current onboarding practices and the strengths and weaknesses of those practices, and ideas for improving the current onboarding program. Analysis of the gathered data will assist in determining if the current program requires improvement, and practices to put into the improved program.

<div align="center">Data Analysis</div>

In her article "New-Hire Onboarding: Common Mistakes to Avoid" Alexia Vernon defines onboarding as the "...process of orienting, —and integrating new hires so they can deliver results as efficiently, effectively, and energetically as possible" (2012). Klein, Polin, and Sutton (2015) note that onboarding includes both formal and informal practices enacted by an organization to engage and assist a new hire as they adjust and integrate into their job and the organization. The

use of a well-designed onboarding program has been shown to assist in the improvement of employee morale, retention, and production (Ferrazzi and Davis, 2015, Mitra, 2008, Myers and Thompson, 2016). Klein, Polin, and Sutton (2015) discussed that onboarding practices fall within a framework that informs, welcomes, and guides (IWG) an employee as they become part of an organization. Klein, Polin, and Sutton's research identified various activities within the IWG framework that were helpful in efforts to onboard new employees. Identified effective activities are listed in Table 1.

Table 1

Informing Activities
Managers setting aside uninterrupted time for the new employee
Meeting with a person from HR
On-the-job training on how to perform my job
Tour of the company facilities
Given a plan that outlined opportunities for development
Workspace with equipment and supplies was ready for use
Encouraged to observe a fellow employee for a period of time.
Went to a session by fellow employees who were experts on certain tasks or procedures.
Welcoming Activities
Employee given a welcome kit

Meeting fellow employees at meeting or new-hire lunch
A new employee welcome celebration was held
Guiding Activities
A fellow employee was assigned as a "buddy" to help answer questions.
The new employee was given a single point contact for asking questions prior to starting work.
The new employee was "assigned someone at a higher level than my manager to be a mentor."

Along with the activities listed in Table 1, research revealed common mistakes made by companies during the onboarding process. In her article, "New-Hire Onboarding: Common Mistakes to Avoid" Alexia Vernon (2012) identifies five mistakes employers generally make when onboarding new employees. These include not engaging the employee on their first day, not clearly stating the employee's responsibilities, not addressing "culture fit", not linking "onboarding to the development of desired job skills", and "failing to provide feedback early and often" (Vernon, 2012). Questions on surveys given to OSA new auditors and OSA managers address in general the activities reflected in Table 1 were designed to see if OSA is utilizing

any of these best practices, and to see if identified common mistakes were being committed.

Twenty-six auditors were surveyed regarding their onboarding experiences. The survey was done in three parts. Completed responses for each part of the survey varied from twenty-five for parts one and two to nineteen for part three. Appendix C contains response summaries and all individual survey responses. Six managers were surveyed and 100% of them responded. These surveys are included in Appendix D. Table 2 presents the results of the auditor surveys matched against the best practices listed in Table 1 along with Vernon's five common onboarding mistakes.

The data shows that the agency is offering and managers are utilizing many of the best practices when onboarding new auditors. While best practices are in use, the agency is still experiencing common mistakes in the onboarding process.

Table 2	Experiencing	Percentage	Related survey & question #
Informing Activities			
Managers setting aside uninterrupted time for the new employee	Yes	68%	A – 8
Meeting with a person from HR	Yes	100%	C – 1
On-the-job training on how to perform my job[1]	Yes	26%	C – 3
Tour of the company facilities	Yes	95%	C – 2
Given a plan that outlined opportunities for development	Not noted		
Workspace with equipment and supplies was ready for use	Yes	56%	A – 3
Encouraged to observe a fellow employee for a period of time.	Not noted		
Went to a session by fellow employees who were experts on certain tasks or procedures.	Not noted		
Welcoming Activities			
Employee given a welcome kit	Not noted		
Meeting fellow employees at meeting or new-hire lunch	Yes	100%	C – 2
A new employee welcome celebration was held	Not noted		
Guiding Activities			
A fellow employee was assigned as a "buddy" to help answer questions.	Yes	33%	A – 6 & 7
The new employee was given a single point contact for asking questions prior to starting work.	Not noted		
The new employee was "assigned someone at a higher level than my manager to be a mentor."	Not noted		
Common Mistakes			
Not engaging the employee on their first day[2]	Yes	28%	B – 1
Not clearly stating the employee's responsibilities	Yes	37%	C – 4
Not addressing culture fit	Not addressed		
Not linking onboarding to the development of desired job skills	Yes	33%	B – 4
Failing to provide feedback early and often	Maybe	85%[3]	C – 5
Key - Auditor Surveys			
A – Onboarding experience			
B – Onboarding experience - part II			
C – Onboarding experience - part III			

[1] – The percentage shown is for respondents that were given work related simulations. It should be noted that all auditors receive on the job training through performance of assigned tasks.

[2] – Auditors were asked if they felt engaged by the end of their first week. Managers were asked if they felt their process engaged the new auditor by the end of his first day.

[3] – The percentage shown is a combination of the percentages reflected for the "formally approximately once a calendar quarter and informally on an infrequent basis" and "only during annual evaluation". The not applicable category was excluded.

Manager survey results corroborate the experiences noted in Table 2 in that four of the six managers assign a "buddy"/coach to new auditor and one manager specifically mentioned taking the new employee to lunch, but I have

personally observed that all managers do this activity. Five of the six managers spend time with the new auditor discussing his/her role, but with the average amount of time spent on this activity being around 15 minutes, a clear communication of responsibilities may not be occurring. Fifty percent of the managers indicated providing performance feedback to a new auditor in accordance with office policy. Sixty-eight percent of the auditors indicated similar levels of performance feedback from the managers. The majority of surveyed auditors indicted frequent informal performance feedback from engagement in-charges and supervisors. This feedback helps as 84% of the auditors better understood their roles after their first interim evaluation. The survey data indicates that agency onboarding efforts include the use of some identified best practices, and room for improvement since common mistakes are still being made. The auditor survey results also reveal other areas where opportunities for improving the program exist. These include:

Technology/workspace readiness: Forty-four percent of the auditors indicated that laptops and key programs were not ready for use by the end of their second day of work. Comments made by the auditors stated problems with software, so testing of key programs by an administrator prior to the auditors start date could improve this area.

Assignment of work: Sixty-eight percent of the auditors stated they received an audit assignment within two weeks of their start date. This supports manager survey responses indicating that they communicate with audit in-charges to identify assignments for new hires, however. Thirty-two percent of the auditors had to wait more than two weeks for their first assignment. In individual responses it was noted that 3 auditors had computer issues and received assignments more than 2 weeks after their start date. So, some delay in the timing of audit assignments was likely impacted by computer issues. The collected data indicates that new auditors are not having to wait an excessive amount of time for their initial assignments. In reviewing the individual auditor responses, it was noted that 5 of the 7 auditors who reported not being engaged at the end of their first week at OSA also reported having to wait more than two weeks for their first audit assignment.

Preparedness for assignments: Sixteen percent of the new auditors reported feeling very well prepared for their first assignment, while remainder felt somewhat prepared (60%) or not at all prepared (24%). Auditors and managers were asked if newly hired auditors would likely benefit from hands-on training involving systems used by OSA and simulations of audit work. Both the auditors and managers surveyed for this project agreed that new hires would benefit from the training, and 26% of the

auditors had utilized audit simulations and found them helpful.

By supplying planned hands-on training in accessing SCEIS,

utilizing Pro System Fx Engagement (audit work paper system) and

Adobe Pro, and simulations of audit work, OSA can give the new

hires valuable on-the-job training on how to do their job, and

set them up to be more productive and successful on their

initial assignments.

Professional Development: Sixty-seven percent of the

auditors said that training and continuing professional

education offered by OSA enhanced their professional

development. Thirty-three percent of the auditors felt that

their professional development was either not helped (25%) or

limited (8%) by the offered training. Commenters viewed the

trainings as not being relevant or transferrable to other jobs

should they leave OSA. As an assurance service organization, OSA

follows professional and audit standards set by the American

Institute of Certified Public Accountants and governmental

auditing standards set by the GAO related to continuing

professional education requirements. This needs to be better

communicated to new auditors so they understand the value of

some training courses. Auditors were asked if communication

skills training courses would be beneficial, and 75% said yes.

The surveyed managers also agreed with this point. Auditors

suggested a training that provides an overview of state

government and the functions of each division within OSA,
Microsoft Excel courses, and content specific courses associated
with Medicaid and State engagements. Auditors and managers also
suggested that offering time management and organizational
skills training could be useful.

Implementation Plan

The data analysis revealed both good and bad points related
to the current onboarding efforts, and that improvements can be
achieved. Appendix E contains a proposed new employee onboarding
program. The program is designed to engage the new auditor early
with job relevant training while allowing for flexibility in the
assignment of audit work. The program will be implemented in
conjunction with new auditors staring at OSA on June 4, 2018.
The following steps will need to be cleared to meet this target
date.

Step 1 – Obtain feedback from the executive team on the proposed
program and approval. This should be able to be done by March
15th.

Step 2 – Refine activity timelines based on feedback from step
one and to ensure that there are no conflicts for office or
State policies and regulations. This step should be completed by
the end of March 2018.

Step 3 – Specifically identify training content to be utilized. Training content will come from information that has been developed in-house with updating as needed, from our system vendors such as Wolters-Kluwer for Pro System Fx, and from the SC Enterprise Information Systems (SCEIS)team. Potential audit simulation material will have to be developed. Most of this information should be able to be identified by the end of April 2018, but the simulation component may not be ready until after program roll-out.

OSA will have to identify sources for future training related to Excel and Word, time management/organization skills, and communication skills.

Evaluation Method

The redesigned program will be evaluated by conducting surveys of new auditors that start on or after June 2018. Also, managers will be asked to obtain feedback on the program as part of performance check-ins conducted with employees.

Summary and Recommendations

In analyzing the date gathered for this project, it was noted that OSA had been using a number of best practices related to onboarding new employees, but that improvements could be made. Key findings include 84% of auditors stating they only

felt at best somewhat prepared for their first assignment; 28%

of the auditors did not feel fully engaged by the end their

first week; both surveyed managers and auditors agreed that

providing hands on training with key systems would help new

auditors in performing better on first assignments. Based on

these findings it is recommended that the program proposed in

Appendix E be implemented.

References

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Appendix A - OSA New Hire Orientation Check Sheet

NEW HIRE ORIENTATION CHECK SHEET

Employee Name: _____   Effective Date of Hire: _____

1. _____ PARKING-COLLECT $20 & APPLICATION
2. _____ SC ID CARD & SURFACE LOT FORM 925-7 SOUTH MAIN ST. 734-1638 COLLECT AGENCY PARKING FORM
3. _____ I-9 FORM (COPY OF SS CARD & DRIVERS LICENSE, I-94 IF APPLICABLE (ATTACHED TO PASSPORT)
4. _____ FINAL TRANSCRIPT IF NECESSARY
5. _____ AGENCY POLICY & PROCEDURES MANUAL & AUDIT MANUAL-NOT CONTRACT EMPLOYMENT AT WILL
6. _____ SIGN ACKNOWLEDGEMENT-DRUG FREE WORKPLACE STATEMENT POLICY
7. _____ STATE EMPLOYEE BENEFITS-LEAVE & HOLIDAYS
8. _____ RETIREMENT BOOKLET / ENROLLMENT FORM-ORP LIST SEND COPY OF SS CARD ENROLLMENT FORM
9. _____ W-4 FORM
10. _____ POST OFFER MEDICAL QUESTIONNAIRE
11. _____ INSURANCE BENEFITS GUIDE (2 MAJOR MEDICAL PLANS)
12. _____ STATE DENTAL PLAN (ID CARD IN HOUSE) & DENTAL PLUS
13. _____ STATE VISION PLAN
14. _____ GROUP LIFE
15. _____ STATE OPTIONAL LIFE INSURANCE [NEW HIRES – 3x SALARY (ROUND DOWN TO NEAREST 10K)]
16. _____ DEPENDENT LIFE INSURANCE
17. _____ LONG TERM DISABILITY
18. _____ SLTD
19. _____ MONEY PLUS
20. _____ TOBACCO CERTIFICATION FORM
21. _____ MY BENEFITS FLYER
22. _____ INITIAL COBRA NOTIFICATION LETTER MAILED TO HOME

MARKETPLACE EXCHANGE NOTICE-COVERAGE-DATED 1-EMPLOYEE DATED 1-FILE
23. _____ (OPTIONS LETTER HAS TO BE MAILED OR GIVEN TO EMPLOYEE WITHIN 14 DAYS
24. _____ NOTICE OF SPECIAL ENROLLMENT RIGHTS-DATED 1-EMPLOYEE DATED 1-FILE
25. _____ EMERGENCY USE FORM

PORTAL ACCESS-USER ID 1st 3 LETTERS OF 1st NAME & LAST 6#'S OF PN-PW LAST 4 OF SSN TWICE
26. _____ www.myscemployee.sc.gov   MYSC Employee REFERENCE GUIDE
27. _____ ELECTRONIC DEPOSIT-SET UP IN PORTAL
28. _____ SETTING UP YOUR IDENTITY MGMT (IdM) PASSWORD MANAGEMENT ACCESS FOR MySCEMPLOYEE
29. _____ ANNUAL STATEMENT OF INDEPENDENCE (AUDITOR'S ONLY)
30. _____ SECRECY OF INFORMATION STATEMENT
31. _____ SCEIS OHR CONFIDENTIALITY AGREEMENT-**STATESIDE ONLY**
32. _____ POSITION DESCRIPTION/EPMS
33. _____ SPIRIT TELECOM PHONE INFORMATION AT DESK
34. _____ HOLIDAYS
35. _____ EMPLOYEE COMMITTEE
36. _____ OPTIONALS-SCU, DEF COMP, EMP ASSOC, VOC REHAB, ORGAN DONATION
37. _____ DESK KEY, BLDG ACCESS CARD
38. _____ SMOKE FREE (OUTSIDE), SAFETY POLICY, STAIRS & FIRE ALARMS
39. _____ FX ACCESS - **STATESIDE NON-MANAGERS ONLY**
40. _____ SCEIS AUDITOR ACCESS - **STATESIDE ONLY**

SCEIS HOME PAGE - **SCEIS.SC.GOV** SAP LOGON - **SCEISGATEWAY.SC.GOV**
41. _____ **UPERFORM.SC.GOV/GM/WORKPLACE**
42. _____ FLEX SCHEDULE
43. _____ E-VERIFY
44. _____ SLED BACKGROUND CHECK
45. _____ COMPUTER #   -SIGN ACCESS AGREEMENT/POLICY-USER NAME & PASSWORD
46. _____ ETOKEN #   -ASSIGNED
47. _____ AUDIT CASE & CALCULATOR
48. _____ CYBER SECURITY AWARENESS TRAINING - **https://sso.securingthehuman.org/sc**
49. _____ HIRE ABOVE MINIMUM LETTER FOR FILE (ADMIN ONLY)
50. _____ MAP

_____   _____
EMPLOYEE SIGNATURE   DATE

_____   _____
ORIENTATION SIGNATURE   DATE

Revised 11/16/2016

Appendix B - New Hire Report
1/1/13 - 1/1/18

Not Published

Appendix C - Onboarding Experience - Auditor Surveys

Q1 How long have you worked with OSA

Answered: 26   Skipped: 0
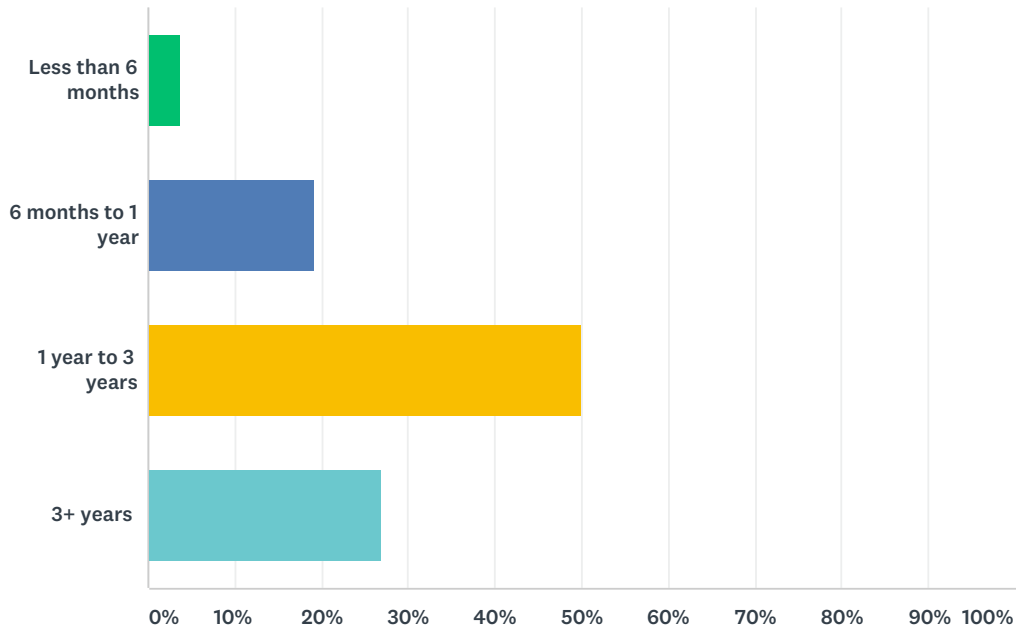
ANSWER CHOICES	RESPONSES	
Less than 6 months	3.85%	1
6 months to 1 year	19.23%	5
1 year to 3 years	50.00%	13
3+ years	26.92%	7
TOTAL		26

Q2 Identify your division and current job title

Answered: 25   Skipped: 1
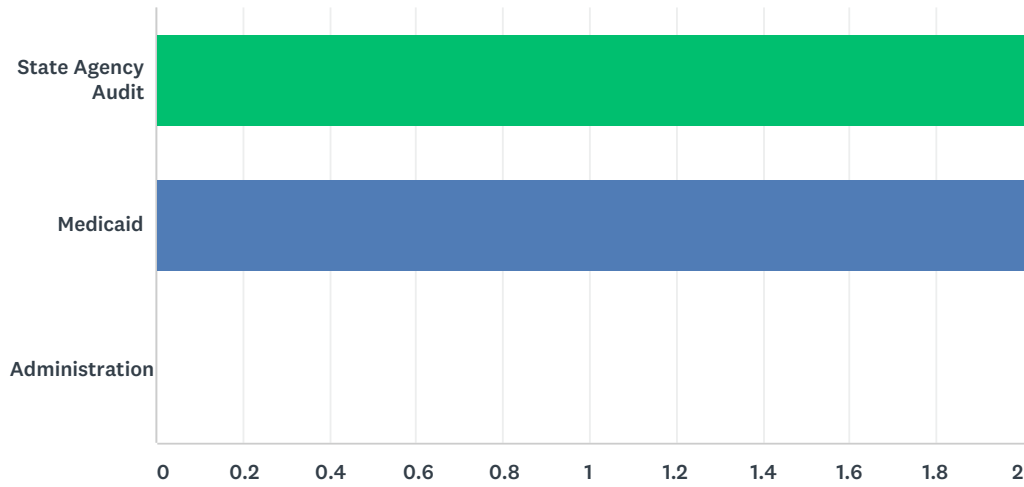
	AUDITOR I	AUDITOR II	SENIOR AUDITOR	OTHER	TOTAL	WEIGHTED AVERAGE
State Agency Audit	35.29% 6	35.29% 6	23.53% 4	5.88% 1	17	2.00
Medicaid	25.00% 2	62.50% 5	0.00% 0	12.50% 1	8	2.00
Administration	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0	0.00

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

Answered: 25   Skipped: 1
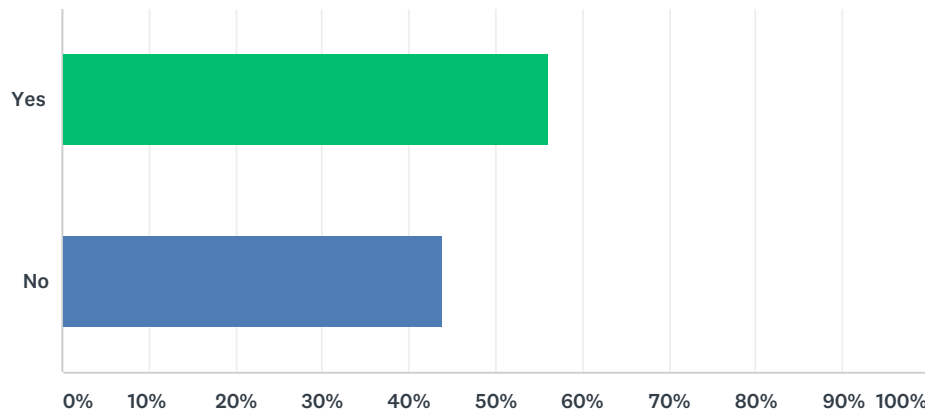
ANSWER CHOICES	RESPONSES	
Yes	56.00%	14
No	44.00%	11
TOTAL		25

#	IF "NO" PLEASE INDICATE WHAT ISSUES WERE OCCURRING:	DATE
1	Certain software applications weren't ready and updates needed to be done	2/8/2018 1:42 PM
2	No access to SCEIS	2/5/2018 7:04 AM
3	I did not have CLA FX installed on my computer. I was required to sign a confidentiality form before given access it took around 1-2 weeks as I recall.	2/1/2018 9:39 AM
4	Did not have full access to SCEIS - Document Display would not work I did not have access to Pfx Missing randompad Citrix had to be reinstalled by second week	2/1/2018 7:33 AM
5	Access wasn't ready yet	2/1/2018 7:25 AM
6	I did not have access to SCEIS for 1-2 weeks.	2/1/2018 7:22 AM
7	The SCEIS system was not working for me. The adobe was not working for me.	2/1/2018 7:18 AM
8	I was unable to login to SCEIS for about two weeks - I did not have authority to logon.	2/1/2018 7:16 AM
9	They couldn't get certain programs to install, like FX and Random Pad, my computer would freeze and shut down, and they ended up getting me a new laptop but I didn't receive it until I had been in the office for about two weeks.	2/1/2018 7:13 AM
10	I believe I was still lacking access to SCEIS and CLA's FX, which is used for Single Audit (my first engagement assignment).	1/31/2018 8:25 PM
11	I did not have SCEIS access which is a vital source of completing work on the Stateside.	1/31/2018 4:59 PM

Q4 What was the level interaction between you and your teammates during your first week of work

Answered: 25   Skipped: 1
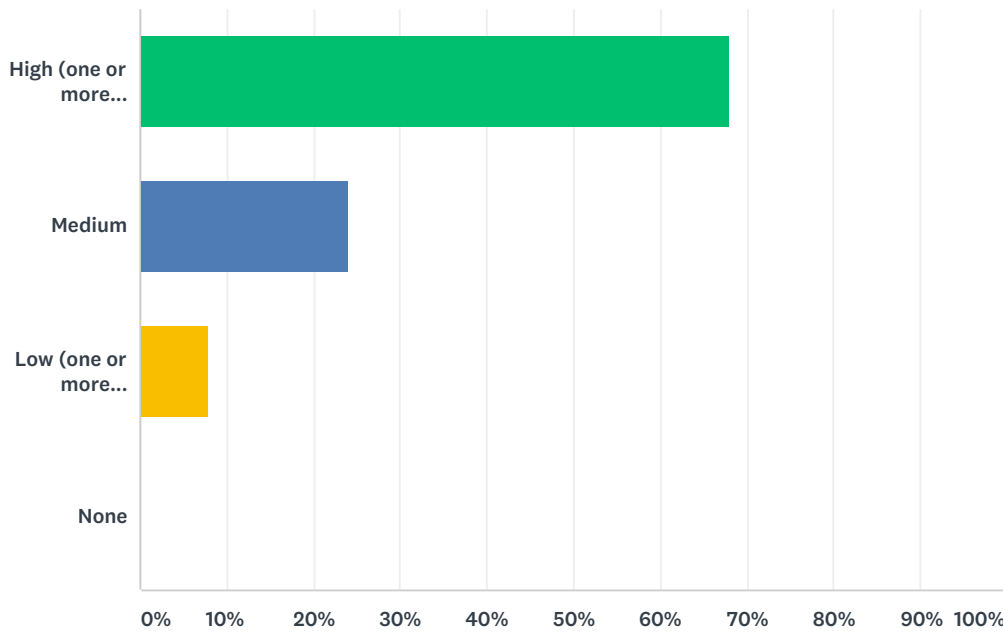
ANSWER CHOICES	RESPONSES	
High (one or more communicated with me a on a daily basis)	68.00%	17
Medium	24.00%	6
Low (one or more communicated with me on rare occasions)	8.00%	2
None	0.00%	0
TOTAL		25

Q5 Rate how well you felt integrated into your team after your first month of work

Answered: 25   Skipped: 1
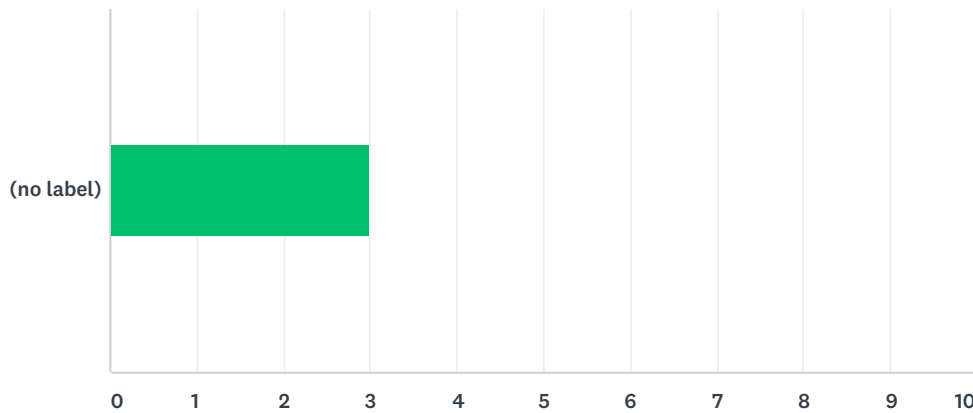
	NOT PART OF THE TEAM AT ALL	SLIGHTLY PART OF THE TEAM	MOSTLY PART OF THE TEAM	A FULL MEMBER OF THE TEAM	TOTAL	WEIGHTED AVERAGE
(no label)	4.00% 1	32.00% 8	24.00% 6	40.00% 10	25	3.00

#	COMMENTS	DATE
1	The office wasn't the most social atmosphere when I started but has improved during my time here	2/1/2018 7:48 AM
2	My team did a good job of giving me challenging tasks while also giving me enough instruction and guidance that I didn't feel lost.	2/1/2018 7:46 AM
3	N/A	2/1/2018 7:22 AM
4	My team did a really good job of checking in on me and making me feel comfortable asking them questions.	2/1/2018 7:16 AM
5	Most of my team was out in the field when I first started, and after that I really only worked with one member for the majority of the time.	2/1/2018 7:13 AM

Q6 Were you assigned an "audit buddy"

Answered: 24   Skipped: 2
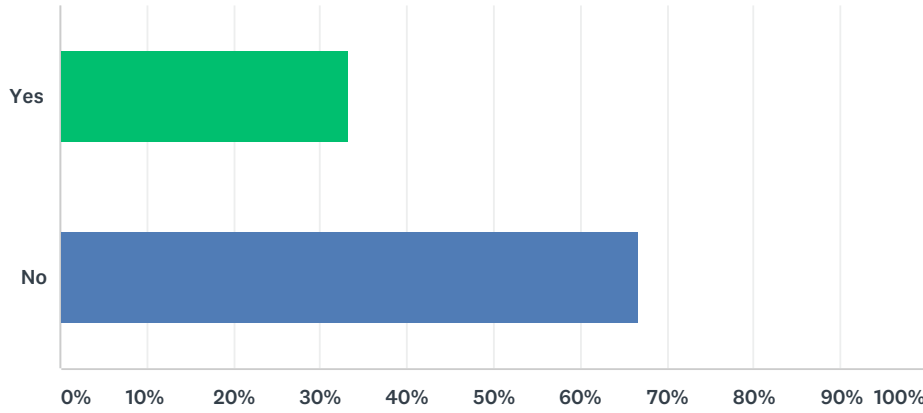
ANSWER CHOICES	RESPONSES	
Yes	33.33%	8
No	66.67%	16
TOTAL		24

Q7 My audit buddy was helpful in

Answered: 23   Skipped: 3

My integration into the off...

Understanding of office...

Understanding of the State...

Giving guidance on...
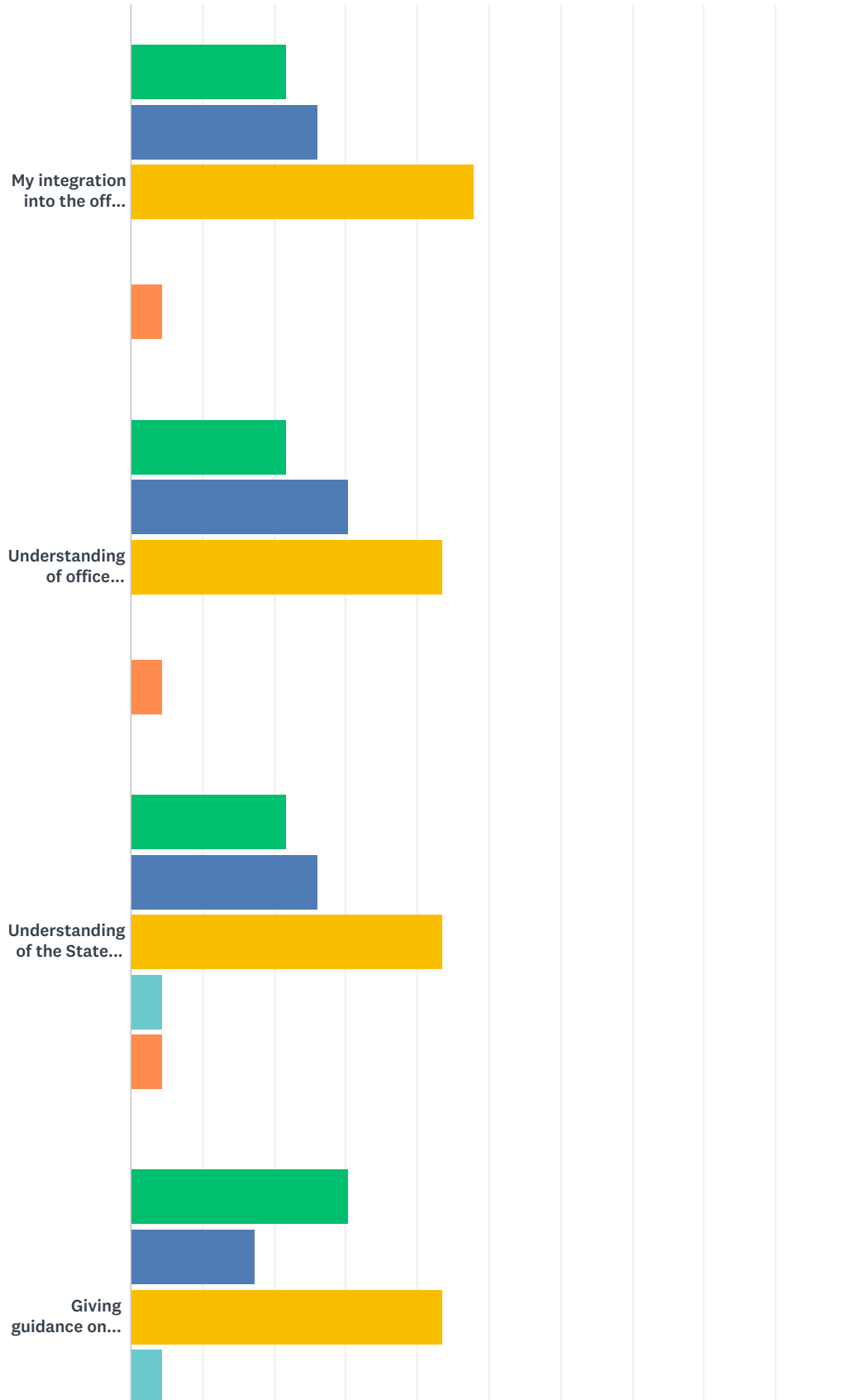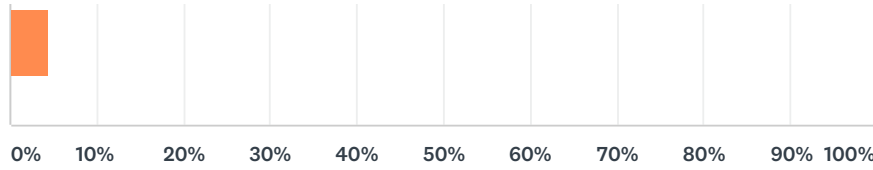
- 🟩 Strongly agree
- 🟦 Agree
- 🟨 Neither agree or disagree
- 🟦 Disagree
- 🟧 Strongly disagree

	STRONGLY AGREE	AGREE	NEITHER AGREE OR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
My integration into the office and team	21.74% 5	26.09% 6	47.83% 11	0.00% 0	4.35% 1	23
Understanding of office policies	21.74% 5	30.43% 7	43.48% 10	0.00% 0	4.35% 1	23
Understanding of the State Agency or Medicaid AUP process	21.74% 5	26.09% 6	43.48% 10	4.35% 1	4.35% 1	23
Giving guidance on assigned audit programs	30.43% 7	17.39% 4	43.48% 10	4.35% 1	4.35% 1	23

Q8 Did your manager or supervisor go over your initial EPMS in detail describing your job duties and success criteria

Answered: 25   Skipped: 1
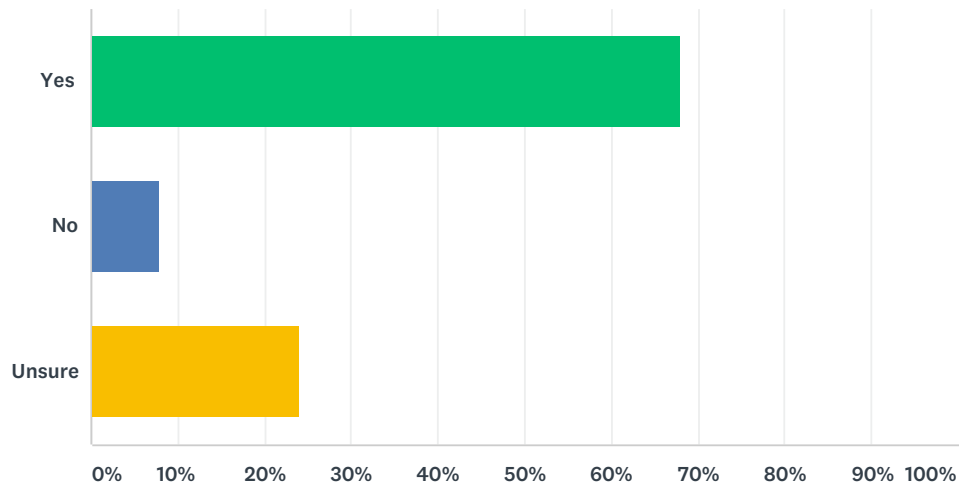
ANSWER CHOICES	RESPONSES	
Yes	68.00%	17
No	8.00%	2
Unsure	24.00%	6
TOTAL		25

#	COMMENTS	DATE
1	HR personnel did; my manager followed up to make sure I was aware of EPMS	2/1/2018 7:33 AM
2	Some, got great detail but some	2/1/2018 7:25 AM
3	I do not remember the specifics.	1/31/2018 8:25 PM
4	Unsure because it has been a while, but I do not believe it was explained until my year review. I did know what the EPMS was due to the short meeting with HR when I was first hired.	1/31/2018 4:59 PM

Q9 How quickly were you given your first audit program assignment

Answered: 25   Skipped: 1
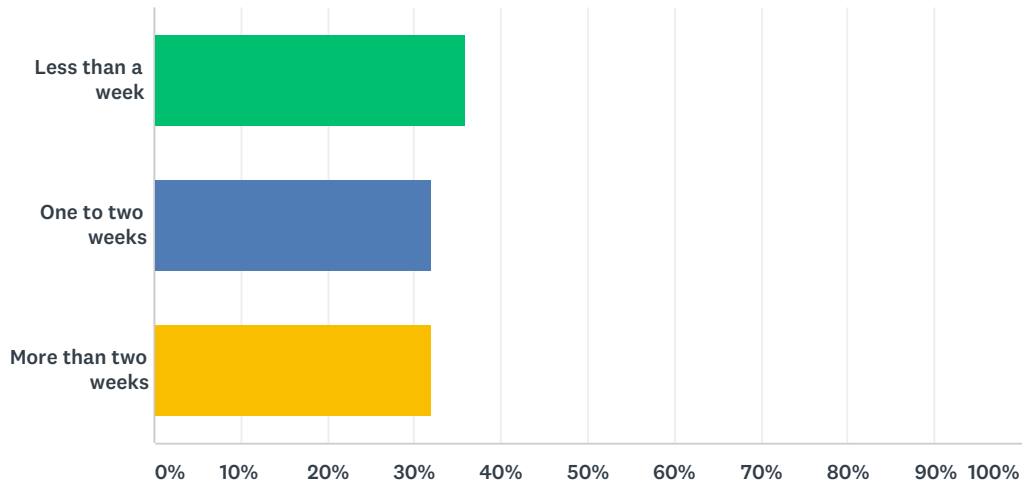
ANSWER CHOICES	RESPONSES	
Less than a week	36.00%	9
One to two weeks	32.00%	8
More than two weeks	32.00%	8
TOTAL		25

#	PLEASE INDICATE THE FIRST AUDIT PROGRAM YOU WERE ASSIGNED:	DATE
1	I believed I helped revise some final workpapers for HCR Manor Care homes (Program U and OH work). Shortly after that my team was briefly given the Palmetto Homes.	2/1/2018 1:32 PM
2	SWCAP	2/1/2018 9:39 AM
3	M Program	2/1/2018 8:27 AM
4	A state audit of Workers Compensation	2/1/2018 7:46 AM
5	Administrative Law Court AUP	2/1/2018 7:46 AM
6	R04	2/1/2018 7:33 AM
7	Administrative Law Court	2/1/2018 7:25 AM
8	Department of Mental Health	2/1/2018 7:18 AM
9	Inspector General	2/1/2018 7:13 AM
10	Fixed Assets	2/1/2018 6:59 AM

Q10 Rate how you were prepared for this assignment

Answered: 25   Skipped: 1
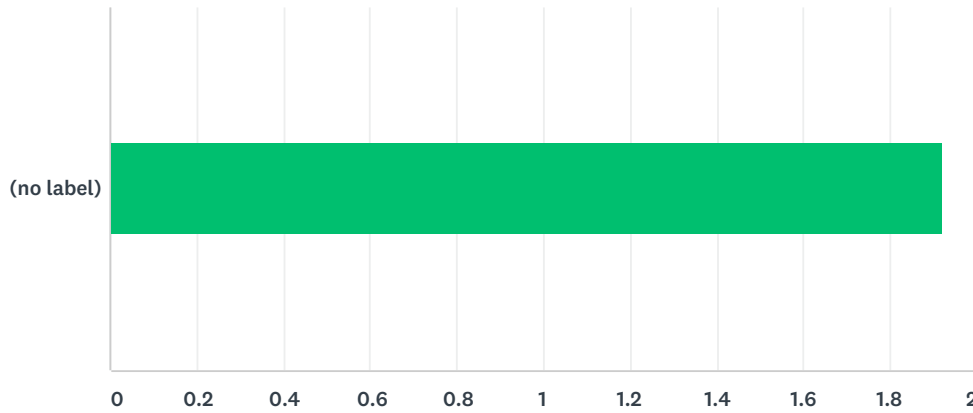
	NOT AT ALL PREPARED	SOMEWHAT PREPARED	VERY WELL PREPARED	TOTAL	WEIGHTED AVERAGE
(no label)	24.00% 6	60.00% 15	16.00% 4	25	1.92

#	DESCRIBE ANY ISSUES OR FRUSTRATIONS WITH THE WORK YOU WERE ASSIGNED.	DATE
1	Just the process of learning all the different software applications and finding all the different links and finding the links necessary to do the work took time	2/8/2018 1:42 PM
2	I did what I was told to do. But I didn't understand the effect on the entire audit because I didn't have the experience of the audit programs.	2/1/2018 1:32 PM
3	One of my In-Charge auditors provided a brief training (via PowerPoint presentation) that detailed the basic procedures of an AUP engagement (pulling populations, Trial Balances, sample selections, etc.). However, aside from that, I was thrown into the engagement with a sort of "learn as you go" approach. But on my first engagement, my In-Charge was always available for me to ask questions. I just had to initiate those conversations.	2/1/2018 7:51 AM
4	We were just told to review prior year workpapers and I don't think that is sufficient to get ready for your first AUP. I felt like I was walking into an AUP with no clue about what I was doing or its purpose.	2/1/2018 7:46 AM
5	Myself and another auditor worked on this engagement. We both started work the exact same day and while our manager was our in-charge we were left to figure out a lot of it on our own and also complete some in-charge tasks.	2/1/2018 7:46 AM
6	I personally felt like I was just thrown in with no knowledge of what I was supposed to be doing. I had to rely on feedback from my in-charge after the fact in order to learn and grow.	2/1/2018 7:37 AM
7	No issues, just a lack of knowledge in how the office and AUPs worked, but didn't take long to learn how things go.	2/1/2018 7:16 AM
8	There was no formal training. I never got an overview of the audit process or all of the tests that are part of our audits. I just went right into doing different tests and did not really understand why I was doing things.	2/1/2018 7:16 AM
9	Since I had so many computer issues to begin with, I was not comfortable with FX yet. I also spent do much time on the phone with DTO and waiting for the new laptop and for programs to be installed that it cut into my training time. Luckily, my "audit buddy" really helped me get comfortable once we were out in the field and helped me through any issues or questions I had.	2/1/2018 7:13 AM
10	From what I recall, my main frustrations were with my lack of Excel knowledge. I was first assigned a depreciation schedule to reformat.	2/1/2018 6:59 AM

| 11 | When I first started here I was paired with someone who had already put in their two weeks notice. I was given very little instruction and did not feel successful when working through the task given. | 1/31/2018 4:59 PM |

#1

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, January 31, 2018 4:54:06 PM
Last Modified:	Wednesday, January 31, 2018 4:59:19 PM
Time Spent:	00:05:12
Email:	
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

**3+
years**

Q2 Identify your division and current job title

State Agency Audit

Auditor II

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

No,
If "No" please indicate what issues were occurring::
I did not have SCEIS access which is a vital source of completing work on the Stateside.

Q4 What was the level interaction between you and your teammates during your first week of work

Medium

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

Slightly part of the team

Q6 Were you assigned an "audit buddy"

No

Q7 My audit buddy was helpful in

My integration into the office and team	**Neither agree or disagree**
Understanding of office policies	**Neither agree or disagree**
Understanding of the State Agency or Medicaid AUP process	**Neither agree or disagree**
Giving guidance on assigned audit programs	**Neither agree or disagree**

Q8 Did your manager or supervisor go over your initial
EPMS in detail describing your job duties and success
criteria

Unsure,

Comments:
Unsure because it has been a while, but I do not believe it
was explained until my year review. I did know what the
EPMS was due to the short meeting with HR when I was
first hired.

Q9 How quickly were you given your first audit program
assignment

**More than two
weeks**

Q10 Rate how you were prepared for this assignment

(no label)

Describe any issues or frustrations with the work you were
assigned.:

Somewhat prepared

When I first started here I was paired with someone who had
already put in their two weeks notice. I was given very little
instruction and did not feel successful when working through
the task given.

#2

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, January 31, 2018 8:21:40 PM
Last Modified:	Wednesday, January 31, 2018 8:25:29 PM
Time Spent:	00:03:49
Email:	
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

3+ years

Q2 Identify your division and current job title

State Agency Audit

Senior Auditor

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

No,
If "No" please indicate what issues were occurring::
I believe I was still lacking access to SCEIS and CLA's FX, which is used for Single Audit (my first engagement assignment).

Q4 What was the level interaction between you and your teammates during your first week of work

High (one or more communicated with me a on a daily basis)

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

A full member of the team

Q6 Were you assigned an "audit buddy"

Yes

Q7 My audit buddy was helpful in

My integration into the office and team	**Agree**
Understanding of office policies	**Agree**
Understanding of the State Agency or Medicaid AUP process	**Agree**
Giving guidance on assigned audit programs	**Agree**

Q8 Did your manager or supervisor go over your initial
EPMS in detail describing your job duties and success
criteria

Unsure,

Comments:

I do not remember the
specifics.

Q9 How quickly were you given your first audit program
assignment

**Less than a
week**

Q10 Rate how you were prepared for this assignment

(no label)   **Very well prepared**

#3

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 6:56:09 AM
Last Modified:	Thursday, February 01, 2018 6:59:27 AM
Time Spent:	00:03:17
Email:	
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

1 year to 3 years

Q2 Identify your division and current job title

Medicaid

Auditor II

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

Yes

Q4 What was the level interaction between you and your teammates during your first week of work

High (one or more communicated with me a on a daily basis)

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

Mostly part of the team

Q6 Were you assigned an "audit buddy"

No

Q7 My audit buddy was helpful in

My integration into the office and team	**Neither agree or disagree**
Understanding of office policies	**Neither agree or disagree**
Understanding of the State Agency or Medicaid AUP process	**Neither agree or disagree**
Giving guidance on assigned audit programs	**Neither agree or disagree**

Q8 Did your manager or supervisor go over your initial EPMS in detail describing your job duties and success criteria

Yes

Q9 How quickly were you given your first audit program assignment

One to two ,
weeks

Please indicate the first audit program you were assigned::
Fixed Assets

Q10 Rate how you were prepared for this assignment

(no label)

Describe any issues or frustrations with the work you were assigned.:

Somewhat prepared

From what I recall, my main frustrations were with my lack of Excel knowledge. I was first assigned a depreciation schedule to reformat.

#4

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:05:11 AM
Last Modified:	Thursday, February 01, 2018 7:13:24 AM
Time Spent:	00:08:13
Email:	
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

**6 months to 1
year**

Q2 Identify your division and current job title

State Agency Audit

Auditor I

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

No,
If "No" please indicate what issues were occurring::
They couldn't get certain programs to install, like FX and Random Pad, my computer would freeze and shut down, and they ended up getting me a new laptop but I didn't receive it until I had been in the office for about two weeks.

Q4 What was the level interaction between you and your teammates during your first week of work

High (one or more communicated with me a on a daily basis)

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

Comments:

Slightly part of the team

Most of my team was out in the field when I first started, and after that I really only worked with one member for the majority of the time.

Q6 Were you assigned an "audit buddy"

Yes

Q7 My audit buddy was helpful in

My integration into the office and team	**Agree**
Understanding of office policies	**Strongly agree**
Understanding of the State Agency or Medicaid AUP process	**Strongly agree**
Giving guidance on assigned audit programs	**Strongly agree**

Q8 Did your manager or supervisor go over your initial EPMS in detail describing your job duties and success criteria

Yes

Q9 How quickly were you given your first audit program assignment

Less than a , week

Please indicate the first audit program you were assigned::
Inspector General

Q10 Rate how you were prepared for this assignment

(no label)

Somewhat prepared

Describe any issues or frustrations with the work you were assigned.:

Since I had so many computer issues to begin with, I was not comfortable with FX yet. I also spent do much time on the phone with DTO and waiting for the new laptop and for programs to be installed that it cut into my training time. Luckily, my "audit buddy" really helped me get comfortable once we were out in the field and helped me through any issues or questions I had.

#5

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:12:53 AM
Last Modified:	Thursday, February 01, 2018 7:15:45 AM
Time Spent:	00:02:52
Email:	
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

6 months to 1 year

Q2 Identify your division and current job title

State Agency Audit

Auditor I

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

Yes

Q4 What was the level interaction between you and your teammates during your first week of work

High (one or more communicated with me a on a daily basis)

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

A full member of the team

Q6 Were you assigned an "audit buddy"

No

Q7 My audit buddy was helpful in

My integration into the office and team	**Strongly agree**
Understanding of office policies	**Agree**
Understanding of the State Agency or Medicaid AUP process	**Agree**
Giving guidance on assigned audit programs	**Strongly agree**

Q8 Did your manager or supervisor go over your initial EPMS in detail describing your job duties and success criteria

Yes

Q9 How quickly were you given your first audit program assignment

**Less than a
week**

Q10 Rate how you were prepared for this assignment

(no label)

Somewhat prepared

Describe any issues or frustrations with the work you were assigned.:

No issues, just a lack of knowledge in how the office and AUPs worked, but didn't take long to learn how things go.

#6

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:08:20 AM
Last Modified:	Thursday, February 01, 2018 7:15:53 AM
Time Spent:	00:07:33
Email:	
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

6 months to 1 year

Q2 Identify your division and current job title

State Agency Audit

Auditor I

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

Yes

Q4 What was the level interaction between you and your teammates during your first week of work

High (one or more communicated with me a on a daily basis)

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

A full member of the team

Q6 Were you assigned an "audit buddy"

No

Q7 My audit buddy was helpful in

Respondent skipped this question

Q8 Did your manager or supervisor go over your initial EPMS in detail describing your job duties and success criteria

Yes

Q9 How quickly were you given your first audit program assignment

One to two weeks

Q10 Rate how you were prepared for this assignment

(no label)

Describe any issues or frustrations with the work you were assigned.:

Not at all prepared

There was no formal training. I never got an overview of the audit process or all of the tests that are part of our audits. I just went right into doing different tests and did not really understand why I was doing things.

#7

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:11:43 AM
Last Modified:	Thursday, February 01, 2018 7:16:27 AM
Time Spent:	00:04:43
Email:	▆▆▆▆▆▆▆▆▆
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

1 year to 3 years

Q2 Identify your division and current job title

State Agency Audit

Auditor II

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

No,
If "No" please indicate what issues were occurring::
I was unable to login to SCEIS for about two weeks - I did not have authority to logon.

Q4 What was the level interaction between you and your teammates during your first week of work

High (one or more communicated with me a on a daily basis)

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

A full member of the team

Comments:

My team did a really good job of checking in on me and making me feel comfortable asking them questions.

Q6 Were you assigned an "audit buddy"

No

Q7 My audit buddy was helpful in

My integration into the office and team	**Neither agree or disagree**
Understanding of office policies	**Neither agree or disagree**
Understanding of the State Agency or Medicaid AUP process	**Neither agree or disagree**
Giving guidance on assigned audit programs	**Neither agree or disagree**

Q8 Did your manager or supervisor go over your initial
EPMS in detail describing your job duties and success
criteria

Yes

Q9 How quickly were you given your first audit program
assignment

**Less than a
week**

Q10 Rate how you were prepared for this assignment

(no label)

Somewhat prepared

#8

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:14:57 AM
Last Modified:	Thursday, February 01, 2018 7:17:00 AM
Time Spent:	00:02:03
Email:	
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

1 year to 3 years

Q2 Identify your division and current job title

Medicaid

Auditor I

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

Yes

Q4 What was the level interaction between you and your teammates during your first week of work

High (one or more communicated with me a on a daily basis)

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

Slightly part of the team

Q6 Were you assigned an "audit buddy"

Yes

Q7 My audit buddy was helpful in

My integration into the office and team	**Agree**
Understanding of office policies	**Strongly agree**
Understanding of the State Agency or Medicaid AUP process	**Strongly agree**
Giving guidance on assigned audit programs	**Strongly agree**

Q8 Did your manager or supervisor go over your initial EPMS in detail describing your job duties and success criteria

Yes

Q9 How quickly were you given your first audit program
assignment

**One to two
weeks**

Q10 Rate how you were prepared for this assignment

(no label)

Not at all prepared

#9

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:10:48 AM
Last Modified:	Thursday, February 01, 2018 7:17:40 AM
Time Spent:	00:06:52
Email:	
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

1 year to 3 years

Q2 Identify your division and current job title

State Agency Audit

Auditor I

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

No,
If "No" please indicate what issues were
occurring::
The SCEIS system was not working for me. The adobe was
not working for me.

Q4 What was the level interaction between you and your teammates during your first week of work

Medium

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

Mostly part of the team

Q6 Were you assigned an "audit buddy"

No

Q7 My audit buddy was helpful in

My integration into the office and team	**Agree**
Understanding of office policies	**Agree**
Understanding of the State Agency or Medicaid AUP process	**Agree**
Giving guidance on assigned audit programs	**Agree**

Q8 Did your manager or supervisor go over your initial EPMS in detail describing your job duties and success criteria

Unsure

Q9 How quickly were you given your first audit program
assignment

One to two ,
weeks

Please indicate the first audit program you were
assigned::
Department of Mental Health

Q10 Rate how you were prepared for this assignment

(no label)

Somewhat prepared

#10

INCOMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:18:52 AM
Last Modified:	Thursday, February 01, 2018 7:18:53 AM
Time Spent:	00:00:00
Email:	
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

1 year to 3 years

Q2 Identify your division and current job title

Respondent skipped this question

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

Respondent skipped this question

Q4 What was the level interaction between you and your teammates during your first week of work

Respondent skipped this question

Q5 Rate how well you felt integrated into your team after your first month of work

Respondent skipped this question

Q6 Were you assigned an "audit buddy"

Respondent skipped this question

Q7 My audit buddy was helpful in

Respondent skipped this question

Q8 Did your manager or supervisor go over your initial EPMS in detail describing your job duties and success criteria

Respondent skipped this question

Q9 How quickly were you given your first audit program assignment

Respondent skipped this question

Q10 Rate how you were prepared for this assignment

Respondent skipped this question

#11

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:18:52 AM
Last Modified:	Thursday, February 01, 2018 7:21:47 AM
Time Spent:	00:02:54
Email:	
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

1 year to 3 years

Q2 Identify your division and current job title

State Agency Audit

Auditor II

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

No,
If "No" please indicate what issues were occurring::
I did not have access to SCEIS for 1-2 weeks.

Q4 What was the level interaction between you and your teammates during your first week of work

High (one or more communicated with me a on a daily basis)

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

Mostly part of the team

Comments:

N/A

Q6 Were you assigned an "audit buddy"

No

Q7 My audit buddy was helpful in

My integration into the office and team	**Neither agree or disagree**
Understanding of office policies	**Neither agree or disagree**
Understanding of the State Agency or Medicaid AUP process	**Neither agree or disagree**
Giving guidance on assigned audit programs	**Neither agree or disagree**

Q8 Did your manager or supervisor go over your initial
EPMS in detail describing your job duties and success
criteria

No

Q9 How quickly were you given your first audit program
assignment

**Less than a
week**

Q10 Rate how you were prepared for this assignment

(no label)

Somewhat prepared

#12

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:17:04 AM
Last Modified:	Thursday, February 01, 2018 7:24:32 AM
Time Spent:	00:07:27
Email:	
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

**3+
years**

Q2 Identify your division and current job title

State Agency Audit

Senior Auditor

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

No,
If "No" please indicate what issues were occurring::
Access wasn't ready yet

Q4 What was the level interaction between you and your teammates during your first week of work

High (one or more communicated with me a on a daily basis)

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

Mostly part of the team

Q6 Were you assigned an "audit buddy"

No

Q7 My audit buddy was helpful in

Respondent skipped this question

Q8 Did your manager or supervisor go over your initial EPMS in detail describing your job duties and success criteria

Unsure,
Comments:
Some, got great detail but some

Q9 How quickly were you given your first audit program
assignment

More than two ,
weeks

Please indicate the first audit program you were
assigned::
Administrative Law
Court

Q10 Rate how you were prepared for this assignment

(no label)   **Somewhat prepared**

#13

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:26:36 AM
Last Modified:	Thursday, February 01, 2018 7:33:08 AM
Time Spent:	00:06:32
Email:	
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

6 months to 1 year

Q2 Identify your division and current job title

State Agency Audit

Other

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

No,
If "No" please indicate what issues were occurring::
Did not have full access to SCEIS - Document Display would not work I did not have access to Pfx Missing randompad Citrix had to be reinstalled by second week

Q4 What was the level interaction between you and your teammates during your first week of work

High (one or more communicated with me a on a daily basis)

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

A full member of the team

Q6 Were you assigned an "audit buddy"

Yes

Q7 My audit buddy was helpful in

My integration into the office and team	**Agree**
Understanding of office policies	**Strongly agree**
Understanding of the State Agency or Medicaid AUP process	**Strongly agree**
Giving guidance on assigned audit programs	**Strongly agree**

Q8 Did your manager or supervisor go over your initial
EPMS in detail describing your job duties and success
criteria

Yes,

Comments:
HR personnel did; my manager followed up to make sure I
was aware of EPMS

Q9 How quickly were you given your first audit program
assignment

**One to two   ,
weeks**

Please indicate the first audit program you were
assigned::
R04

Q10 Rate how you were prepared for this assignment

(no label)

Somewhat prepared

#14

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:34:53 AM
Last Modified:	Thursday, February 01, 2018 7:37:28 AM
Time Spent:	00:02:35
Email:	
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

1 year to 3 years

Q2 Identify your division and current job title

Medicaid

Auditor II

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

Yes

Q4 What was the level interaction between you and your teammates during your first week of work

Medium

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

Not part of the team at all

Q6 Were you assigned an "audit buddy"

No

Q7 My audit buddy was helpful in

My integration into the office and team	**Strongly disagree**
Understanding of office policies	**Strongly disagree**
Understanding of the State Agency or Medicaid AUP process	**Strongly disagree**
Giving guidance on assigned audit programs	**Strongly disagree**

Q8 Did your manager or supervisor go over your initial EPMS in detail describing your job duties and success criteria

Yes

Q9 How quickly were you given your first audit program assignment

More than two weeks

Q10 Rate how you were prepared for this assignment

(no label)

Not at all prepared

Describe any issues or frustrations with the work you were assigned.:

I personally felt like I was just thrown in with no knowledge of what I was supposed to be doing. I had to rely on feedback from my in-charge after the fact in order to learn and grow.

#15

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:42:19 AM
Last Modified:	Thursday, February 01, 2018 7:46:15 AM
Time Spent:	00:03:55
Email:	
IP Address:	167.7.7.196

Page 1

Q1 How long have you worked with OSA

3+ years

Q2 Identify your division and current job title

State Agency Audit

Auditor II

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

Yes

Q4 What was the level interaction between you and your teammates during your first week of work

High (one or more communicated with me a on a daily basis)

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

A full member of the team

Q6 Were you assigned an "audit buddy"

Yes

Q7 My audit buddy was helpful in

My integration into the office and team	**Strongly agree**
Understanding of office policies	**Agree**
Understanding of the State Agency or Medicaid AUP process	**Agree**
Giving guidance on assigned audit programs	**Agree**

Q8 Did your manager or supervisor go over your initial EPMS in detail describing your job duties and success criteria

Unsure

Q9 How quickly were you given your first audit program assignment

More than two ,
weeks

Please indicate the first audit program you were assigned::
A state audit of Workers Compensation

Q10 Rate how you were prepared for this assignment

(no label)

Describe any issues or frustrations with the work you were assigned.:

Not at all prepared

We were just told to review prior year workpapers and I don't think that is sufficient to get ready for your first AUP. I felt like I was walking into an AUP with no clue about what I was doing or its purpose.

#16

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:41:19 AM
Last Modified:	Thursday, February 01, 2018 7:46:29 AM
Time Spent:	00:05:09
Email:	
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

3+ years

Q2 Identify your division and current job title

State Agency Audit

Senior Auditor

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

Yes

Q4 What was the level interaction between you and your teammates during your first week of work

Medium

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

A full member of the team

Comments:

My team did a good job of giving me challenging tasks while also giving me enough instruction and guidance that I didn't feel lost.

Q6 Were you assigned an "audit buddy"

No

Q7 My audit buddy was helpful in

My integration into the office and team
Understanding of office policies
Understanding of the State Agency or Medicaid AUP process
Giving guidance on assigned audit programs

Neither agree or disagree
Neither agree or disagree
Neither agree or disagree
Neither agree or disagree

Q8 Did your manager or supervisor go over your initial EPMS in detail describing your job duties and success criteria

Yes

Q9 How quickly were you given your first audit program assignment

One to two   ,
weeks

Please indicate the first audit program you were assigned::
Administrative Law Court
AUP

Q10 Rate how you were prepared for this assignment

(no label)

Somewhat prepared

Describe any issues or frustrations with the work you were assigned.:

Myself and another auditor worked on this engagement. We both started work the exact same day and while our manager was our in-charge we were left to figure out a lot of it on our own and also complete some in-charge tasks.

#17

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:46:04 AM
Last Modified:	Thursday, February 01, 2018 7:47:44 AM
Time Spent:	00:01:39
Email:	
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

1 year to 3 years

Q2 Identify your division and current job title

Medicaid

Auditor II

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

Yes

Q4 What was the level interaction between you and your teammates during your first week of work

Medium

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

Slightly part of the team

Comments:

The office wasn't the most social atmosphere when I started but has improved during my time here

Q6 Were you assigned an "audit buddy"

No

Q7 My audit buddy was helpful in

My integration into the office and team
Understanding of office policies
Understanding of the State Agency or Medicaid AUP process
Giving guidance on assigned audit programs

Neither agree or disagree
Agree
Agree
Agree

Q8 Did your manager or supervisor go over your initial EPMS in detail describing your job duties and success criteria

Yes

Q9 How quickly were you given your first audit program
assignment

**Less than a
week**

Q10 Rate how you were prepared for this assignment

(no label)

Very well prepared

#18

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:45:59 AM
Last Modified:	Thursday, February 01, 2018 7:50:36 AM
Time Spent:	00:04:37
Email:	
IP Address:	129.252.33.52

Page 1

Q1 How long have you worked with OSA

3+ years

Q2 Identify your division and current job title

State Agency Audit

Senior Auditor

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

Yes

Q4 What was the level interaction between you and your teammates during your first week of work

Low (one or more communicated with me on rare occasions)

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

Slightly part of the team

Q6 Were you assigned an "audit buddy"

No

Q7 My audit buddy was helpful in

My integration into the office and team
Understanding of office policies
Understanding of the State Agency or Medicaid AUP process
Giving guidance on assigned audit programs

Neither agree or disagree
Neither agree or disagree
Neither agree or disagree
Neither agree or disagree

Q8 Did your manager or supervisor go over your initial EPMS in detail describing your job duties and success criteria

No

Q9 How quickly were you given your first audit program assignment

Less than a week

Q10 Rate how you were prepared for this assignment

(no label)

Somewhat prepared

Describe any issues or frustrations with the work you were assigned.:

One of my In-Charge auditors provided a brief training (via PowerPoint presentation) that detailed the basic procedures of an AUP engagement (pulling populations, Trial Balances, sample selections, etc.). However, aside from that, I was thrown into the engagement with a sort of "learn as you go" approach. But on my first engagement, my In-Charge was always available for me to ask questions. I just had to initiate those conversations.

#19

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:46:30 AM
Last Modified:	Thursday, February 01, 2018 8:26:47 AM
Time Spent:	00:40:16
Email:	
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

6 months to 1 year

Q2 Identify your division and current job title

Medicaid

Other

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

Yes

Q4 What was the level interaction between you and your teammates during your first week of work

High (one or more communicated with me a on a daily basis)

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

Slightly part of the team

Q6 Were you assigned an "audit buddy"

No

Q7 My audit buddy was helpful in

My integration into the office and team	**Neither agree or disagree**
Understanding of office policies	**Neither agree or disagree**
Understanding of the State Agency or Medicaid AUP process	**Neither agree or disagree**
Giving guidance on assigned audit programs	**Neither agree or disagree**

Q8 Did your manager or supervisor go over your initial EPMS in detail describing your job duties and success criteria

Yes

Q9 How quickly were you given your first audit program assignment

**More than two   ,
weeks**

Please indicate the first audit program you were
assigned::
M Program

Q10 Rate how you were prepared for this assignment

(no label)

Somewhat prepared

#20

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:34:35 AM
Last Modified:	Thursday, February 01, 2018 8:28:37 AM
Time Spent:	00:54:02
Email:	▮▮▮▮▮▮▮▮▮
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

1 year to 3 years

Q2 Identify your division and current job title

Medicaid   **Auditor I**

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

Yes

Q4 What was the level interaction between you and your teammates during your first week of work

Medium

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)   **Slightly part of the team**

Q6 Were you assigned an "audit buddy"

No

Q7 My audit buddy was helpful in

My integration into the office and team	**Neither agree or disagree**
Understanding of office policies	**Neither agree or disagree**
Understanding of the State Agency or Medicaid AUP process	**Neither agree or disagree**
Giving guidance on assigned audit programs	**Neither agree or disagree**

Q8 Did your manager or supervisor go over your initial EPMS in detail describing your job duties and success criteria

Yes

Q9 How quickly were you given your first audit program
assignment

**More than two
weeks**

Q10 Rate how you were prepared for this assignment

(no label)

Somewhat prepared

#21

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 9:35:14 AM
Last Modified:	Thursday, February 01, 2018 9:38:52 AM
Time Spent:	00:03:38
Email:	
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

1 year to 3 years

Q2 Identify your division and current job title

State Agency Audit

Auditor I

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

No,
If "No" please indicate what issues were occurring::
I did not have CLA FX installed on my computer. I was required to sign a confidentiality form before given access it took around 1-2 weeks as I recall.

Q4 What was the level interaction between you and your teammates during your first week of work

Low (one or more communicated with me on rare occasions)

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

Slightly part of the team

Q6 Were you assigned an "audit buddy"

Yes

Q7 My audit buddy was helpful in

My integration into the office and team	**Agree**
Understanding of office policies	**Agree**
Understanding of the State Agency or Medicaid AUP process	**Disagree**
Giving guidance on assigned audit programs	**Disagree**

Q8 Did your manager or supervisor go over your initial   **Unsure**
EPMS in detail describing your job duties and success
criteria

Q9 How quickly were you given your first audit program   **More than two   ,**
assignment   **weeks**

                                                                    Please indicate the first audit program you were
                                                                    assigned::
                                                                    SWCAP

Q10 Rate how you were prepared for this assignment

(no label)   **Not at all prepared**

#22

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 12:47:27 PM
Last Modified:	Thursday, February 01, 2018 1:31:56 PM
Time Spent:	00:44:29
Email:	
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

1 year to 3 years

Q2 Identify your division and current job title

Medicaid

Auditor II

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

Yes

Q4 What was the level interaction between you and your teammates during your first week of work

High (one or more communicated with me a on a daily basis)

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

Mostly part of the team

Q6 Were you assigned an "audit buddy"

Yes

Q7 My audit buddy was helpful in

My integration into the office and team	**Strongly agree**
Understanding of office policies	**Agree**
Understanding of the State Agency or Medicaid AUP process	**Agree**
Giving guidance on assigned audit programs	**Strongly agree**

Q8 Did your manager or supervisor go over your initial EPMS in detail describing your job duties and success criteria

Yes

Q9 How quickly were you given your first audit program assignment

More than two weeks

Please indicate the first audit program you were assigned::
I believed I helped revise some final workpapers for HCR Manor Care homes (Program U and OH work). Shortly after that my team was briefly given the Palmetto Homes.

Q10 Rate how you were prepared for this assignment

(no label)

Not at all prepared

Describe any issues or frustrations with the work you were assigned.:

I did what I was told to do. But I didn't understand the effect on the entire audit because I didn't have the experience of the audit programs.

#23

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Friday, February 02, 2018 9:36:10 AM
Last Modified:	Friday, February 02, 2018 9:37:30 AM
Time Spent:	00:01:20
Email:	
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

1 year to 3 years

Q2 Identify your division and current job title

Medicaid

Auditor II

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

Yes

Q4 What was the level interaction between you and your teammates during your first week of work

High (one or more communicated with me a on a daily basis)

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

A full member of the team

Q6 Were you assigned an "audit buddy"

No

Q7 My audit buddy was helpful in

My integration into the office and team	**Neither agree or disagree**
Understanding of office policies	**Neither agree or disagree**
Understanding of the State Agency or Medicaid AUP process	**Neither agree or disagree**
Giving guidance on assigned audit programs	**Neither agree or disagree**

Q8 Did your manager or supervisor go over your initial EPMS in detail describing your job duties and success criteria

Yes

Q9 How quickly were you given your first audit program
assignment

**One to two
weeks**

Q10 Rate how you were prepared for this assignment

(no label)

Very well prepared

#24

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Monday, February 05, 2018 7:02:28 AM
Last Modified:	Monday, February 05, 2018 7:04:13 AM
Time Spent:	00:01:44
Email:	
IP Address:	167.7.30.242

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Q1 How long have you worked with OSA

**1 year to 3
years**

Q2 Identify your division and current job title

State Agency Audit

Auditor II

Q3 By the end of your second day of work, was your
laptop and necessary programs ready for you to begin
work

No,
If "No" please indicate what issues were
occurring::
No access to
SCEIS

Q4 What was the level interaction between you and your
teammates during your first week of work

**High (one or more communicated with me a on a daily
basis)**

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

A full member of the team

Q6 Were you assigned an "audit buddy"

Respondent skipped this question

Q7 My audit buddy was helpful in

My integration into the office and team	**Strongly agree**
Understanding of office policies	**Strongly agree**
Understanding of the State Agency or Medicaid AUP process	**Strongly agree**
Giving guidance on assigned audit programs	**Strongly agree**

Q8 Did your manager or supervisor go over your initial
EPMS in detail describing your job duties and success
criteria

Yes

Q9 How quickly were you given your first audit program
assignment

**Less than a
week**

Q10 Rate how you were prepared for this assignment

(no label)

Very well prepared

#25

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 08, 2018 1:38:02 PM
Last Modified:	Thursday, February 08, 2018 1:41:44 PM
Time Spent:	00:03:42
Email:	
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

Less than 6 months

Q2 Identify your division and current job title

State Agency Audit

Auditor I

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

No,
If "No" please indicate what issues were occurring::
Certain software applications weren't ready and updates needed to be done

Q4 What was the level interaction between you and your teammates during your first week of work

High (one or more communicated with me a on a daily basis)

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

A full member of the team

Q6 Were you assigned an "audit buddy"

Yes

Q7 My audit buddy was helpful in

My integration into the office and team	**Strongly agree**
Understanding of office policies	**Strongly agree**
Understanding of the State Agency or Medicaid AUP process	**Strongly agree**
Giving guidance on assigned audit programs	**Strongly agree**

Q8 Did your manager or supervisor go over your initial EPMS in detail describing your job duties and success criteria

Yes

Q9 How quickly were you given your first audit program
assignment

**Less than a
week**

Q10 Rate how you were prepared for this assignment

(no label)

Somewhat prepared

Describe any issues or frustrations with the work you were
assigned.:

Just the process of learning all the different software
applications and finding all the different links and finding the
links necessary to do the work took time

#26

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, February 14, 2018 7:37:27 AM
Last Modified:	Wednesday, February 14, 2018 7:43:05 AM
Time Spent:	00:05:37
Email:	
IP Address:	167.7.30.242

Page 1

Q1 How long have you worked with OSA

3+ years

Q2 Identify your division and current job title

State Agency Audit

Auditor II

Q3 By the end of your second day of work, was your laptop and necessary programs ready for you to begin work

Yes

Q4 What was the level interaction between you and your teammates during your first week of work

High (one or more communicated with me a on a daily basis)

Q5 Rate how well you felt integrated into your team after your first month of work

(no label)

Mostly part of the team

Q6 Were you assigned an "audit buddy"

No

Q7 My audit buddy was helpful in

My integration into the office and team	**Neither agree or disagree**
Understanding of office policies	**Neither agree or disagree**
Understanding of the State Agency or Medicaid AUP process	**Neither agree or disagree**
Giving guidance on assigned audit programs	**Neither agree or disagree**

Q8 Did your manager or supervisor go over your initial EPMS in detail describing your job duties and success criteria

Yes

Q9 How quickly were you given your first audit program
assignment

**One to two
weeks**

Q10 Rate how you were prepared for this assignment

(no label)

Somewhat prepared

Q1 Did you feel engaged at the end of your first week with OSA

Answered: 25   Skipped: 0
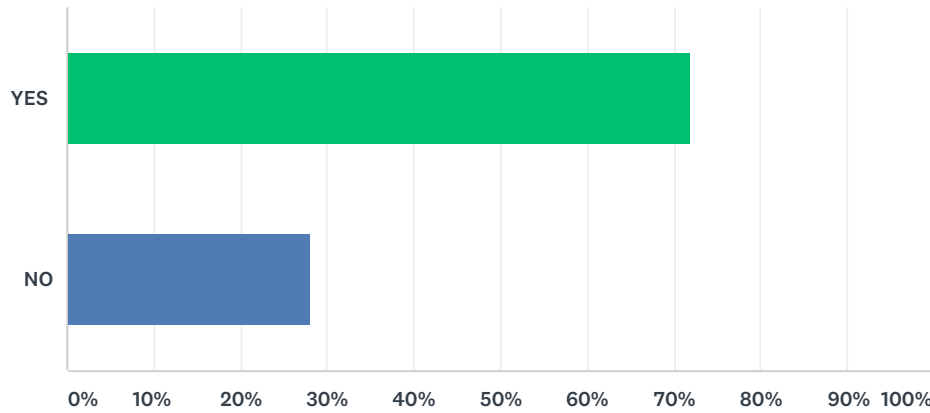
ANSWER CHOICES	RESPONSES	
YES	72.00%	18
NO	28.00%	7
TOTAL		25

#	COMMENTS	DATE
1	I did not have really anything to do my first week. I was told to read manuals, even though they "may be outdated." I also watched my team members do work but did not understand our audit process as we had no formal training.	2/1/2018 7:25 AM
2	At the end of the first week I had only read the handbook which was outdated and not very helpful in my opinion	1/31/2018 5:01 PM

Q2 Do you think you made a good decision in joining OSA?

Answered: 24   Skipped: 1
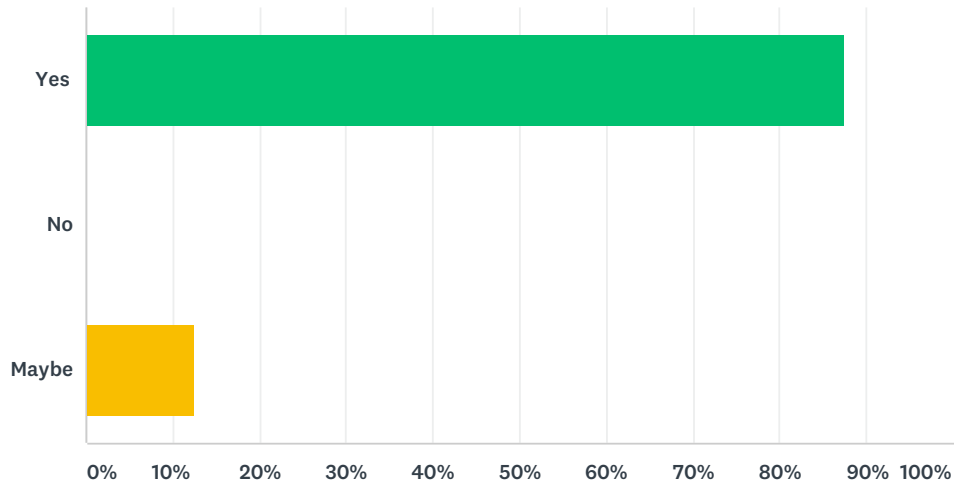
ANSWER CHOICES	RESPONSES	
Yes	87.50%	21
No	0.00%	0
Maybe	12.50%	3
TOTAL		24

#	COMMENTS:	DATE
1	There are many times when I do not have any work to do. I feel like I still do not really understand some of the things we do and I don't think others who have been here a lot longer do either. A lot of the time I am doing things "just because" rather than understanding why and I can never get clear answers when I ask. I do not feel challenged.	2/1/2018 7:25 AM
2	After over a year of working here did I feel really confident. I believe it was due to the lack of a onboarding training process	1/31/2018 5:01 PM

Q3 My professional development has been _____ by training/CPE offered to my by OSA

Answered: 24   Skipped: 1
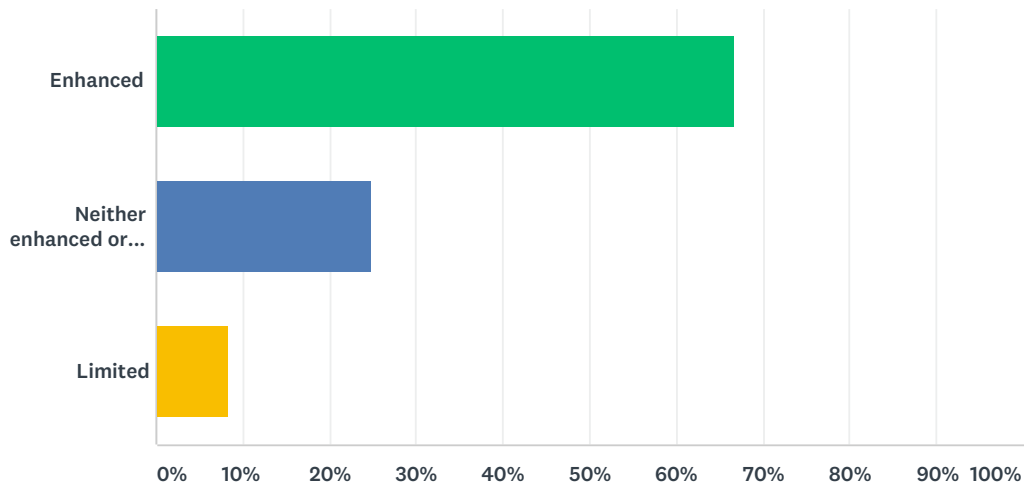
ANSWER CHOICES	RESPONSES	
Enhanced	66.67%	16
Neither enhanced or limited	25.00%	6
Limited	8.33%	2
TOTAL		24

#	COMMENTS	DATE
1	The CPE/Trainings don't feel relevant at times. There are some engaging ones but often times, I am just doing it because I am required.	2/1/2018 7:49 AM
2	Job is specific, so a good chunk of on-the-job training is not transferable experience if I were to leave this agency.	2/1/2018 7:40 AM
3	I do have a better understanding of audit, specifically our audit process. But I do not feel like this will help me otherwise if I were to change jobs.	2/1/2018 7:25 AM
4	Supervisory training was very insightful.	2/1/2018 7:24 AM

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

Answered: 24   Skipped: 1
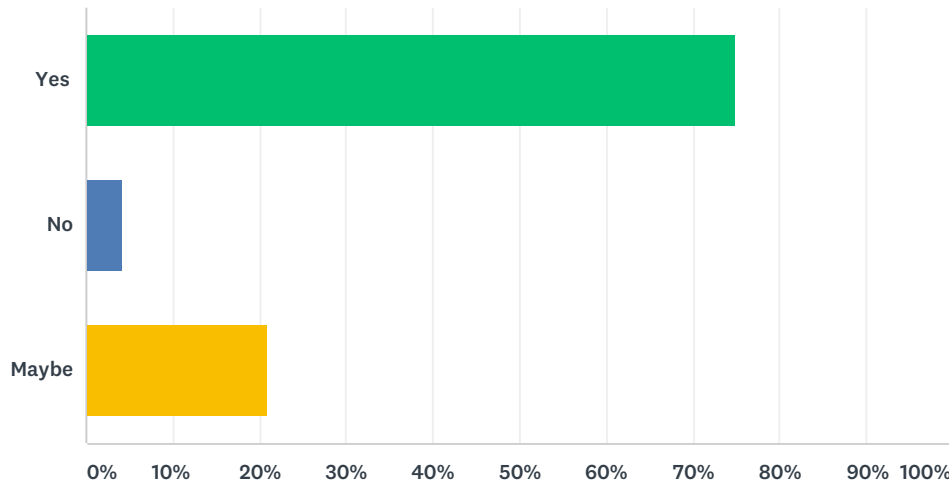
ANSWER CHOICES	RESPONSES	
Yes	75.00%	18
No	4.17%	1
Maybe	20.83%	5
TOTAL		24

#	COMMENTS	DATE
1	I think I would benefit from similar training.	2/1/2018 1:34 PM
2	This would be great.	2/1/2018 8:34 AM
3	It would definitely benefit some, but for others I think it would feel elementary.	2/1/2018 7:48 AM
4	I guess it all depends on the person. I personally feel that I would not benefit from such training but do believe that some of our employees would. I think a formal training for our actual audit procedures are necessary.	2/1/2018 7:25 AM

Q5 Is other professional development/training courses you would like to see offered?

Answered: 14   Skipped: 11

#	RESPONSES	DATE
1	Courses in government accounting specifically courses that would teach what expenses and revenues are allowable and not allowable.	2/14/2018 7:58 AM
2	N/A	2/14/2018 7:47 AM
3	I cannot think of anything, other than training that is more related to Medicaid type audits (eventually examinations).	2/1/2018 1:34 PM
4	Shadowing an experienced employee during first couple of weeks as a new hire. Medicaid-relevant CPE. Completing a walk through of an audit program during first couple of weeks.	2/1/2018 8:34 AM
5	I think our office needs more "big picture" training regarding State government. For example, we all should have an understanding of how state agency information flows through the CAFR. In addition, I think it would be helpful for us to gain insight regarding what the other division of our office does. For example, if I'm on the State side, I think it would be beneficial to receive training that explained what types of engagements and procedures the Medicaid side performs.	2/1/2018 7:53 AM
6	SCEIS	2/1/2018 7:49 AM
7	None that come to mind.	2/1/2018 7:48 AM
8	This question is unclear and should be rephrased.	2/1/2018 7:40 AM
9	Any specifically related to the audit process, like fraud training, handling requests, telling clients what could be wrong and what documentation we would need, keeping contacts calm, some get flustered when we ask questions thinking we're interrogating them, etc.	2/1/2018 7:36 AM
10	More excel courses so everyone is on the same page with its abilities	2/1/2018 7:29 AM
11	Formal training for new employees of our entire audit process.	2/1/2018 7:25 AM
12	None that I can think of.	2/1/2018 7:21 AM
13	I can't think of any at this time.	2/1/2018 7:17 AM
14	Excel training for new employees may be beneficial if they are not completely comfortable with using it.	2/1/2018 7:01 AM

#1

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, January 31, 2018 4:59:31 PM
Last Modified:	Wednesday, January 31, 2018 5:01:27 PM
Time Spent:	00:01:56
Email:	▮▮▮▮▮▮▮▮▮▮
IP Address:	167.7.30.242

Page 1

Q1 Did you feel engaged at the end of your first week with OSA

NO,
Comments:
At the end of the first week I had only read the handbook which was outdated and not very helpful in my opinion

Q2 Do you think you made a good decision in joining OSA?

Yes,
Comments::
After over a year of working here did I feel really confident. I believe it was due to the lack of a onboarding training process

Q3 My professional development has been _____ by training/CPE offered to my by OSA

Enhanced

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

Yes

Q5 Is other professional development/training courses you would like to see offered?

Respondent skipped this question

#2

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, January 31, 2018 5:05:23 PM
Last Modified:	Wednesday, January 31, 2018 5:06:19 PM
Time Spent:	00:00:56
Email:	
IP Address:	167.7.30.242

Page 1

Q1 Did you feel engaged at the end of your first week with OSA

YES

Q2 Do you think you made a good decision in joining OSA?

Yes

Q3 My professional development has been _____ by training/CPE offered to my by OSA

Enhanced

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

Yes

Q5 Is other professional development/training courses you would like to see offered?

Respondent skipped this question

#3

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 6:59:53 AM
Last Modified:	Thursday, February 01, 2018 7:01:11 AM
Time Spent:	00:01:18
Email:	
IP Address:	167.7.30.242

Page 1

Q1 Did you feel engaged at the end of your first week with OSA

YES

Q2 Do you think you made a good decision in joining OSA?

Yes

Q3 My professional development has been _____ by training/CPE offered to my by OSA

Enhanced

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

Maybe

Q5 Is other professional development/training courses you would like to see offered?

Excel training for new employees may be beneficial if they are not completely comfortable with using it.

#4

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:16:01 AM
Last Modified:	Thursday, February 01, 2018 7:16:57 AM
Time Spent:	00:00:55
Email:	▮▮▮▮▮▮▮▮▮▮
IP Address:	167.7.30.242

Page 1

Q1 Did you feel engaged at the end of your first week with OSA

YES

Q2 Do you think you made a good decision in joining OSA?

Yes

Q3 My professional development has been _____ by training/CPE offered to my by OSA

Enhanced

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

Yes

Q5 Is other professional development/training courses you would like to see offered?

I can't think of any at this time.

#5

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:17:17 AM
Last Modified:	Thursday, February 01, 2018 7:18:29 AM
Time Spent:	00:01:11
Email:	
IP Address:	167.7.30.242

Page 1

Q1 Did you feel engaged at the end of your first week with OSA

YES

Q2 Do you think you made a good decision in joining OSA?

Maybe

Q3 My professional development has been _____ by training/CPE offered to my by OSA

Enhanced

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

Yes

Q5 Is other professional development/training courses you would like to see offered?

Respondent skipped this question

#6

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:14:22 AM
Last Modified:	Thursday, February 01, 2018 7:20:50 AM
Time Spent:	00:06:28
Email:	
IP Address:	167.7.30.242

Page 1

Q1 Did you feel engaged at the end of your first week with OSA

YES

Q2 Do you think you made a good decision in joining OSA?

Yes

Q3 My professional development has been _____ by training/CPE offered to my by OSA

Enhanced

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

Yes

Q5 Is other professional development/training courses you would like to see offered?

None that I can think of.

#7

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:16:57 AM
Last Modified:	Thursday, February 01, 2018 7:23:37 AM
Time Spent:	00:06:40
Email:	
IP Address:	167.7.30.242

Page 1

Q1 Did you feel engaged at the end of your first week with OSA

YES

Q2 Do you think you made a good decision in joining OSA?

Yes

Q3 My professional development has been _____ by training/CPE offered to my by OSA

Enhanced,
Comments:
Supervisory training was very insightful.

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

No

Q5 Is other professional development/training courses you would like to see offered?

Respondent skipped this question

#8

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:16:14 AM
Last Modified:	Thursday, February 01, 2018 7:25:24 AM
Time Spent:	00:09:09
Email:	
IP Address:	167.7.30.242

Page 1

Q1 Did you feel engaged at the end of your first week with OSA

NO,

Comments:

I did not have really anything to do my first week. I was told to read manuals, even though they "may be outdated." I also watched my team members do work but did not understand our audit process as we had no formal training.

Q2 Do you think you made a good decision in joining OSA?

Maybe,

Comments::

There are many times when I do not have any work to do. I feel like I still do not really understand some of the things we do and I don't think others who have been here a lot longer do either. A lot of the time I am doing things "just because" rather than understanding why and I can never get clear answers when I ask. I do not feel challenged.

Q3 My professional development has been _____ by training/CPE offered to my by OSA

Enhanced,

Comments:

I do have a better understanding of audit, specifically our audit process. But I do not feel like this will help me otherwise if I were to change jobs.

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

Maybe,

Comments:

I guess it all depends on the person. I personally feel that I would not benefit from such training but do believe that some of our employees would. I think a formal training for our actual audit procedures are necessary.

Q5 Is other professional development/training courses you would like to see offered?

Formal training for new employees of our entire audit process.

#9

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:28:05 AM
Last Modified:	Thursday, February 01, 2018 7:29:14 AM
Time Spent:	00:01:08
Email:	
IP Address:	167.7.30.242

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Q1 Did you feel engaged at the end of your first week with OSA　　　**NO**

Q2 Do you think you made a good decision in joining OSA?　　　**Yes**

Q3 My professional development has been _____ by training/CPE offered to my by OSA　　　**Enhanced**

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?　　　**Yes**

Q5 Is other professional development/training courses you would like to see offered?

More excel courses so everyone is on the same page with its abilities

---

#10

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:33:27 AM
Last Modified:	Thursday, February 01, 2018 7:35:55 AM
Time Spent:	00:02:27
Email:	
IP Address:	167.7.30.242

Page 1

Q1 Did you feel engaged at the end of your first week with OSA

YES

Q2 Do you think you made a good decision in joining OSA?

Yes

Q3 My professional development has been _____ by training/CPE offered to my by OSA

Neither enhanced or limited

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

Yes

Q5 Is other professional development/training courses you would like to see offered?

Any specifically related to the audit process, like fraud training, handling requests, telling clients what could be wrong and what documentation we would need, keeping contacts calm, some get flustered when we ask questions thinking we're interrogating them, etc.

#11

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:35:11 AM
Last Modified:	Thursday, February 01, 2018 7:36:15 AM
Time Spent:	00:01:04
Email:	
IP Address:	167.7.30.242

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Q1 Did you feel engaged at the end of your first week with OSA

YES

Q2 Do you think you made a good decision in joining OSA?

Yes

Q3 My professional development has been _____ by training/CPE offered to my by OSA

Neither enhanced or limited

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

Yes

Q5 Is other professional development/training courses you would like to see offered?

Respondent skipped this question

#12

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:37:50 AM
Last Modified:	Thursday, February 01, 2018 7:40:23 AM
Time Spent:	00:02:32
Email:	
IP Address:	167.7.30.242

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Q1 Did you feel engaged at the end of your first week with OSA

NO

Q2 Do you think you made a good decision in joining OSA?

Maybe

Q3 My professional development has been _____ by training/CPE offered to my by OSA

Limited,

Comments:

Job is specific, so a good chunk of on-the-job training is not transferable experience if I were to leave this agency.

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

Yes

Q5 Is other professional development/training courses you would like to see offered?

This question is unclear and should be rephrased.

#13

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:46:49 AM
Last Modified:	Thursday, February 01, 2018 7:48:28 AM
Time Spent:	00:01:39
Email:	
IP Address:	167.7.30.242

Page 1

Q1 Did you feel engaged at the end of your first week with OSA

YES

Q2 Do you think you made a good decision in joining OSA?

Yes

Q3 My professional development has been _____ by training/CPE offered to my by OSA

Enhanced

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

Maybe,

Comments:
It would definitely benefit some, but for others I think it would feel elementary.

Q5 Is other professional development/training courses you would like to see offered?

None that come to mind.

#14

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:48:01 AM
Last Modified:	Thursday, February 01, 2018 7:48:28 AM
Time Spent:	00:00:27
Email:	
IP Address:	167.7.30.242

Page 1

Q1 Did you feel engaged at the end of your first week
with OSA

YES

Q2 Do you think you made a good decision in joining
OSA?

Yes

Q3 My professional development has been
_____ by training/CPE offered to my by OSA

Enhanced

Q4 Do you think that a new auditor would professionally
benefit from communication skills related training during
their first year (such as interpersonal communication,
effective writing, conflict resolution, etc.)?

Yes

Q5 Is other professional development/training courses
you would like to see offered?

Respondent skipped this question

#15

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:47:20 AM
Last Modified:	Thursday, February 01, 2018 7:49:27 AM
Time Spent:	00:02:06
Email:	
IP Address:	167.7.7.196

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Q1 Did you feel engaged at the end of your first week with OSA

YES

Q2 Do you think you made a good decision in joining OSA?

Yes

Q3 My professional development has been _____ by training/CPE offered to my by OSA

Limited,

Comments:
The CPE/Trainings don't feel relevant at times. There are some engaging ones but often times, I am just doing it because I am required.

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

Yes

Q5 Is other professional development/training courses you would like to see offered?

SCEIS

#16

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:50:47 AM
Last Modified:	Thursday, February 01, 2018 7:53:08 AM
Time Spent:	00:02:20
Email:	
IP Address:	129.252.33.52

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Q1 Did you feel engaged at the end of your first week with OSA

NO

Q2 Do you think you made a good decision in joining OSA?

Yes

Q3 My professional development has been _____ by training/CPE offered to my by OSA

Neither enhanced or limited

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

Yes

Q5 Is other professional development/training courses you would like to see offered?

I think our office needs more "big picture" training regarding State government. For example, we all should have an understanding of how state agency information flows through the CAFR. In addition, I think it would be helpful for us to gain insight regarding what the other division of our office does. For example, if I'm on the State side, I think it would be beneficial to receive training that explained what types of engagements and procedures the Medicaid side performs.

#17

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 7:34:35 AM
Last Modified:	Thursday, February 01, 2018 8:29:53 AM
Time Spent:	00:55:17
Email:	
IP Address:	167.7.30.242

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Q1 Did you feel engaged at the end of your first week with OSA

YES

Q2 Do you think you made a good decision in joining OSA?

Yes

Q3 My professional development has been _____ by training/CPE offered to my by OSA

Neither enhanced or limited

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

Maybe

Q5 Is other professional development/training courses you would like to see offered?

Respondent skipped this question

#18

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 8:27:14 AM
Last Modified:	Thursday, February 01, 2018 8:33:32 AM
Time Spent:	00:06:18
Email:	
IP Address:	167.7.30.242

Page 1

Q1 Did you feel engaged at the end of your first week with OSA

YES

Q2 Do you think you made a good decision in joining OSA?

Yes

Q3 My professional development has been _____ by training/CPE offered to my by OSA

Enhanced

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

Yes,
Comments:
This would be
great.

Q5 Is other professional development/training courses you would like to see offered?

Shadowing an experienced employee during first couple of weeks as a new hire. Medicaid-relevant CPE. Completing a walk through of an audit program during first couple of weeks.

#19

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 1:32:13 PM
Last Modified:	Thursday, February 01, 2018 1:34:15 PM
Time Spent:	00:02:01
Email:	
IP Address:	167.7.30.242

Page 1

Q1 Did you feel engaged at the end of your first week with OSA

YES

Q2 Do you think you made a good decision in joining OSA?

Yes

Q3 My professional development has been _____ by training/CPE offered to my by OSA

Enhanced

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

Yes,

Comments:
I think I would benefit from similar training.

Q5 Is other professional development/training courses you would like to see offered?

I cannot think of anything, other than training that is more related to Medicaid type audits (eventually examinations).

#20

INCOMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 3:13:46 PM
Last Modified:	Thursday, February 01, 2018 3:13:46 PM
Time Spent:	00:00:00
Email:	
IP Address:	167.7.30.242

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Q1 Did you feel engaged at the end of your first week with OSA

NO

Q2 Do you think you made a good decision in joining OSA?

Respondent skipped this question

Q3 My professional development has been _____ by training/CPE offered to my by OSA

Respondent skipped this question

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

Respondent skipped this question

Q5 Is other professional development/training courses you would like to see offered?

Respondent skipped this question

#21

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 01, 2018 4:59:41 PM
Last Modified:	Thursday, February 01, 2018 5:00:25 PM
Time Spent:	00:00:43
Email:	▓▓▓▓▓▓▓▓▓
IP Address:	216.218.88.182

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Q1 Did you feel engaged at the end of your first week with OSA

YES

Q2 Do you think you made a good decision in joining OSA?

Yes

Q3 My professional development has been _____ by training/CPE offered to my by OSA

Enhanced

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

Yes

Q5 Is other professional development/training courses you would like to see offered?

Respondent skipped this question

#22

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Monday, February 05, 2018 7:04:27 AM
Last Modified:	Monday, February 05, 2018 7:04:57 AM
Time Spent:	00:00:30
Email:	
IP Address:	167.7.30.242

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Q1 Did you feel engaged at the end of your first week with OSA

YES

Q2 Do you think you made a good decision in joining OSA?

Yes

Q3 My professional development has been _____ by training/CPE offered to my by OSA

Enhanced

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

Yes

Q5 Is other professional development/training courses you would like to see offered?

Respondent skipped this question

#23

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 08, 2018 1:42:06 PM
Last Modified:	Thursday, February 08, 2018 1:42:41 PM
Time Spent:	00:00:35
Email:	
IP Address:	167.7.30.242

Page 1

Q1 Did you feel engaged at the end of your first week with OSA

YES

Q2 Do you think you made a good decision in joining OSA?

Yes

Q3 My professional development has been _____ by training/CPE offered to my by OSA

Enhanced

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

Maybe

Q5 Is other professional development/training courses you would like to see offered?

Respondent skipped this question

#24

`COMPLETE`

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, February 14, 2018 7:45:36 AM
Last Modified:	Wednesday, February 14, 2018 7:46:51 AM
Time Spent:	00:01:15
Email:	
IP Address:	167.7.30.242

Page 1

Q1 Did you feel engaged at the end of your first week with OSA

YES

Q2 Do you think you made a good decision in joining OSA?

Yes

Q3 My professional development has been
_____ by training/CPE offered to my by OSA

Neither enhanced or limited

Q4 Do you think that a new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

Yes

Q5 Is other professional development/training courses you would like to see offered?

N/A

#25

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, February 14, 2018 7:56:45 AM
Last Modified:	Wednesday, February 14, 2018 7:58:21 AM
Time Spent:	00:01:35
Email:	
IP Address:	167.7.30.242

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Q1 Did you feel engaged at the end of your first week
with OSA

NO

Q2 Do you think you made a good decision in joining
OSA?

Yes

Q3 My professional development has been
_____ by training/CPE offered to my by OSA

Neither enhanced or limited

Q4 Do you think that a new auditor would professionally
benefit from communication skills related training during
their first year (such as interpersonal communication,
effective writing, conflict resolution, etc.)?

Yes

Q5 Is other professional development/training courses you would like to see offered?

Courses in government accounting specifically courses that would teach what expenses and revenues are allowable and not allowable.

Q1 On your first day at OSA you were given a new hire orientation by the Administation staff please rate the usefulness of the following activities

Answered: 19   Skipped: 0

Review of position...

Assignment of laptop and...

Description/acc ess to My SC...

Description/acc ess to SCEIS...
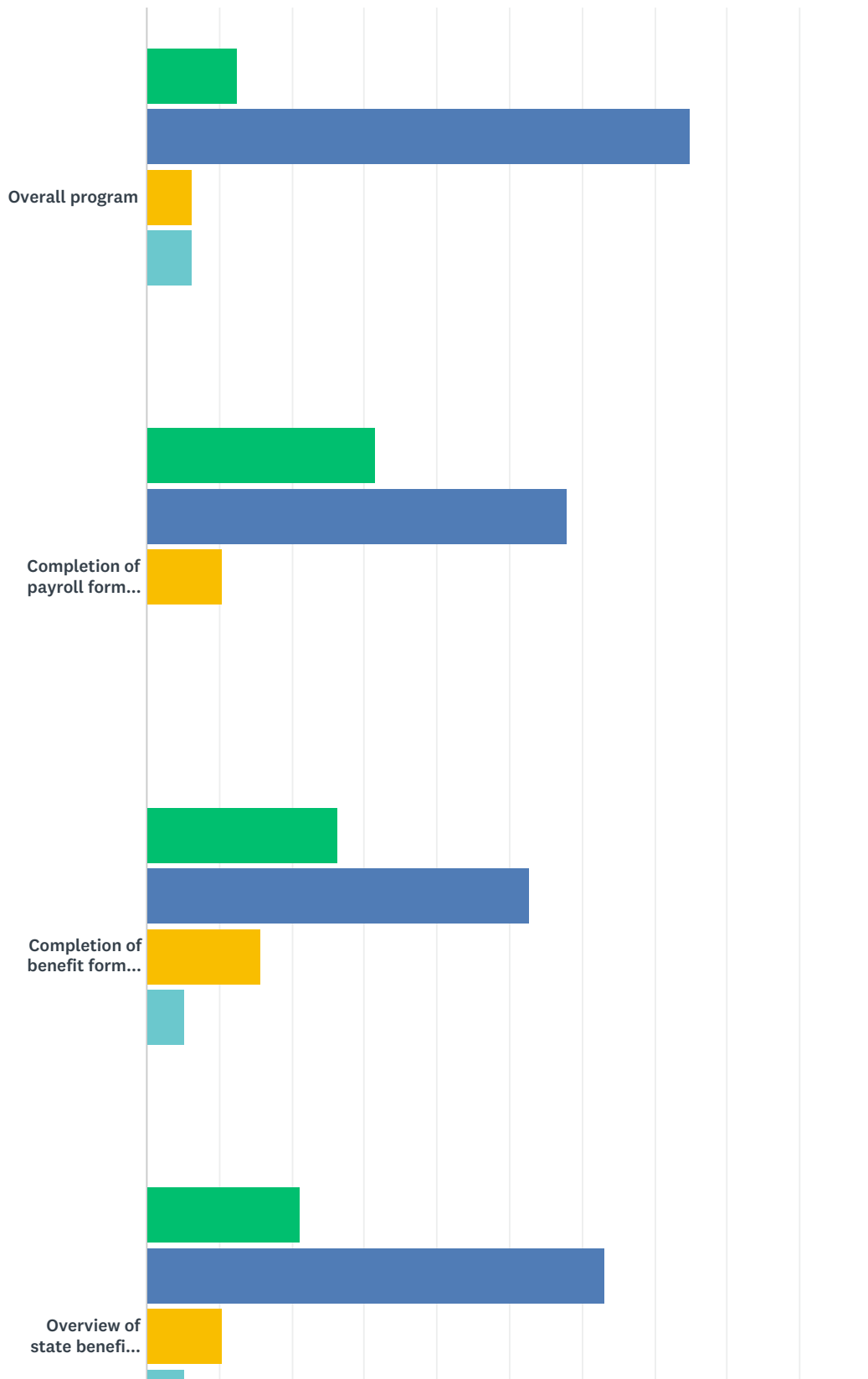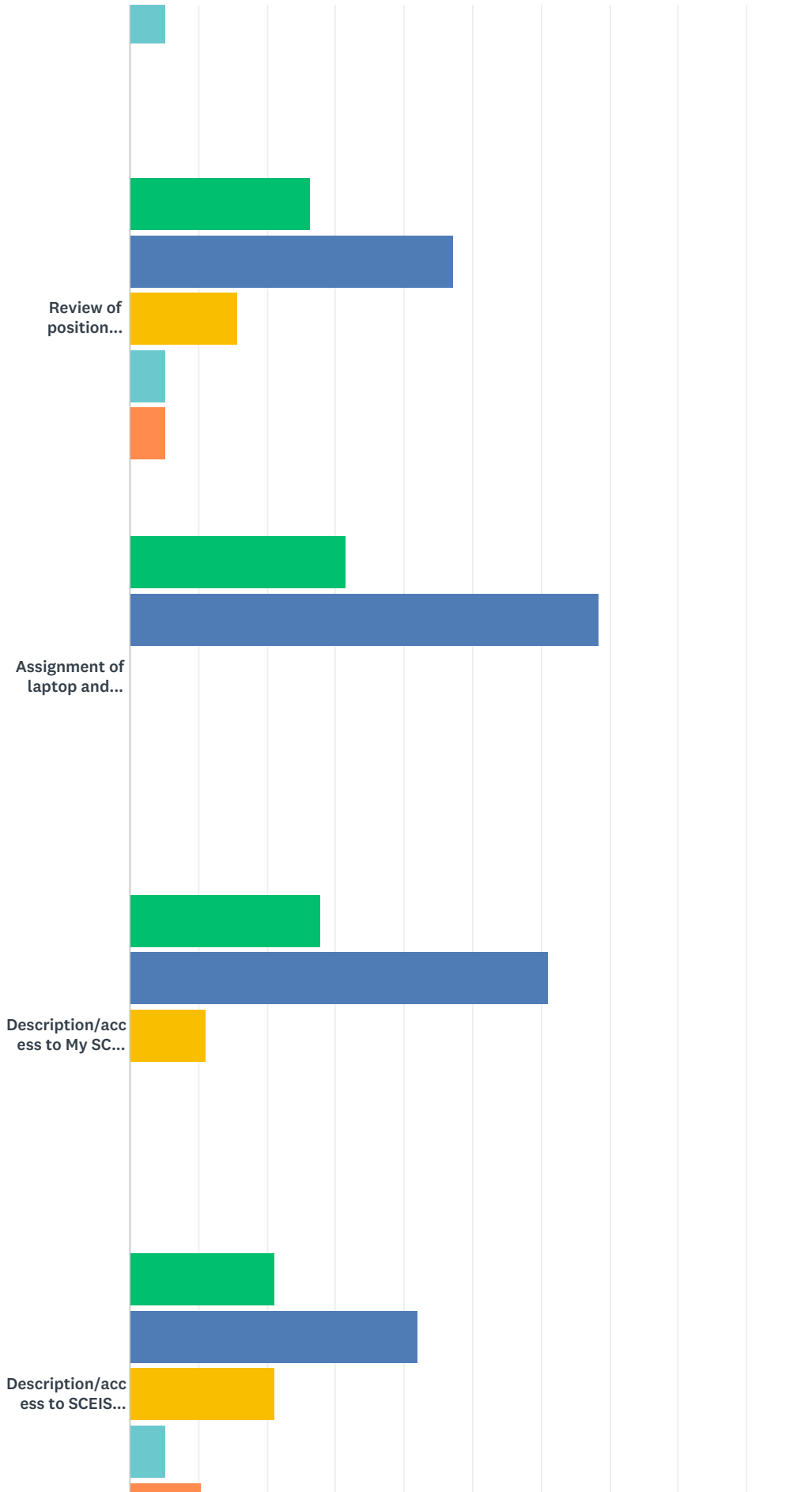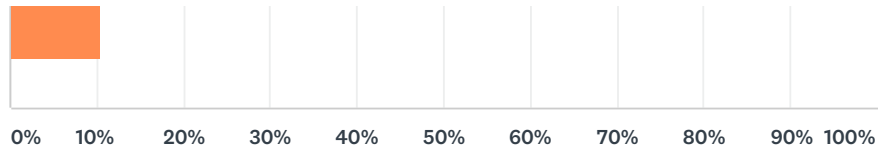
	VERY HELPFUL/INFORMATIVE	HELPFUL & INFORMATIVE	NEITHER HELPFUL OR INFORMATIVE	UNHELPFUL AND CONFUSING	NOT APPLICABLE	TOTAL
Overall program	12.50% 2	75.00% 12	6.25% 1	6.25% 1	0.00% 0	16
Completion of payroll forms (W-4, I-9, Direct Deposit information)	31.58% 6	57.89% 11	10.53% 2	0.00% 0	0.00% 0	19
Completion of benefit forms (retirement, health insurance , etc.)	26.32% 5	52.63% 10	15.79% 3	5.26% 1	0.00% 0	19
Overview of state benefits (retirement, leave (vacation/sick), holidays, insurances)	21.05% 4	63.16% 12	10.53% 2	5.26% 1	0.00% 0	19
Review of position description and EPMS system	26.32% 5	47.37% 9	15.79% 3	5.26% 1	5.26% 1	19
Assignment of laptop and e-token	31.58% 6	68.42% 13	0.00% 0	0.00% 0	0.00% 0	19
Description/access to My SC employee portal	27.78% 5	61.11% 11	11.11% 2	0.00% 0	0.00% 0	18
Description/access to SCEIS Uperforms	21.05% 4	42.11% 8	21.05% 4	5.26% 1	10.53% 2	19

#	COMMENTS REGARDING NEW HIRE ORIENTATION	DATE
1	Did not receive SCEIS Access on first day	2/14/2018 7:58 AM
2	N/A	2/14/2018 7:48 AM
3	I didn't have SCEIS or MySCEmployee access on my first day so there wasn't an in depth review of those two systems.	2/14/2018 7:35 AM

Q2 Thinking back to your first few days at OSA, did you experience any of the following events

Answered: 19   Skipped: 0
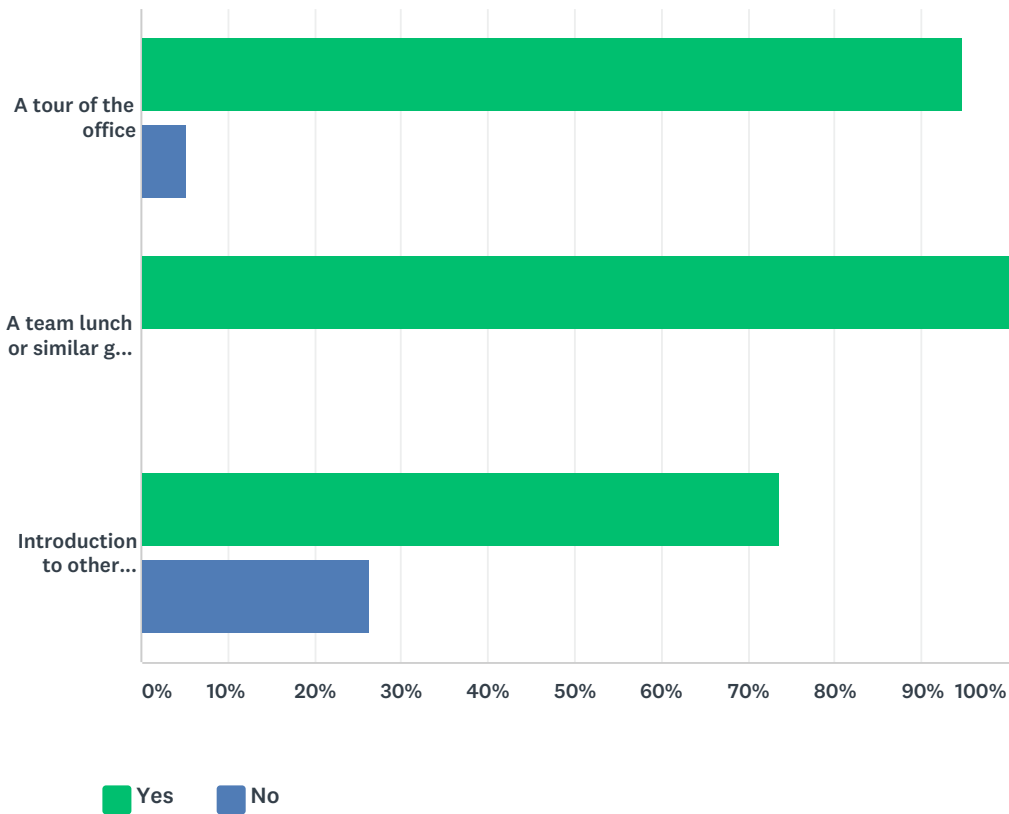
	YES	NO	TOTAL
A tour of the office	94.74% 18	5.26% 1	19
A team lunch or similar get together	100.00% 19	0.00% 0	19
Introduction to other employees of OSA	73.68% 14	26.32% 5	19

#	COMMENTS	DATE
1	Only introduced to my team	2/14/2018 7:58 AM
2	N/A	2/14/2018 7:48 AM
3	I was introduced only to my team members	2/14/2018 7:35 AM

Q3 Would early hands on training related to the following systems help a new auditor be more effective on their first assignment (check all that apply)

Answered: 19   Skipped: 0

Legend:
- Yes
- No
- Maybe
- I did receive some early hands-on training and it was helpful
- I did receive some early hands-on training and it was not helpful
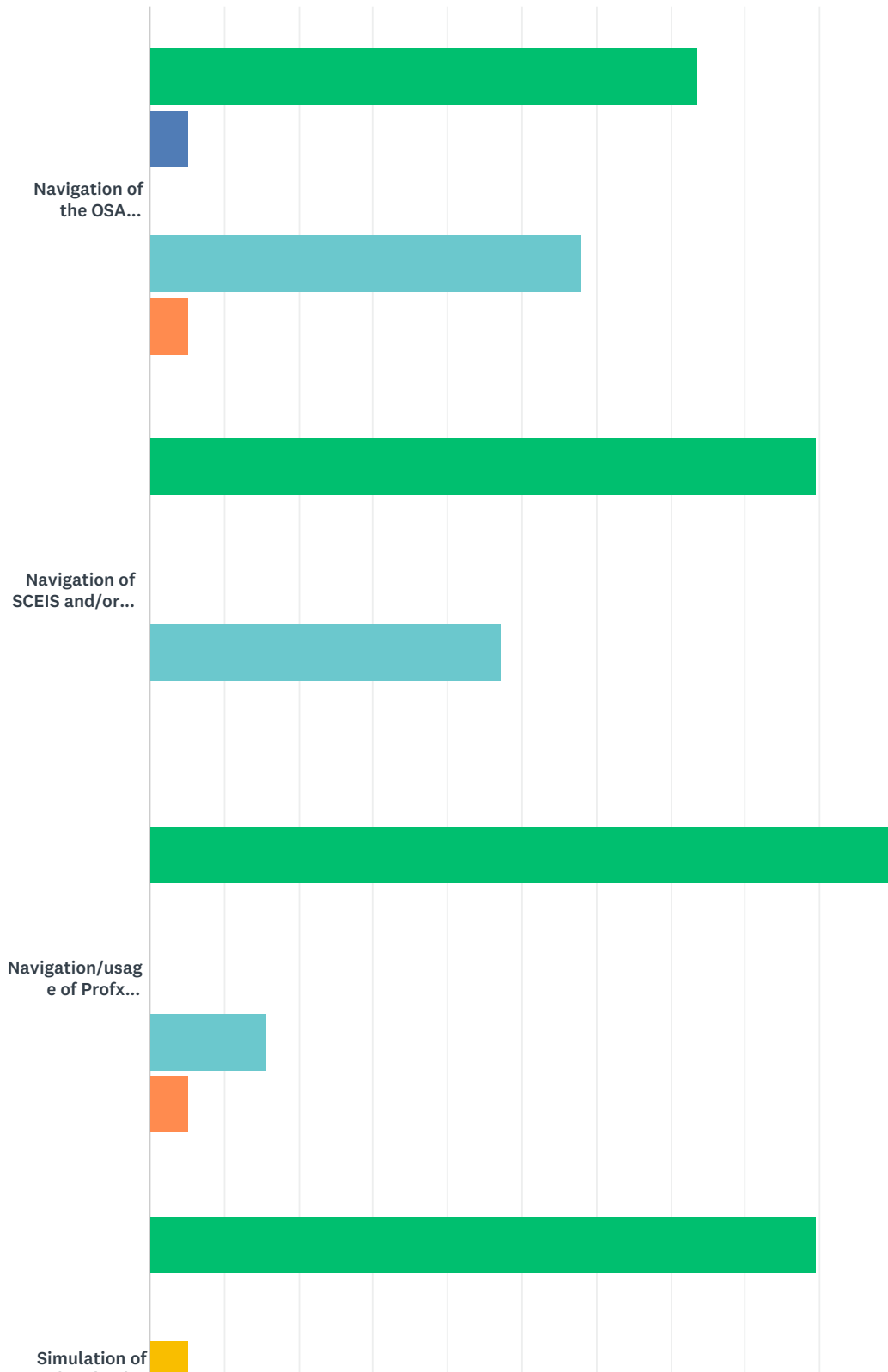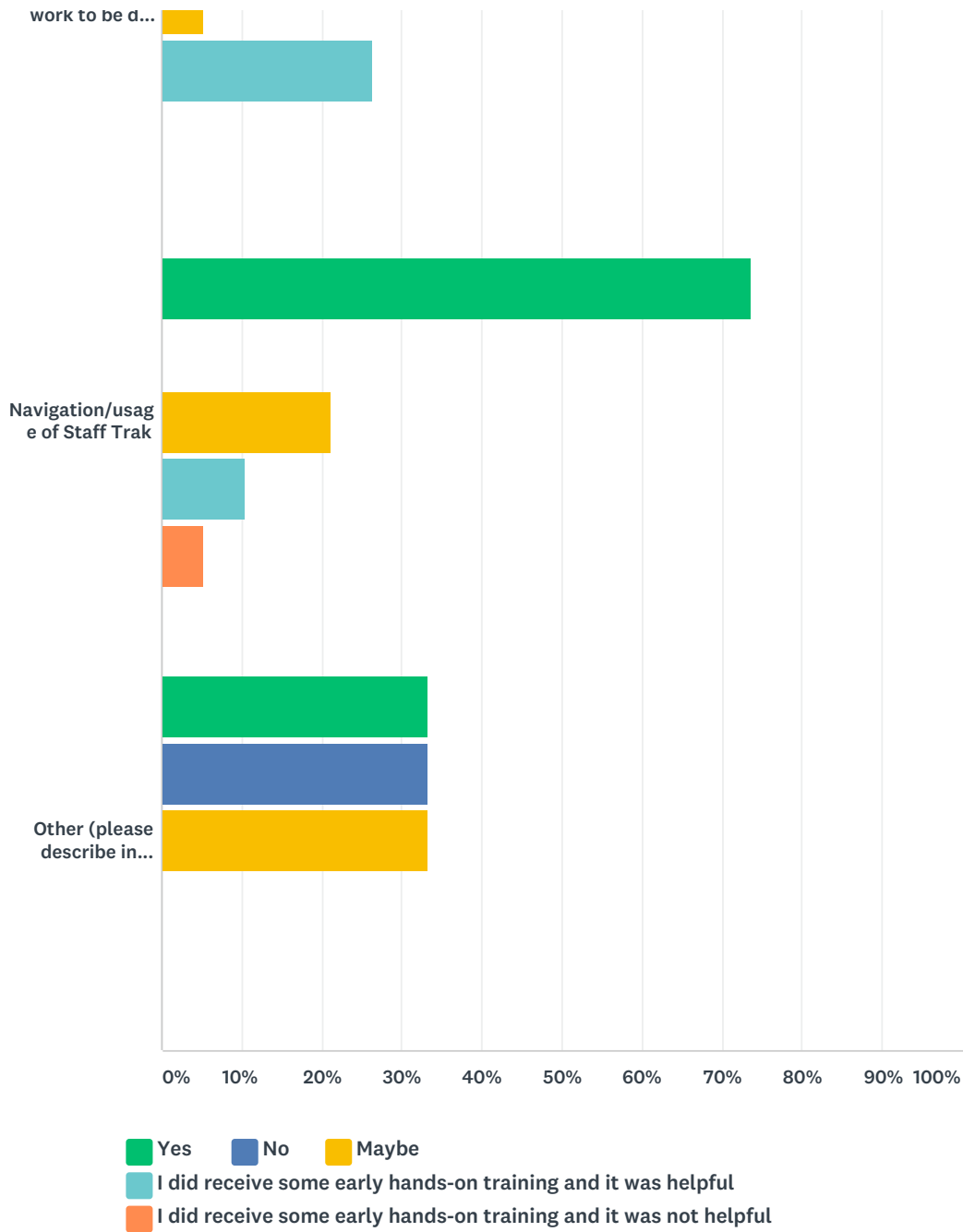
	YES	NO	MAYBE	I DID RECEIVE SOME EARLY HANDS-ON TRAINING AND IT WAS HELPFUL	I DID RECEIVE SOME EARLY HANDS-ON TRAINING AND IT WAS NOT HELPFUL	TOTAL RESPONDENTS
Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.	73.68% 14	5.26% 1	0.00% 0	57.89% 11	5.26% 1	19
Navigation of SCEIS and/or MySCEmployee	89.47% 17	0.00% 0	0.00% 0	47.37% 9	0.00% 0	19
Navigation/usage of Profx Engagement and Adobe Pro	100.00% 19	0.00% 0	0.00% 0	15.79% 3	5.26% 1	19

Simulation of work to be done on audit programs typically assigned to new auditors	89.47%		0.00%		5.26%		26.32%		0.00%	
	17		0		1		5		0	19
Navigation/usage of Staff Trak	73.68%		0.00%		21.05%		10.53%		5.26%	
	14		0		4		2		1	19
Other (please describe in comment section)	33.33%		33.33%		33.33%		0.00%		0.00%	
	1		1		1		0		0	3

#	COMMENTS	DATE
1	I think new employees need more training regarding the "big picture" of our office - Why are we doing these audits? What does the Medicaid side do? What does the State side do? Ultimately, where does the information we're auditing flow to?	2/14/2018 7:03 AM

Q4 At the listed points in time do you think your position with OSA was adequately explained to you and you knew how you were being measured on your performance.

Answered: 19   Skipped: 0
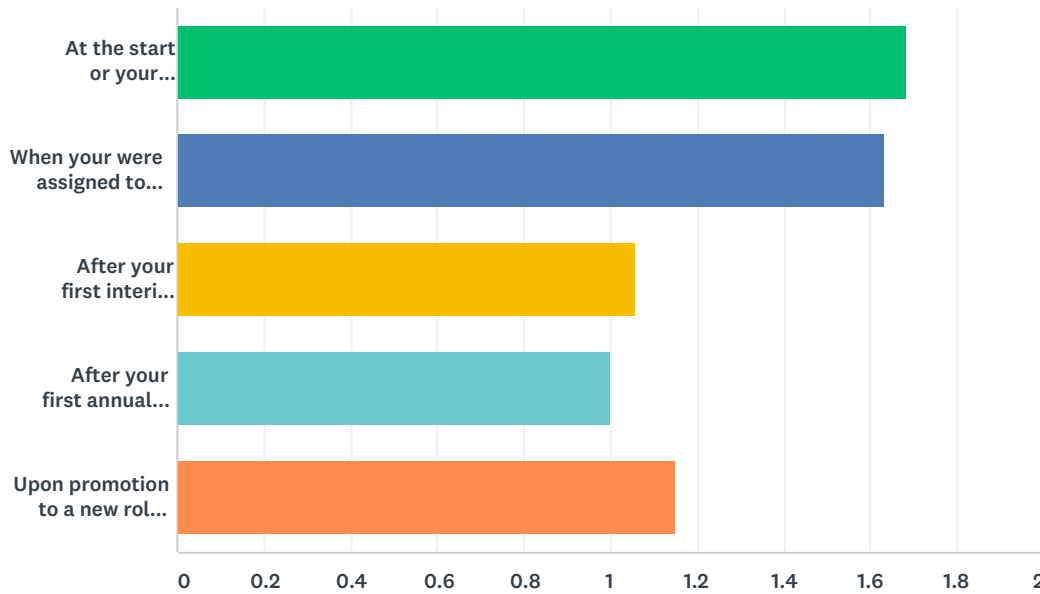
	YES	NO	PARTIALLY	N/A	TOTAL	WEIGHTED AVERAGE
At the start or your employment	63.16% 12	5.26% 1	31.58% 6	0.00% 0	19	1.68
When your were assigned to your first engagement	63.16% 12	10.53% 2	26.32% 5	0.00% 0	19	1.63
After your first interim evaluation	84.21% 16	5.26% 1	0.00% 0	10.53% 2	19	1.06
After your first annual evaluation	84.21% 16	0.00% 0	0.00% 0	15.79% 3	19	1.00
Upon promotion to a new role (i.e. Auditor II, Senior, etc.)	63.16% 12	0.00% 0	5.26% 1	31.58% 6	19	1.15

Q5 How often do the following individuals communicate with you about your job performance

Answered: 19   Skipped: 0

Legend:
- **Informally on a frequent basis and formally more often than each calendar quarter** (green)
- **Formally approximately once each calendar quarter and informally on an infrequent** (blue)
- **Only during annual evaluation** (yellow)   **Not applicable** (teal)
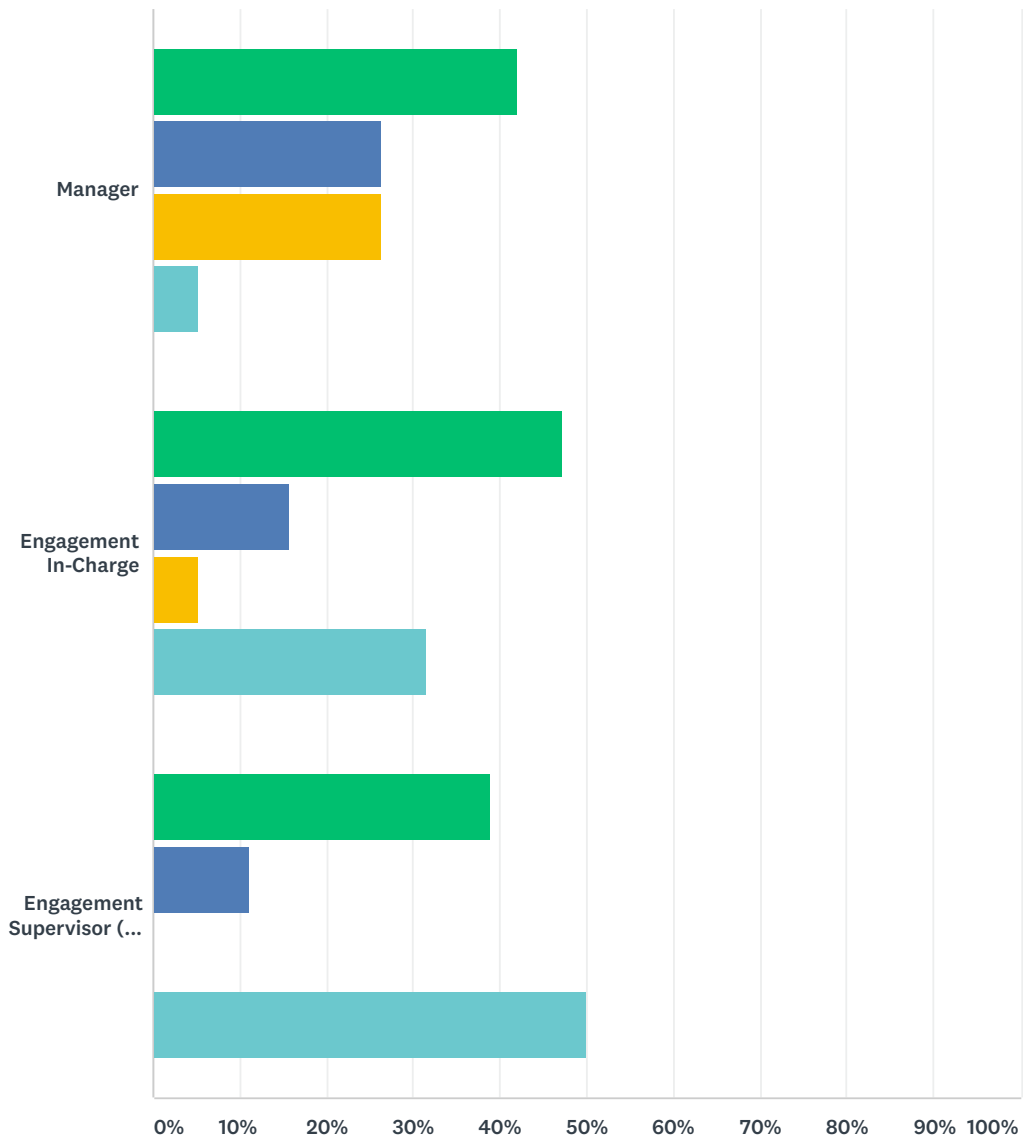
	INFORMALLY ON A FREQUENT BASIS AND FORMALLY MORE OFTEN THAN EACH CALENDAR QUARTER	FORMALLY APPROXIMATELY ONCE EACH CALENDAR QUARTER AND INFORMALLY ON AN INFREQUENT BASIS	ONLY DURING ANNUAL EVALUATION	NOT APPLICABLE	TOTAL
Manager	42.11% 8	26.32% 5	26.32% 5	5.26% 1	19

Engagement In-Charge	47.37% 9	15.79% 3	5.26% 1	31.58% 6	19
Engagement Supervisor (if different from In-Charge)	38.89% 7	11.11% 2	0.00% 0	50.00% 9	18

#	COMMENTS RELATED TO PERFORMANCE FEEDBACK	DATE
1	Manager review typically after each engagement formally	2/14/2018 7:35 AM

Q6 If you have progressed to an in-charge level, do you feel you are adequately explaining duties and measurement criteria to those under you? (Please indicate the tactics you are using in the comment field.)

Answered: 19   Skipped: 0
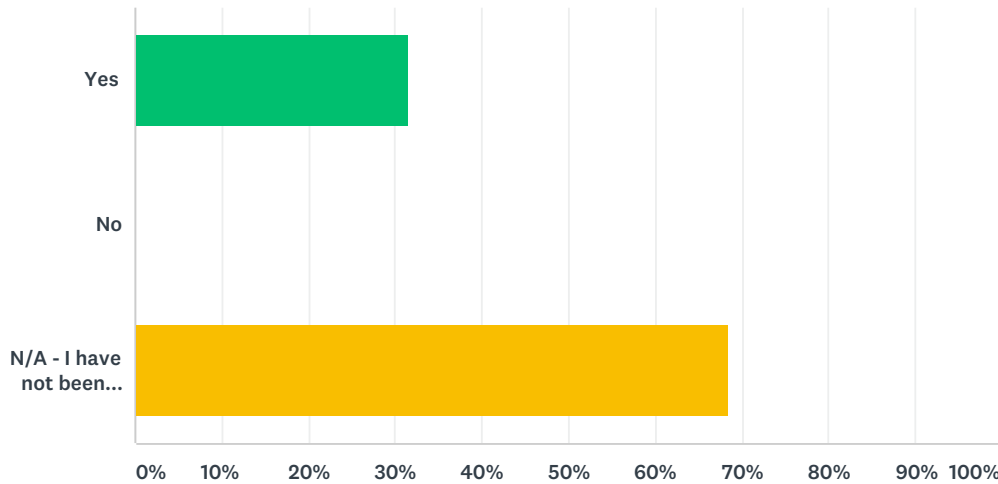
ANSWER CHOICES	RESPONSES	
Yes	31.58%	6
No	0.00%	0
N/A - I have not been assigned any in-charge responsibilities	68.42%	13
TOTAL		19

#	COMMENTS	DATE
1	When I am assigning duties I like to make sure each person knows exactly what I expect of them and have them go over their plan to complete assigned duties.	2/14/2018 2:19 PM

Q7 Exclusive of pay and standard State benefits, which attributes of working at OSA have led you to stay at the Agency (check all that apply)

Answered: 19   Skipped: 0
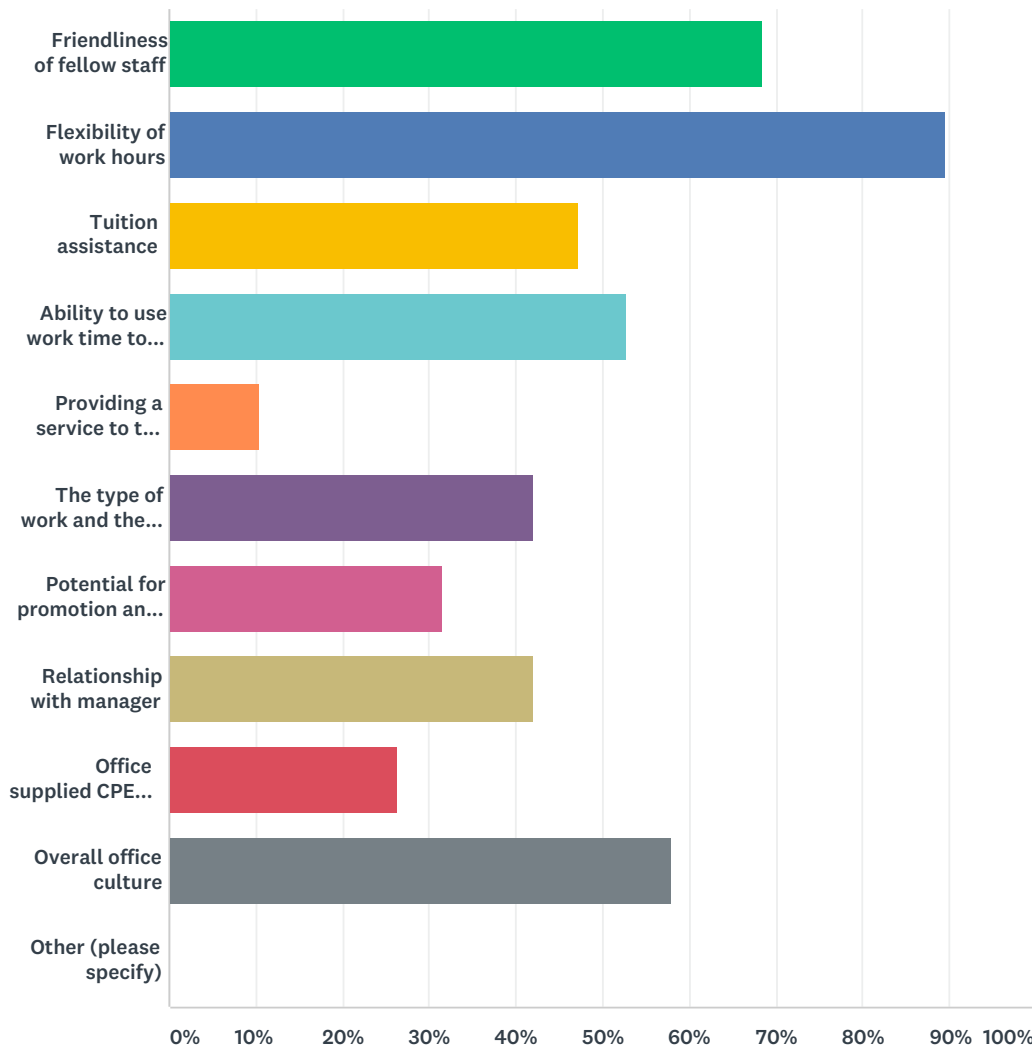
ANSWER CHOICES	RESPONSES	
Friendliness of fellow staff	68.42%	13
Flexibility of work hours	89.47%	17
Tuition assistance	47.37%	9
Ability to use work time to sit for CPA exam	52.63%	10
Providing a service to the taxpayers of SC	10.53%	2
The type of work and the challenges it provides me	42.11%	8
Potential for promotion and increased responsibility	31.58%	6
Relationship with manager	42.11%	8
Office supplied CPE and professional development training classes	26.32%	5

Overall office culture	57.89%	11
Other (please specify)	0.00%	0
Total Respondents: 19		

| # | OTHER (PLEASE SPECIFY) | DATE |
| | There are no responses. | |

| Overall office culture | 57.89% | 11 |

#1

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, February 14, 2018 6:58:40 AM
Last Modified:	Wednesday, February 14, 2018 7:03:20 AM
Time Spent:	00:04:39
Email:	
IP Address:	167.7.30.242

Page 1

Q1 On your first day at OSA you were given a new hire orientation by the Administation staff please rate the usefulness of the following activities

Completion of payroll forms (W-4, I-9, Direct Deposit information)	**Helpful & informative**
Completion of benefit forms (retirement, health insurance , etc.)	**Neither helpful or informative**
Overview of state benefits (retirement, leave (vacation/sick), holidays, insurances)	**Helpful & informative**
Review of position description and EPMS system	**Neither helpful or informative**
Assignment of laptop and e-token	**Helpful & informative**
Description/access to My SC employee portal	**Helpful & informative**
Description/access to SCEIS Uperforms	**Not applicable**

Q2 Thinking back to your first few days at OSA, did you experience any of the following events

A tour of the office	**Yes**
A team lunch or similar get together	**Yes**
Introduction to other employees of OSA	**Yes**

Q3 Would early hands on training related to the following systems help a new auditor be more effective on their first assignment (check all that apply)

Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.	**I did receive some early hands-on training and it was helpful**
Navigation of SCEIS and/or MySCEmployee	**Yes**
Navigation/usage of Profx Engagement and Adobe Pro	**Yes**
Simulation of work to be done on audit programs typically assigned to new auditors	**Yes**
Navigation/usage of Staff Trak	**Yes**
Other (please describe in comment section)	**Yes**

Comments

I think new employees need more training regarding the "big picture" of our office - Why are we doing these audits? What does the Medicaid side do? What does the State side do? Ultimately, where does the information we're auditing flow to?

Q4 At the listed points in time do you think your position with OSA was adequately explained to you and you knew how you were being measured on your performance.

At the start or your employment	**Yes**
When your were assigned to your first engagement	**Yes**
After your first interim evaluation	**Yes**
After your first annual evaluation	**Yes**
Upon promotion to a new role (i.e. Auditor II, Senior, etc.)	**Yes**

Q5 How often do the following individuals communicate with you about your job performance

Manager	**Informally on a frequent basis and formally more often than each calendar quarter**
Engagement In-Charge	**Not applicable**
Engagement Supervisor (if different from In-Charge)	**Not applicable**

Q6 If you have progressed to an in-charge level, do you feel you are adequately explaining duties and measurement criteria to those under you? (Please indicate the tactics you are using in the comment field.)   **Yes**

Q7 Exclusive of pay and standard State benefits, which attributes of working at OSA have led you to stay at the Agency (check all that apply)

Flexibility of work   ,
hours

Tuition   ,
assistance

Office supplied CPE and professional development training classes

#2

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, February 14, 2018 7:05:00 AM
Last Modified:	Wednesday, February 14, 2018 7:12:28 AM
Time Spent:	00:07:27
Email:	██████████████
IP Address:	174.193.146.80

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Q1 On your first day at OSA you were given a new hire orientation by the Administation staff please rate the usefulness of the following activities

Overall program	**Helpful & informative**
Completion of payroll forms (W-4, I-9, Direct Deposit information)	**Helpful & informative**
Completion of benefit forms (retirement, health insurance , etc.)	**Helpful & informative**
Overview of state benefits (retirement, leave (vacation/sick), holidays, insurances)	**Helpful & informative**
Review of position description and EPMS system	**Helpful & informative**
Assignment of laptop and e-token	**Helpful & informative**
Description/access to My SC employee portal	**Helpful & informative**
Description/access to SCEIS Uperforms	**Helpful & informative**

Q2 Thinking back to your first few days at OSA, did you experience any of the following events

A tour of the office	**Yes**
A team lunch or similar get together	**Yes**
Introduction to other employees of OSA	**No**

Q3 Would early hands on training related to the following systems help a new auditor be more effective on their first assignment (check all that apply)

Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.	**Yes, I did receive some early hands-on training and it was helpful**
Navigation of SCEIS and/or MySCEmployee	**Yes, I did receive some early hands-on training and it was helpful**
Navigation/usage of Profx Engagement and Adobe Pro	**Yes, I did receive some early hands-on training and it was helpful**
Simulation of work to be done on audit programs typically assigned to new auditors	**Yes, I did receive some early hands-on training and it was helpful**
Navigation/usage of Staff Trak	**Maybe**

Q4 At the listed points in time do you think your position with OSA was adequately explained to you and you knew how you were being measured on your performance.

At the start or your employment	**Yes**
When your were assigned to your first engagement	**Yes**
After your first interim evaluation	**Yes**
After your first annual evaluation	**Yes**
Upon promotion to a new role (i.e. Auditor II, Senior, etc.)	**Yes**

Q5 How often do the following individuals communicate with you about your job performance

Manager	**Informally on a frequent basis and formally more often than each calendar quarter**
Engagement In-Charge	**Informally on a frequent basis and formally more often than each calendar quarter**
Engagement Supervisor (if different from In-Charge)	**Informally on a frequent basis and formally more often than each calendar quarter**

Q6 If you have progressed to an in-charge level, do you feel you are adequately explaining duties and measurement criteria to those under you? (Please indicate the tactics you are using in the comment field.)   **Yes**

Q7 Exclusive of pay and standard State benefits, which attributes of working at OSA have led you to stay at the Agency (check all that apply)   **Flexibility of work hours**

#3

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, February 14, 2018 7:13:13 AM
Last Modified:	Wednesday, February 14, 2018 7:16:12 AM
Time Spent:	00:02:58
Email:	
IP Address:	167.7.30.242

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Q1 On your first day at OSA you were given a new hire orientation by the Administation staff please rate the usefulness of the following activities

Overall program	**Helpful & informative**
Completion of payroll forms (W-4, I-9, Direct Deposit information)	**Helpful & informative**
Completion of benefit forms (retirement, health insurance , etc.)	**Helpful & informative**
Overview of state benefits (retirement, leave (vacation/sick), holidays, insurances)	**Very helpful/informative**
Review of position description and EPMS system	**Very helpful/informative**
Assignment of laptop and e-token	**Very helpful/informative**
Description/access to My SC employee portal	**Helpful & informative**
Description/access to SCEIS Uperforms	**Neither helpful or informative**

Q2 Thinking back to your first few days at OSA, did you experience any of the following events

A tour of the office	**Yes**
A team lunch or similar get together	**Yes**
Introduction to other employees of OSA	**Yes**

Q3 Would early hands on training related to the following systems help a new auditor be more effective on their first assignment (check all that apply)

Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.	**Yes**
Navigation of SCEIS and/or MySCEmployee	**Yes**
Navigation/usage of Profx Engagement and Adobe Pro	**Yes**
Simulation of work to be done on audit programs typically assigned to new auditors	**Yes**
Navigation/usage of Staff Trak	**Yes**

Q4 At the listed points in time do you think your position with OSA was adequately explained to you and you knew how you were being measured on your performance.

At the start or your employment	**Partially**
When your were assigned to your first engagement	**Yes**
After your first interim evaluation	**N/A**
After your first annual evaluation	**N/A**
Upon promotion to a new role (i.e. Auditor II, Senior, etc.)	**N/A**

Q5 How often do the following individuals communicate with you about your job performance

Manager	**Informally on a frequent basis and formally more often than each calendar quarter**
Engagement In-Charge	**Informally on a frequent basis and formally more often than each calendar quarter**
Engagement Supervisor (if different from In-Charge)	**Not applicable**

Q6 If you have progressed to an in-charge level, do you feel you are adequately explaining duties and measurement criteria to those under you? (Please indicate the tactics you are using in the comment field.)

N/A - I have not been assigned any in-charge responsibilities

Q7 Exclusive of pay and standard State benefits, which attributes of working at OSA have led you to stay at the Agency (check all that apply)

**Friendliness of fellow   ,
staff**

**Flexibility of work   ,
hours**

**Ability to use work time to sit for CPA   ,
exam**

**The type of work and the challenges it provides   ,
me**

**Potential for promotion and increased
responsibility**

#4

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, February 14, 2018 7:13:32 AM
Last Modified:	Wednesday, February 14, 2018 7:17:35 AM
Time Spent:	00:04:03
Email:	
IP Address:	167.7.30.242

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Q1 On your first day at OSA you were given a new hire orientation by the Administation staff please rate the usefulness of the following activities

Completion of payroll forms (W-4, I-9, Direct Deposit information)	**Neither helpful or informative**
Completion of benefit forms (retirement, health insurance , etc.)	**Neither helpful or informative**
Overview of state benefits (retirement, leave (vacation/sick), holidays, insurances)	**Helpful & informative**
Review of position description and EPMS system	**Neither helpful or informative**
Assignment of laptop and e-token	**Helpful & informative**
Description/access to My SC employee portal	**Neither helpful or informative**
Description/access to SCEIS Uperforms	**Neither helpful or informative**

Q2 Thinking back to your first few days at OSA, did you experience any of the following events

A tour of the office	**Yes**
A team lunch or similar get together	**Yes**
Introduction to other employees of OSA	**Yes**

Q3 Would early hands on training related to the following systems help a new auditor be more effective on their first assignment (check all that apply)

Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.	**Yes**
Navigation of SCEIS and/or MySCEmployee	**Yes**
Navigation/usage of Profx Engagement and Adobe Pro	**Yes**
Simulation of work to be done on audit programs typically assigned to new auditors	**Yes**
Navigation/usage of Staff Trak	**Yes**

Q4 At the listed points in time do you think your position with OSA was adequately explained to you and you knew how you were being measured on your performance.

At the start or your employment	**Partially**
When your were assigned to your first engagement	**Yes**
After your first interim evaluation	**Yes**
After your first annual evaluation	**Yes**
Upon promotion to a new role (i.e. Auditor II, Senior, etc.)	**N/A**

Q5 How often do the following individuals communicate with you about your job performance

Manager	**Only during annual evaluation**
Engagement In-Charge	**Informally on a frequent basis and formally more often than each calendar quarter**
Engagement Supervisor (if different from In-Charge)	**Not applicable**

Q6 If you have progressed to an in-charge level, do you feel you are adequately explaining duties and measurement criteria to those under you? (Please indicate the tactics you are using in the comment field.)

N/A - I have not been assigned any in-charge responsibilities

Q7 Exclusive of pay and standard State benefits, which attributes of working at OSA have led you to stay at the Agency (check all that apply)

Friendliness of fellow   , staff

Flexibility of work   , hours

Potential for promotion and increased   , responsibility

Overall office culture

#5

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, February 14, 2018 7:18:09 AM
Last Modified:	Wednesday, February 14, 2018 7:20:35 AM
Time Spent:	00:02:25
Email:	
IP Address:	167.7.30.242

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Q1 On your first day at OSA you were given a new hire orientation by the Administation staff please rate the usefulness of the following activities

Overall program	**Helpful & informative**
Completion of payroll forms (W-4, I-9, Direct Deposit information)	**Very helpful/informative**
Completion of benefit forms (retirement, health insurance , etc.)	**Very helpful/informative**
Overview of state benefits (retirement, leave (vacation/sick), holidays, insurances)	**Very helpful/informative**
Review of position description and EPMS system	**Very helpful/informative**
Assignment of laptop and e-token	**Very helpful/informative**
Description/access to My SC employee portal	**Very helpful/informative**
Description/access to SCEIS Uperforms	**Very helpful/informative**

Q2 Thinking back to your first few days at OSA, did you experience any of the following events

A tour of the office	**Yes**
A team lunch or similar get together	**Yes**
Introduction to other employees of OSA	**Yes**

Q3 Would early hands on training related to the following systems help a new auditor be more effective on their first assignment (check all that apply)

Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.	**I did receive some early hands-on training and it was not helpful**
Navigation of SCEIS and/or MySCEmployee	**Yes**
Navigation/usage of Profx Engagement and Adobe Pro	**Yes**
Simulation of work to be done on audit programs typically assigned to new auditors	**Yes**
Navigation/usage of Staff Trak	**Yes**

Q4 At the listed points in time do you think your position with OSA was adequately explained to you and you knew how you were being measured on your performance.

At the start or your employment	**Partially**
When your were assigned to your first engagement	**Yes**
After your first interim evaluation	**Yes**
After your first annual evaluation	**Yes**
Upon promotion to a new role (i.e. Auditor II, Senior, etc.)	**Yes**

Q5 How often do the following individuals communicate with you about your job performance

Manager	**Formally approximately once each calendar quarter and informally on an infrequent basis**
Engagement In-Charge	**Informally on a frequent basis and formally more often than each calendar quarter**
Engagement Supervisor (if different from In-Charge)	**Informally on a frequent basis and formally more often than each calendar quarter**

Q6 If you have progressed to an in-charge level, do you feel you are adequately explaining duties and measurement criteria to those under you? (Please indicate the tactics you are using in the comment field.)   **N/A - I have not been assigned any in-charge responsibilities**

Q7 Exclusive of pay and standard State benefits, which attributes of working at OSA have led you to stay at the Agency (check all that apply)   **Tuition   , assistance**

Ability to use work time to sit for CPA exam

#6

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, February 14, 2018 7:19:44 AM
Last Modified:	Wednesday, February 14, 2018 7:26:21 AM
Time Spent:	00:06:37
Email:	
IP Address:	167.7.30.242

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Q1 On your first day at OSA you were given a new hire orientation by the Administation staff please rate the usefulness of the following activities

Overall program	**Helpful & informative**
Completion of payroll forms (W-4, I-9, Direct Deposit information)	**Helpful & informative**
Completion of benefit forms (retirement, health insurance , etc.)	**Helpful & informative**
Overview of state benefits (retirement, leave (vacation/sick), holidays, insurances)	**Helpful & informative**
Review of position description and EPMS system	**Helpful & informative**
Assignment of laptop and e-token	**Helpful & informative**
Description/access to My SC employee portal	**Helpful & informative**
Description/access to SCEIS Uperforms	**Helpful & informative**

Q2 Thinking back to your first few days at OSA, did you experience any of the following events

A tour of the office	**Yes**
A team lunch or similar get together	**Yes**
Introduction to other employees of OSA	**Yes**

Q3 Would early hands on training related to the following systems help a new auditor be more effective on their first assignment (check all that apply)

Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.	**Yes, I did receive some early hands-on training and it was helpful**
Navigation of SCEIS and/or MySCEmployee	**Yes, I did receive some early hands-on training and it was helpful**
Navigation/usage of Profx Engagement and Adobe Pro	**Yes**
Simulation of work to be done on audit programs typically assigned to new auditors	**Yes**
Navigation/usage of Staff Trak	**Yes**

Q4 At the listed points in time do you think your position with OSA was adequately explained to you and you knew how you were being measured on your performance.

At the start or your employment	**Yes**
When your were assigned to your first engagement	**Partially**
After your first interim evaluation	**Yes**
After your first annual evaluation	**Yes**
Upon promotion to a new role (i.e. Auditor II, Senior, etc.)	**Yes**

Q5 How often do the following individuals communicate with you about your job performance

Manager	**Informally on a frequent basis and formally more often than each calendar quarter**
Engagement In-Charge	**Only during annual evaluation**
Engagement Supervisor (if different from In-Charge)	**Informally on a frequent basis and formally more often than each calendar quarter**

Q6 If you have progressed to an in-charge level, do you feel you are adequately explaining duties and measurement criteria to those under you? (Please indicate the tactics you are using in the comment field.) | **N/A - I have not been assigned any in-charge responsibilities**

Q7 Exclusive of pay and standard State benefits, which attributes of working at OSA have led you to stay at the Agency (check all that apply)

Flexibility of work hours ,

Tuition assistance ,

Ability to use work time to sit for CPA exam ,

Potential for promotion and increased responsibility ,

Relationship with manager,

Office supplied CPE and professional development training classes ,

Overall office culture

#7

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, February 14, 2018 7:23:00 AM
Last Modified:	Wednesday, February 14, 2018 7:29:06 AM
Time Spent:	00:06:05
Email:	
IP Address:	167.7.30.242

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Q1 On your first day at OSA you were given a new hire orientation by the Administation staff please rate the usefulness of the following activities

Overall program	**Helpful & informative**
Completion of payroll forms (W-4, I-9, Direct Deposit information)	**Very helpful/informative**
Completion of benefit forms (retirement, health insurance , etc.)	**Very helpful/informative**
Overview of state benefits (retirement, leave (vacation/sick), holidays, insurances)	**Helpful & informative**
Review of position description and EPMS system	**Helpful & informative**
Assignment of laptop and e-token	**Helpful & informative**
Description/access to My SC employee portal	**Very helpful/informative**
Description/access to SCEIS Uperforms	**Helpful & informative**

Q2 Thinking back to your first few days at OSA, did you experience any of the following events

A tour of the office	**Yes**
A team lunch or similar get together	**Yes**
Introduction to other employees of OSA	**Yes**

Q3 Would early hands on training related to the following systems help a new auditor be more effective on their first assignment (check all that apply)

Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.	**Yes, I did receive some early hands-on training and it was helpful**
Navigation of SCEIS and/or MySCEmployee	**Yes, I did receive some early hands-on training and it was helpful**
Navigation/usage of Profx Engagement and Adobe Pro	**Yes, I did receive some early hands-on training and it was helpful**
Simulation of work to be done on audit programs typically assigned to new auditors	**Yes, I did receive some early hands-on training and it was helpful**
Navigation/usage of Staff Trak	**Maybe**
Other (please describe in comment section)	**No**

Q4 At the listed points in time do you think your position with OSA was adequately explained to you and you knew how you were being measured on your performance.

At the start or your employment	**Yes**
When your were assigned to your first engagement	**Yes**
After your first interim evaluation	**Yes**
After your first annual evaluation	**N/A**
Upon promotion to a new role (i.e. Auditor II, Senior, etc.)	**N/A**

Q5 How often do the following individuals communicate with you about your job performance

Manager	**Not applicable**
Engagement In-Charge	**Formally approximately once each calendar quarter and informally on an infrequent basis**
Engagement Supervisor (if different from In-Charge)	**Not applicable**

Q6 If you have progressed to an in-charge level, do you feel you are adequately explaining duties and measurement criteria to those under you? (Please indicate the tactics you are using in the comment field.)

N/A - I have not been assigned any in-charge responsibilities

Q7 Exclusive of pay and standard State benefits, which attributes of working at OSA have led you to stay at the Agency (check all that apply)

**Friendliness of fellow   ,
staff**

**Flexibility of work   ,
hours**

**Tuition   ,
assistance**

**The type of work and the challenges it provides   ,
me**

**Potential for promotion and increased   ,
responsibility**

Overall office culture

#8

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, February 14, 2018 7:17:45 AM
Last Modified:	Wednesday, February 14, 2018 7:34:56 AM
Time Spent:	00:17:11
Email:	▬▬▬▬▬▬▬▬
IP Address:	167.7.30.242

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Q1 On your first day at OSA you were given a new hire orientation by the Administation staff please rate the usefulness of the following activities

Overall program	**Helpful & informative**
Completion of payroll forms (W-4, I-9, Direct Deposit information)	**Helpful & informative**
Completion of benefit forms (retirement, health insurance , etc.)	**Helpful & informative**
Overview of state benefits (retirement, leave (vacation/sick), holidays, insurances)	**Helpful & informative**
Review of position description and EPMS system	**Not applicable**
Assignment of laptop and e-token	**Helpful & informative**
Description/access to My SC employee portal	**Neither helpful or informative**
Description/access to SCEIS Uperforms	**Neither helpful or informative**
Comments regarding new hire orientation	**I didn't have SCEIS or MySCEmployee access on my first day so there wasn't an in depth review of those two systems.**

Q2 Thinking back to your first few days at OSA, did you experience any of the following events

A tour of the office	**No**
A team lunch or similar get together	**Yes**
Introduction to other employees of OSA	**No**
Comments	**I was introduced only to my team members**

Q3 Would early hands on training related to the following systems help a new auditor be more effective on their first assignment (check all that apply)

Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.	**Yes, I did receive some early hands-on training and it was helpful**
Navigation of SCEIS and/or MySCEmployee	**Yes**
Navigation/usage of Profx Engagement and Adobe Pro	**Yes**
Simulation of work to be done on audit programs typically assigned to new auditors	**Yes**
Navigation/usage of Staff Trak	**Yes**

Q4 At the listed points in time do you think your position with OSA was adequately explained to you and you knew how you were being measured on your performance.

At the start or your employment	**Partially**
When your were assigned to your first engagement	**No**
After your first interim evaluation	**No**
After your first annual evaluation	**Yes**
Upon promotion to a new role (i.e. Auditor II, Senior, etc.)	**Yes**

Q5 How often do the following individuals communicate with you about your job performance

Manager	**Formally approximately once each calendar quarter and informally on an infrequent basis**
Engagement In-Charge	**Informally on a frequent basis and formally more often than each calendar quarter**
Engagement Supervisor (if different from In-Charge)	**Informally on a frequent basis and formally more often than each calendar quarter**
Comments related to performance feedback	**Manager review typically after each engagement formally**

Q6 If you have progressed to an in-charge level, do you feel you are adequately explaining duties and measurement criteria to those under you? (Please indicate the tactics you are using in the comment field.) — **Yes**

Q7 Exclusive of pay and standard State benefits, which attributes of working at OSA have led you to stay at the Agency (check all that apply)

Flexibility of work hours ,

Tuition assistance ,

Ability to use work time to sit for CPA exam ,

The type of work and the challenges it provides me ,

Potential for promotion and increased responsibility ,

Relationship with manager

#9

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, February 14, 2018 7:36:40 AM
Last Modified:	Wednesday, February 14, 2018 7:41:12 AM
Time Spent:	00:04:32
Email:	
IP Address:	174.193.146.80

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Q1 On your first day at OSA you were given a new hire orientation by the Administation staff please rate the usefulness of the following activities

Overall program	**Helpful & informative**
Completion of payroll forms (W-4, I-9, Direct Deposit information)	**Helpful & informative**
Completion of benefit forms (retirement, health insurance , etc.)	**Neither helpful or informative**
Overview of state benefits (retirement, leave (vacation/sick), holidays, insurances)	**Neither helpful or informative**
Review of position description and EPMS system	**Very helpful/informative**
Assignment of laptop and e-token	**Very helpful/informative**
Description/access to My SC employee portal	**Very helpful/informative**
Description/access to SCEIS Uperforms	**Very helpful/informative**

Q2 Thinking back to your first few days at OSA, did you experience any of the following events

A tour of the office	**Yes**
A team lunch or similar get together	**Yes**
Introduction to other employees of OSA	**Yes**

Q3 Would early hands on training related to the following systems help a new auditor be more effective on their first assignment (check all that apply)

Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.	**Yes**
Navigation of SCEIS and/or MySCEmployee	**I did receive some early hands-on training and it was helpful**
Navigation/usage of Profx Engagement and Adobe Pro	**Yes**
Simulation of work to be done on audit programs typically assigned to new auditors	**Yes**
Navigation/usage of Staff Trak	**Yes**

Q4 At the listed points in time do you think your position with OSA was adequately explained to you and you knew how you were being measured on your performance.

At the start or your employment	**Partially**
When your were assigned to your first engagement	**Yes**
After your first interim evaluation	**Yes**
After your first annual evaluation	**Yes**
Upon promotion to a new role (i.e. Auditor II, Senior, etc.)	**Yes**

Q5 How often do the following individuals communicate with you about your job performance

Manager	**Informally on a frequent basis and formally more often than each calendar quarter**
Engagement In-Charge	**Not applicable**
Engagement Supervisor (if different from In-Charge)	**Informally on a frequent basis and formally more often than each calendar quarter**

Q6 If you have progressed to an in-charge level, do you feel you are adequately explaining duties and measurement criteria to those under you? (Please indicate the tactics you are using in the comment field.) | **N/A - I have not been assigned any in-charge responsibilities**

Q7 Exclusive of pay and standard State benefits, which attributes of working at OSA have led you to stay at the Agency (check all that apply)

**Friendliness of fellow   ,
staff**

**Flexibility of work   ,
hours**

**Tuition   ,
assistance**

**Ability to use work time to sit for CPA   ,
exam**

Overall office culture

#10

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, February 14, 2018 7:39:35 AM
Last Modified:	Wednesday, February 14, 2018 7:42:32 AM
Time Spent:	00:02:57
Email:	
IP Address:	167.7.30.242

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Q1 On your first day at OSA you were given a new hire orientation by the Administation staff please rate the usefulness of the following activities

Overall program	**Very helpful/informative**
Completion of payroll forms (W-4, I-9, Direct Deposit information)	**Very helpful/informative**
Completion of benefit forms (retirement, health insurance , etc.)	**Very helpful/informative**
Overview of state benefits (retirement, leave (vacation/sick), holidays, insurances)	**Very helpful/informative**
Review of position description and EPMS system	**Very helpful/informative**
Assignment of laptop and e-token	**Very helpful/informative**
Description/access to My SC employee portal	**Very helpful/informative**
Description/access to SCEIS Uperforms	**Very helpful/informative**

Q2 Thinking back to your first few days at OSA, did you experience any of the following events

A tour of the office	**Yes**
A team lunch or similar get together	**Yes**
Introduction to other employees of OSA	**Yes**

Q3 Would early hands on training related to the following systems help a new auditor be more effective on their first assignment (check all that apply)

Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.	**Yes, I did receive some early hands-on training and it was helpful**
Navigation of SCEIS and/or MySCEmployee	**Yes, I did receive some early hands-on training and it was helpful**
Navigation/usage of Profx Engagement and Adobe Pro	**Yes**
Simulation of work to be done on audit programs typically assigned to new auditors	**Yes, I did receive some early hands-on training and it was helpful**
Navigation/usage of Staff Trak	**Yes**

Q4 At the listed points in time do you think your position with OSA was adequately explained to you and you knew how you were being measured on your performance.

At the start or your employment	**Yes**
When your were assigned to your first engagement	**Yes**
After your first interim evaluation	**Yes**
After your first annual evaluation	**Yes**
Upon promotion to a new role (i.e. Auditor II, Senior, etc.)	**Yes**

Q5 How often do the following individuals communicate with you about your job performance

Manager	**Formally approximately once each calendar quarter and informally on an infrequent basis**
Engagement In-Charge	**Informally on a frequent basis and formally more often than each calendar quarter**
Engagement Supervisor (if different from In-Charge)	**Informally on a frequent basis and formally more often than each calendar quarter**

Q6 If you have progressed to an in-charge level, do you feel you are adequately explaining duties and measurement criteria to those under you? (Please indicate the tactics you are using in the comment field.) — **N/A - I have not been assigned any in-charge responsibilities**

Q7 Exclusive of pay and standard State benefits, which attributes of working at OSA have led you to stay at the Agency (check all that apply)

Friendliness of fellow staff ,

Ability to use work time to sit for CPA exam ,

The type of work and the challenges it provides me ,

Office supplied CPE and professional development training classes

,

Overall office culture

#11

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, February 14, 2018 7:36:15 AM
Last Modified:	Wednesday, February 14, 2018 7:45:16 AM
Time Spent:	00:09:00
Email:	▮▮▮▮▮▮▮▮
IP Address:	167.7.30.242

Page 1

Q1 On your first day at OSA you were given a new hire orientation by the Administation staff please rate the usefulness of the following activities

Overall program	**Helpful & informative**
Completion of payroll forms (W-4, I-9, Direct Deposit information)	**Helpful & informative**
Completion of benefit forms (retirement, health insurance , etc.)	**Helpful & informative**
Overview of state benefits (retirement, leave (vacation/sick), holidays, insurances)	**Helpful & informative**
Review of position description and EPMS system	**Helpful & informative**
Assignment of laptop and e-token	**Helpful & informative**
Description/access to SCEIS Uperforms	**Helpful & informative**

Q2 Thinking back to your first few days at OSA, did you experience any of the following events

A tour of the office	**Yes**
A team lunch or similar get together	**Yes**
Introduction to other employees of OSA	**Yes**

Q3 Would early hands on training related to the following systems help a new auditor be more effective on their first assignment (check all that apply)

Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.	**Yes, I did receive some early hands-on training and it was helpful**
Navigation of SCEIS and/or MySCEmployee	**Yes, I did receive some early hands-on training and it was helpful**
Navigation/usage of Profx Engagement and Adobe Pro	**Yes, I did receive some early hands-on training and it was helpful**
Simulation of work to be done on audit programs typically assigned to new auditors	**Yes, I did receive some early hands-on training and it was helpful**
Navigation/usage of Staff Trak	**Yes, I did receive some early hands-on training and it was helpful**

Q4 At the listed points in time do you think your position with OSA was adequately explained to you and you knew how you were being measured on your performance.

At the start or your employment	**Yes**
When your were assigned to your first engagement	**Yes**
After your first interim evaluation	**Yes**
After your first annual evaluation	**Yes**
Upon promotion to a new role (i.e. Auditor II, Senior, etc.)	**N/A**

Q5 How often do the following individuals communicate with you about your job performance

Manager	**Only during annual evaluation**
Engagement In-Charge	**Informally on a frequent basis and formally more often than each calendar quarter**
Engagement Supervisor (if different from In-Charge)	**Not applicable**

Q6 If you have progressed to an in-charge level, do you feel you are adequately explaining duties and measurement criteria to those under you? (Please indicate the tactics you are using in the comment field.)

N/A - I have not been assigned any in-charge responsibilities

Q7 Exclusive of pay and standard State benefits, which attributes of working at OSA have led you to stay at the Agency (check all that apply)

**Friendliness of fellow   ,
staff**

**Flexibility of work   ,
hours**

**Tuition   ,
assistance**

**Ability to use work time to sit for CPA   ,
exam**

**The type of work and the challenges it provides   ,
me**

Overall office culture

#12

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, February 14, 2018 7:38:59 AM
Last Modified:	Wednesday, February 14, 2018 7:46:30 AM
Time Spent:	00:07:30
Email:	▮▮▮▮▮▮▮▮
IP Address:	167.7.30.242

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Q1 On your first day at OSA you were given a new hire orientation by the Administation staff please rate the usefulness of the following activities

Overall program	**Helpful & informative**
Completion of payroll forms (W-4, I-9, Direct Deposit information)	**Very helpful/informative**
Completion of benefit forms (retirement, health insurance , etc.)	**Very helpful/informative**
Overview of state benefits (retirement, leave (vacation/sick), holidays, insurances)	**Very helpful/informative**
Review of position description and EPMS system	**Very helpful/informative**
Assignment of laptop and e-token	**Very helpful/informative**
Description/access to My SC employee portal	**Very helpful/informative**
Description/access to SCEIS Uperforms	**Very helpful/informative**

Q2 Thinking back to your first few days at OSA, did you experience any of the following events

A tour of the office	**Yes**
A team lunch or similar get together	**Yes**
Introduction to other employees of OSA	**Yes**

Q3 Would early hands on training related to the following systems help a new auditor be more effective on their first assignment (check all that apply)

Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.	**Yes, I did receive some early hands-on training and it was helpful**
Navigation of SCEIS and/or MySCEmployee	**Yes, I did receive some early hands-on training and it was helpful**
Navigation/usage of Profx Engagement and Adobe Pro	**Yes, I did receive some early hands-on training and it was not helpful**
Simulation of work to be done on audit programs typically assigned to new auditors	**Yes**
Navigation/usage of Staff Trak	**Yes, I did receive some early hands-on training and it was not helpful**

Q4 At the listed points in time do you think your position with OSA was adequately explained to you and you knew how you were being measured on your performance.

At the start or your employment	**Yes**
When your were assigned to your first engagement	**Yes**
After your first interim evaluation	**N/A**
After your first annual evaluation	**Yes**
Upon promotion to a new role (i.e. Auditor II, Senior, etc.)	**Partially**

Q5 How often do the following individuals communicate with you about your job performance

Manager	**Only during annual evaluation**
Engagement In-Charge	**Informally on a frequent basis and formally more often than each calendar quarter**
Engagement Supervisor (if different from In-Charge)	**Not applicable**

Q6 If you have progressed to an in-charge level, do you feel you are adequately explaining duties and measurement criteria to those under you? (Please indicate the tactics you are using in the comment field.)　　**Yes**

Q7 Exclusive of pay and standard State benefits, which attributes of working at OSA have led you to stay at the Agency (check all that apply)

Friendliness of fellow ,
staff

Flexibility of work ,
hours

Tuition
assistance

#13

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, February 14, 2018 7:40:09 AM
Last Modified:	Wednesday, February 14, 2018 7:48:09 AM
Time Spent:	00:08:00
Email:	
IP Address:	167.7.30.242

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Q1 On your first day at OSA you were given a new hire orientation by the Administation staff please rate the usefulness of the following activities

Overall program	**Neither helpful or informative**
Completion of payroll forms (W-4, I-9, Direct Deposit information)	**Neither helpful or informative**
Completion of benefit forms (retirement, health insurance , etc.)	**Unhelpful and confusing**
Overview of state benefits (retirement, leave (vacation/sick), holidays, insurances)	**Neither helpful or informative**
Review of position description and EPMS system	**Neither helpful or informative**
Assignment of laptop and e-token	**Helpful & informative**
Description/access to My SC employee portal	**Helpful & informative**
Description/access to SCEIS Uperforms	**Helpful & informative**
Comments regarding new hire orientation	**N/A**

Q2 Thinking back to your first few days at OSA, did you experience any of the following events

A tour of the office	**Yes**
A team lunch or similar get together	**Yes**
Introduction to other employees of OSA	**Yes**
Comments	**N/A**

Q3 Would early hands on training related to the following systems help a new auditor be more effective on their first assignment (check all that apply)

Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.	**Yes**
Navigation of SCEIS and/or MySCEmployee	**Yes**
Navigation/usage of Profx Engagement and Adobe Pro	**Yes**
Simulation of work to be done on audit programs typically assigned to new auditors	**Yes**
Navigation/usage of Staff Trak	**Yes**

Q4 At the listed points in time do you think your position with OSA was adequately explained to you and you knew how you were being measured on your performance.

At the start or your employment	**Partially**
When your were assigned to your first engagement	**Partially**
After your first interim evaluation	**Yes**
After your first annual evaluation	**Yes**
Upon promotion to a new role (i.e. Auditor II, Senior, etc.)	**Yes**

Q5 How often do the following individuals communicate with you about your job performance

Manager	**Formally approximately once each calendar quarter and informally on an infrequent basis**
Engagement In-Charge	**Not applicable**
Engagement Supervisor (if different from In-Charge)	**Formally approximately once each calendar quarter and informally on an infrequent basis**

Q6 If you have progressed to an in-charge level, do you feel you are adequately explaining duties and measurement criteria to those under you? (Please indicate the tactics you are using in the comment field.) — **N/A - I have not been assigned any in-charge responsibilities**

Q7 Exclusive of pay and standard State benefits, which attributes of working at OSA have led you to stay at the Agency (check all that apply)

Friendliness of fellow   , staff

Flexibility of work   , hours

Ability to use work time to sit for CPA   , exam

Relationship with manager,

Overall office culture

#14

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, February 14, 2018 7:39:43 AM
Last Modified:	Wednesday, February 14, 2018 7:57:56 AM
Time Spent:	00:18:13
Email:	
IP Address:	167.7.30.242

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Q1 On your first day at OSA you were given a new hire orientation by the Administation staff please rate the usefulness of the following activities

Overall program	**Very helpful/informative**
Completion of payroll forms (W-4, I-9, Direct Deposit information)	**Very helpful/informative**
Completion of benefit forms (retirement, health insurance , etc.)	**Very helpful/informative**
Overview of state benefits (retirement, leave (vacation/sick), holidays, insurances)	**Helpful & informative**
Review of position description and EPMS system	**Helpful & informative**
Assignment of laptop and e-token	**Helpful & informative**
Description/access to My SC employee portal	**Helpful & informative**
Description/access to SCEIS Uperforms	**Not applicable**
Comments regarding new hire orientation	**Did not receive SCEIS Access on first day**

Q2 Thinking back to your first few days at OSA, did you experience any of the following events

A tour of the office	**Yes**
A team lunch or similar get together	**Yes**
Introduction to other employees of OSA	**No**
Comments	**Only introduced to my team**

Q3 Would early hands on training related to the following systems help a new auditor be more effective on their first assignment (check all that apply)

Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.	**Yes, I did receive some early hands-on training and it was helpful**
Navigation of SCEIS and/or MySCEmployee	**Yes, I did receive some early hands-on training and it was helpful**
Navigation/usage of Profx Engagement and Adobe Pro	**Yes**
Simulation of work to be done on audit programs typically assigned to new auditors	**Yes**
Navigation/usage of Staff Trak	**Yes**

Q4 At the listed points in time do you think your position with OSA was adequately explained to you and you knew how you were being measured on your performance.

At the start or your employment	**No**
When your were assigned to your first engagement	**Partially**
After your first interim evaluation	**Yes**
After your first annual evaluation	**Yes**
Upon promotion to a new role (i.e. Auditor II, Senior, etc.)	**Yes**

Q5 How often do the following individuals communicate with you about your job performance

Manager	**Informally on a frequent basis and formally more often than each calendar quarter**
Engagement In-Charge	**Not applicable**
Engagement Supervisor (if different from In-Charge)	**Not applicable**

Q6 If you have progressed to an in-charge level, do you feel you are adequately explaining duties and measurement criteria to those under you? (Please indicate the tactics you are using in the comment field.) — **Yes**

Q7 Exclusive of pay and standard State benefits, which attributes of working at OSA have led you to stay at the Agency (check all that apply)

Friendliness of fellow , staff

Flexibility of work , hours

Ability to use work time to sit for CPA , exam

Relationship with manager,

Office supplied CPE and professional development training classes

,

Overall office culture

#15

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, February 14, 2018 7:58:35 AM
Last Modified:	Wednesday, February 14, 2018 8:02:17 AM
Time Spent:	00:03:42
Email:	
IP Address:	167.7.30.242

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Q1 On your first day at OSA you were given a new hire orientation by the Administation staff please rate the usefulness of the following activities

Overall program	**Unhelpful and confusing**
Completion of payroll forms (W-4, I-9, Direct Deposit information)	**Very helpful/informative**
Completion of benefit forms (retirement, health insurance , etc.)	**Helpful & informative**
Overview of state benefits (retirement, leave (vacation/sick), holidays, insurances)	**Unhelpful and confusing**
Review of position description and EPMS system	**Unhelpful and confusing**
Assignment of laptop and e-token	**Very helpful/informative**
Description/access to My SC employee portal	**Helpful & informative**
Description/access to SCEIS Uperforms	**Unhelpful and confusing**

Q2 Thinking back to your first few days at OSA, did you experience any of the following events

A tour of the office	**Yes**
A team lunch or similar get together	**Yes**
Introduction to other employees of OSA	**No**

Q3 Would early hands on training related to the following systems help a new auditor be more effective on their first assignment (check all that apply)

Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.	**Yes**
Navigation of SCEIS and/or MySCEmployee	**Yes**
Navigation/usage of Profx Engagement and Adobe Pro	**Yes**
Simulation of work to be done on audit programs typically assigned to new auditors	**Yes**
Navigation/usage of Staff Trak	**Maybe**
Other (please describe in comment section)	**Maybe**

Q4 At the listed points in time do you think your position with OSA was adequately explained to you and you knew how you were being measured on your performance.

At the start or your employment	**Yes**
When your were assigned to your first engagement	**Yes**
After your first interim evaluation	**Yes**
After your first annual evaluation	**Yes**
Upon promotion to a new role (i.e. Auditor II, Senior, etc.)	**N/A**

Q5 How often do the following individuals communicate with you about your job performance

Manager	**Only during annual evaluation**
Engagement In-Charge	**Not applicable**
Engagement Supervisor (if different from In-Charge)	**Not applicable**

Q6 If you have progressed to an in-charge level, do you feel you are adequately explaining duties and measurement criteria to those under you? (Please indicate the tactics you are using in the comment field.)   **N/A - I have not been assigned any in-charge responsibilities**

Q7 Exclusive of pay and standard State benefits, which attributes of working at OSA have led you to stay at the Agency (check all that apply)   **Flexibility of work hours**

#16

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, February 14, 2018 8:18:18 AM
Last Modified:	Wednesday, February 14, 2018 8:28:51 AM
Time Spent:	00:10:32
Email:	▮▮▮▮▮▮▮▮▮
IP Address:	167.7.30.242

Page 1

Q1 On your first day at OSA you were given a new hire orientation by the Administation staff please rate the usefulness of the following activities

Overall program	**Helpful & informative**
Completion of payroll forms (W-4, I-9, Direct Deposit information)	**Helpful & informative**
Completion of benefit forms (retirement, health insurance , etc.)	**Helpful & informative**
Overview of state benefits (retirement, leave (vacation/sick), holidays, insurances)	**Helpful & informative**
Review of position description and EPMS system	**Helpful & informative**
Assignment of laptop and e-token	**Helpful & informative**
Description/access to My SC employee portal	**Helpful & informative**
Description/access to SCEIS Uperforms	**Helpful & informative**

Q2 Thinking back to your first few days at OSA, did you experience any of the following events

A tour of the office	**Yes**
A team lunch or similar get together	**Yes**
Introduction to other employees of OSA	**Yes**

Q3 Would early hands on training related to the following systems help a new auditor be more effective on their first assignment (check all that apply)

Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.	**I did receive some early hands-on training and it was helpful**
Navigation of SCEIS and/or MySCEmployee	**I did receive some early hands-on training and it was helpful**
Navigation/usage of Profx Engagement and Adobe Pro	**Yes**
Simulation of work to be done on audit programs typically assigned to new auditors	**I did receive some early hands-on training and it was helpful**
Navigation/usage of Staff Trak	**I did receive some early hands-on training and it was helpful**

Q4 At the listed points in time do you think your position with OSA was adequately explained to you and you knew how you were being measured on your performance.

At the start or your employment	**Yes**
When your were assigned to your first engagement	**Yes**
After your first interim evaluation	**Yes**
After your first annual evaluation	**N/A**
Upon promotion to a new role (i.e. Auditor II, Senior, etc.)	**N/A**

Q5 How often do the following individuals communicate with you about your job performance

Manager	**Informally on a frequent basis and formally more often than each calendar quarter**
Engagement In-Charge	**Informally on a frequent basis and formally more often than each calendar quarter**
Engagement Supervisor (if different from In-Charge)	**Informally on a frequent basis and formally more often than each calendar quarter**

Q6 If you have progressed to an in-charge level, do you feel you are adequately explaining duties and measurement criteria to those under you? (Please indicate the tactics you are using in the comment field.) — **N/A - I have not been assigned any in-charge responsibilities**

Q7 Exclusive of pay and standard State benefits, which attributes of working at OSA have led you to stay at the Agency (check all that apply)

**Friendliness of fellow   ,
staff**

**Flexibility of work   ,
hours**

**The type of work and the challenges it provides   ,
me**

Relationship with manager,

Overall office culture

#17

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Wednesday, February 14, 2018 2:12:44 PM
Last Modified:	Wednesday, February 14, 2018 2:19:09 PM
Time Spent:	00:06:25
Email:	
IP Address:	167.7.30.242

Page 1

Q1 On your first day at OSA you were given a new hire orientation by the Administation staff please rate the usefulness of the following activities

Completion of payroll forms (W-4, I-9, Direct Deposit information)	**Helpful & informative**
Completion of benefit forms (retirement, health insurance , etc.)	**Helpful & informative**
Overview of state benefits (retirement, leave (vacation/sick), holidays, insurances)	**Helpful & informative**
Review of position description and EPMS system	**Helpful & informative**
Assignment of laptop and e-token	**Helpful & informative**
Description/access to My SC employee portal	**Helpful & informative**
Description/access to SCEIS Uperforms	**Neither helpful or informative**

Q2 Thinking back to your first few days at OSA, did you experience any of the following events

A tour of the office	**Yes**
A team lunch or similar get together	**Yes**
Introduction to other employees of OSA	**Yes**

Q3 Would early hands on training related to the following systems help a new auditor be more effective on their first assignment (check all that apply)

Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.	**Yes**
Navigation of SCEIS and/or MySCEmployee	**Yes**
Navigation/usage of Profx Engagement and Adobe Pro	**Yes**
Simulation of work to be done on audit programs typically assigned to new auditors	**Maybe**
Navigation/usage of Staff Trak	**Maybe**

Q4 At the listed points in time do you think your position with OSA was adequately explained to you and you knew how you were being measured on your performance.

At the start or your employment	**Yes**
When your were assigned to your first engagement	**Partially**
After your first interim evaluation	**Yes**
After your first annual evaluation	**Yes**
Upon promotion to a new role (i.e. Auditor II, Senior, etc.)	**Yes**

Q5 How often do the following individuals communicate with you about your job performance

Manager	**Informally on a frequent basis and formally more often than each calendar quarter**
Engagement In-Charge	**Not applicable**
Engagement Supervisor (if different from In-Charge)	**Not applicable**

Q6 If you have progressed to an in-charge level, do you feel you are adequately explaining duties and measurement criteria to those under you? (Please indicate the tactics you are using in the comment field.)

Yes,
Comments:
When I am assigning duties I like to make sure each person knows exactly what I expect of them and have them go over their plan to complete assigned duties.

Q7 Exclusive of pay and standard State benefits, which attributes of working at OSA have led you to stay at the Agency (check all that apply)

**Friendliness of fellow　　　　,
staff**

**Flexibility of work　　　　,
hours**

**Tuition　　　　　　,
assistance**

Relationship with manager

#18

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Thursday, February 15, 2018 7:48:40 AM
Last Modified:	Thursday, February 15, 2018 7:58:09 AM
Time Spent:	00:09:29
Email:	
IP Address:	167.7.30.242

Page 1

Q1 On your first day at OSA you were given a new hire orientation by the Administation staff please rate the usefulness of the following activities

Overall program	**Helpful & informative**
Completion of payroll forms (W-4, I-9, Direct Deposit information)	**Helpful & informative**
Completion of benefit forms (retirement, health insurance , etc.)	**Helpful & informative**
Overview of state benefits (retirement, leave (vacation/sick), holidays, insurances)	**Helpful & informative**
Review of position description and EPMS system	**Helpful & informative**
Assignment of laptop and e-token	**Helpful & informative**
Description/access to My SC employee portal	**Helpful & informative**
Description/access to SCEIS Uperforms	**Helpful & informative**

Q2 Thinking back to your first few days at OSA, did you experience any of the following events

A tour of the office	**Yes**
A team lunch or similar get together	**Yes**
Introduction to other employees of OSA	**No**

Q3 Would early hands on training related to the following systems help a new auditor be more effective on their first assignment (check all that apply)

Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.	**No**
Navigation of SCEIS and/or MySCEmployee	**Yes**
Navigation/usage of Profx Engagement and Adobe Pro	**Yes**
Simulation of work to be done on audit programs typically assigned to new auditors	**Yes**
Navigation/usage of Staff Trak	**Yes**

Q4 At the listed points in time do you think your position with OSA was adequately explained to you and you knew how you were being measured on your performance.

At the start or your employment	**Yes**
When your were assigned to your first engagement	**No**
After your first interim evaluation	**Yes**
After your first annual evaluation	**Yes**
Upon promotion to a new role (i.e. Auditor II, Senior, etc.)	**Yes**

Q5 How often do the following individuals communicate with you about your job performance

Manager	**Only during annual evaluation**
Engagement In-Charge	**Formally approximately once each calendar quarter and informally on an infrequent basis**
Engagement Supervisor (if different from In-Charge)	**Formally approximately once each calendar quarter and informally on an infrequent basis**

Q6 If you have progressed to an in-charge level, do you feel you are adequately explaining duties and measurement criteria to those under you? (Please indicate the tactics you are using in the comment field.) — **N/A - I have not been assigned any in-charge responsibilities**

Q7 Exclusive of pay and standard State benefits, which attributes of working at OSA have led you to stay at the Agency (check all that apply)

**Friendliness of fellow   ,
staff**

**Flexibility of work   ,
hours**

**Ability to use work time to sit for CPA   ,
exam**

**Providing a service to the taxpayers of   ,
SC**

**The type of work and the challenges it provides   ,
me**

Relationship with manager,

Overall office culture

#19

COMPLETE

Collector:	Email Invitation 1 (Email)
Started:	Friday, February 16, 2018 7:43:37 AM
Last Modified:	Friday, February 16, 2018 7:48:23 AM
Time Spent:	00:04:45
Email:	
IP Address:	167.7.30.242

Page 1

Q1 On your first day at OSA you were given a new hire orientation by the Administation staff please rate the usefulness of the following activities

Overall program	**Helpful & informative**
Completion of payroll forms (W-4, I-9, Direct Deposit information)	**Helpful & informative**
Completion of benefit forms (retirement, health insurance , etc.)	**Helpful & informative**
Overview of state benefits (retirement, leave (vacation/sick), holidays, insurances)	**Helpful & informative**
Review of position description and EPMS system	**Helpful & informative**
Assignment of laptop and e-token	**Helpful & informative**
Description/access to My SC employee portal	**Helpful & informative**
Description/access to SCEIS Uperforms	**Helpful & informative**

Q2 Thinking back to your first few days at OSA, did you experience any of the following events

A tour of the office	**Yes**
A team lunch or similar get together	**Yes**
Introduction to other employees of OSA	**Yes**

Q3 Would early hands on training related to the following systems help a new auditor be more effective on their first assignment (check all that apply)

Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.	**I did receive some early hands-on training and it was helpful**
Navigation of SCEIS and/or MySCEmployee	**Yes**
Navigation/usage of Profx Engagement and Adobe Pro	**Yes**
Simulation of work to be done on audit programs typically assigned to new auditors	**Yes**
Navigation/usage of Staff Trak	**Yes**

Q4 At the listed points in time do you think your position with OSA was adequately explained to you and you knew how you were being measured on your performance.

At the start or your employment	**Yes**
When your were assigned to your first engagement	**Partially**
After your first interim evaluation	**Yes**
After your first annual evaluation	**Yes**
Upon promotion to a new role (i.e. Auditor II, Senior, etc.)	**Yes**

Q5 How often do the following individuals communicate with you about your job performance

Manager	**Formally approximately once each calendar quarter and informally on an infrequent basis**
Engagement In-Charge	**Formally approximately once each calendar quarter and informally on an infrequent basis**

Q6 If you have progressed to an in-charge level, do you feel you are adequately explaining duties and measurement criteria to those under you? (Please indicate the tactics you are using in the comment field.)

N/A - I have not been assigned any in-charge responsibilities

Q7 Exclusive of pay and standard State benefits, which attributes of working at OSA have led you to stay at the Agency (check all that apply)

**Flexibility of work   ,
hours**

**Providing a service to the taxpayers of   ,
SC**

**The type of work and the challenges it provides   ,
me**

**Potential for promotion and increased   ,
responsibility**

Relationship with manager,

Office supplied CPE and professional development training classes

,

Overall office culture,

**Friendliness of fellow
staff**

Appendix D - Manager Survey Responses

Summary of Manager Surveys

Questions	Manager 1[1]	Manager 2	Manager 3	Manager 4	Manager 5	Manager 6
1) To what degree do you agree with the following statement: "When a new auditor joins the office there is currently no consistent program in place to provide targeted OTJ training or to full integrate the new auditor into current engagements? a) Agree b) Somewhat agree c) Disagree	A	B	B	B	B	B
2) Describe your approach to onboarding a new auditor on your team?	Speak with the new employee. Coordinate with in-charge to assign initial work.	Utilize one or more in-charge, depending on availability and scheduling, to provider daily oversight and guidance.	A "buddy" is assigned to each new auditor. The buddy sends an e-mail welcoming the new person to the office with a list of what will happen during their first couple of days. The new employee is instructed to watch a power point on SCEIS and developing workpapers. They are taken to lunch and introduced to other audit staff in the office.	Assigned a buddy/coach to show them the start to finish on an AUP for each procedure they are to perform, as well as answer any admin related questions.	Various activities including, but not limited to , touring the office, introduce to everyone in the office, show them office resources, pair them with a coach (see individual response for all activities.)	Assign the new auditor a "buddy" auditor who can help them with anything from setting up various IT related functions, to providing and briefly going over with them the various Medicaid reimbursement resources, and finally to providing the auditor with an initial audit assignment and being there to assist him or her.
3) Do you believe your process engages the employee by the end of his first day?	No	Yes, but it can vary depending on the day.	Yes	Yes	Not really answered	No, not so much by the end of the first day
4) Do you think other managers perform the same steps?	Guess so	Similar, yes	Not sure, I think other mangers assign buddies and take the new hire to lunch.	Not sure	Similar, yes	Generally speaking, yes
5) Do you set aside time to meet with the new auditor during their first day or week?	N/A	Yes, usually 1st and/or 2nd day.	Yes. We discuss planning stage EPMS and they are given a chance to ask questions. I may stop by their desk a couple times during the week to ask how things are going.	Yes, on day 1	Yes	Yes
6) Do you fully discuss the new auditor's job duties and success criteria when doing the planning stage EPMS?	N/A	Generally, yes	Yes	Yes	Yes, but the level of discussion will vary depending on how many questions the employee asks.	No, I touch on them briefly and let the new look it over and ask questions.
7) What is the estimated average time you spend giving the planning stage EPMS? Do you think this is sufficient?	N/A	Probably takes around 15 minutes	15 to 30 minutes depending on how many questions they ask, and I think this is sufficient.	About 5 minutes, probably not enough time.	20 to 30 minutes, sometimes more and sometimes less.	Probably 15 minutes max
8) Do you communicate with your engagement supervisors/in-charges on how to integrate the new auditor before that person starts work, or is this done after the auditor starts? Does this discussion include identifying audit work to assign the new team member?	Yes	It varies depending on schedules as to when the communication takes place, usually before or on the first day.	Yes, before the new hire begins. I think it is important to be assigned to a job so that can go ahead and start working as soon as possible.	Yes, on how to integrate and identify audit work. This done before the new hire's start date.	Yes, it there is enough notice to plan then a discussion will take place regarding what work can be assigned to the new employee.	A little bit of discussion before the new hire starts and some after. This does involve identifying potential audit work for the new hire to do.
9) Do you think new auditors could be more effective if they received some hands on training in the following areas before their first assignment (Yes or No): a) Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.	Yes	Yes	Yes	Yes	Yes	Yes
b) Navigation of SCEIS and MySCEmployee	Yes	Yes	Yes	Yes	Yes	Yes
c) Navigation/usage of Profx Engagement and Adobe Pro	Yes	Yes	Yes	Yes	Yes	Yes
d) Usage of Microsoft Outlook Calendars and/or training in word or excel	Maybe	Yes	Yes	No	Maybe, hopefully anyone we hire has a basic knowledge, and we would need to gauge whether more advanced training is needed.	Yes
e) Navigation/usage of Staff Trak	Maybe	Yes	Yes	No	Yes	Yes
f) Simulation of work to be done on audit programs typically assigned to new auditors	Yes - I have done this once	Yes	Yes	Yes	Yes	Yes
10) Do you think that new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?	Probably	Yes, probably	First year, yes. But would wait a few months in so that they can learn the engagement process and some auditing skills	Yes	Maybe, but would need to be determined on a case by case basis.	Not really
11) Are there other skills you believe new auditors should have or should be developed during their first year?	Time management and organization skills	Technical proficiency of audit subject matter.	Time management and organization skills	None	By the end of the first year, a new auditor should be able to train someone else on all programs they have worked on. They should be gaining some in-charge experience for basic programs.	None
12) Rate your level of communication to the new auditor concerning their performance during their first year: a) Above Average (informally on a frequent basis and formally more often than every 90 days) b) Average (every 90 days in accordance with Office policy) c) Below Average (more than every 90 days)	C	B	Not specifically answered; manager delegates day-to-day communication to in-charges and get involved if performance issues come up. Otherwise performance communication only occurs at EPMS time.	A	B	B
13) Do you have any suggestions for improving the onboarding experience/program for our new auditors?	Development of an extensive training manual with based on a complete set of workpapers that provides examples of work for each audit program and explains why procedures are being performed.	None	Formalization of the process and maybe an office wide lunch or drop-in for everyone to meet.	Formalization of the process.	Training on each audit program with actual simulations. This would help reinforce the coaching environment and if it was a standardized training, the coach could refer to chapters in the training that the employee can go back to and review before beginning work on a new program.	None except audit work as soon as possible and having the in-charges and supervisors have more frequent performance check-ins.

1 - This manager's responses were obtained by interview. All other mangers submitted an e-mail with a word document containing the listed questions and their responses.

Note: Responses shown in this summary are all not word for word. This summary is based on my interpretation of their response. Complete responses are included as part to this appendix, except for Manager 1.

Manager Survey Questions

1) To what degree do you agree with the following statement:
   "When a new auditor joins the office there is currently no
   consistent program in place to provide targeted OTJ
   training or to full integrate the new auditor into current
   engagements?
   a) Agree
   b) <mark>Somewhat agree</mark>
   c) Disagree

2) Describe your approach to onboarding a new auditor on your
   team? **Utilize one or more in-charge, depending on
   availability and scheduling, to provide daily oversight and
   guidance.**

3) Do you believe your process engages the employee by the end
   of his first day? **Yes, but it can vary depending on the
   day.**

4) Do you think other managers perform the same steps?
   Similar, yes.

5) Do you set aside time to meet with the new auditor during
   their first day or week? **Yes, usually 1st and/or 2nd day.**

6) Do you fully discuss the new auditor's job duties and
   success criteria when doing the planning stage EPMS?
   Generally, yes.

7) What is the estimated average time you spend giving the
   planning stage EPMS? Do you think this is sufficient?
   Probably takes around 15 minutes.

8) Do you communicate with your engagement supervisors/in-
   charges on how to integrate the new auditor before that

person starts work, or is this done after the auditor starts? Does this discussion include identifying audit work to assign the new team member? **It varies depending on schedules as to when the communication takes place, usually before and on the first day.**

9) Do you think new auditors could be more effective if they received some hands on training in the following areas before their first assignment (Yes or No):
a) Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.
b) Navigation of SCEIS and MySCEmployee
c) Navigation/usage of Profx Engagement and Adobe Pro
d) Usage of Microsoft Outlook Calendars and/or training in word or excel
e) Navigation/usage of Staff Trak
f) Simulation of work to be done on audit programs typically assigned to new auditors

Generally, yes to all.

10) Do you think that new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)? **Yes, probably.**

11) Are there other skills you believe new auditors should have or should be developed during their first year? **Technical proficiency of audit subject matter.**

12) Rate your level of communication to the new auditor concerning their performance during their first year:
a) Above Average (informally on a frequent basis and formally more often than every 90 days)
b) Average (every 90 days in accordance with Office policy)
c) Below Average (more than every 90 days)

13) Do you have any suggestions for improving the onboarding experience/program for our new auditors?

Manager Survey Questions

1) To what degree do you agree with the following statement:
   "When a new auditor joins the office there is currently no
   consistent program in place to provide targeted OTJ
   training or to full integrate the new auditor into current
   engagements?
   a) Agree
   b) Somewhat agree
   c) Disagree

   **I somewhat agree. Currently each team seems to have their
   own process for integrating new auditors into the mix so
   the process is consistent within each team. With the new
   pooling process in place it's now more important than ever
   to provide a consistent on-boarding program for the entire
   office and not just each team.**

2) Describe your approach to onboarding a new auditor on your
   team?
   **I assign a 'buddy' to each new auditor. This buddy sends
   them an email the day they began work (or even earlier if
   email is already set up) welcoming them to the Office and
   providing them a list of what will be happening the first
   couple of days (my in-charges would know more about this
   process in depth than I do). They are also instructed to
   watch a power point presentation on SCEIS and developing
   workpapers, which was put together by my team. The first
   day we also take them to lunch and their buddy introduces
   them to the other audit staff who are in the Office at the
   time.**

3) Do you believe your process engages the employee by the end
   of his first day?

   **I do. New hires have a lot of information thrown at them
   the first day or two, so I think it is nice for them to be
   able to relax for a bit at lunch and get to know other
   staff and for us to get to know them. I also think it helps
   for them to have that one on one time so they can begin to**

create a relationship and build trust with an in-charge or another person on their team.

4) Do you think other managers perform the same steps?

   I honestly don't know. I think other managers assign buddies and take the new hire to lunch. Other than that, I am not sure.

5) Do you set aside time to meet with the new auditor during their first day or week?

   I do. We discuss their planning stage EPMS and I give them a chance to ask me any questions they may have. I may stop by their desk a couple of times during the week to ask how things are going.

6) Do you fully discuss the new auditor's job duties and success criteria when doing the planning stage EPMS?

   Yes, see response to #5 above.

7) What is the estimated average time you spend giving the planning stage EPMS? Do you think this is sufficient?

   Anywhere from 15 to 30 minutes, depending on how many questions they have. I think it is sufficient but I also think they may not be familiar with the process or even know what kind of questions to ask first day or so they are here.

8) Do you communicate with your engagement supervisors/in-charges on how to integrate the new auditor before that person starts work, or is this done after the auditor starts? Does this discussion include identifying audit work to assign the new team member?

   Yes, we discuss all of this before the new hire begins work. I believe it is especially important for them to be assigned to a job so that they can go ahead and start

working on an actual engagement as soon as possible rather than sitting around with nothing to do but read the SAO Policies and Procedures manual.

9) Do you think new auditors could be more effective if they received some hands on training in the following areas before their first assignment (Yes or No):
a) Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.
b) Navigation of SCEIS and MySCEmployee –
c) Navigation/usage of Profx Engagement and Adobe Pro
d) Usage of Microsoft Outlook Calendars and/or training in word or excel
e) Navigation/usage of Staff Trak
f) Simulation of work to be done on audit programs typically assigned to new auditors

Yes to all of the above. My team is already doing all of this except for Staff Trak and we just started using that and haven't had a new hire since it's been implemented. But it would be nice for them to have a formalized training on all of this especially if we have several new hires start on the same day.

10)   Do you think that new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

   First year, yes. But I would wait a few months because everything seems so chaotic to them at first. I would prefer they get their bearings and learn the engagement process and begin to learn auditing skills.

11)   Are there other skills you believe new auditors should have or should be developed during their first year?

I think you've touched on the basics for the most part. Technical skills and communication are very important that

first year. Maybe add organizational skills and time management to that.

12)   Rate your level of communication to the new auditor concerning their performance during their first year:
a) Above Average (informally on a frequent basis and formally more often than every 90 days)
b) Average (every 90 days in accordance with Office policy)
c) Below Average (more than every 90 days)

I don't really have any formal communication with new hires. That's something I delegate to the in-charges since they communicate with the new staff on a daily basis. If a personnel issue comes up or an in-charge has an issue with someone's performance, then I will get involved in the process. Currently the only formal communication with have is the EPMS. Informally I try and speak to them whenever they are in the office.

13)   Do you have any suggestions for improving the onboarding experience/program for our new auditors?

As already mentioned, I think formalizing this process and implementing it consistently office-wide would be very beneficial to a new hire. Also, I don't know how feasible it is, but maybe having an office-wide lunch that week or some sort of drop in for everyone to meet and introduce themselves would also be good, considering we aren't on formal teams anymore.

Manager Survey Questions

1) To what degree do you agree with the following statement:
   "When a new auditor joins the office there is currently no
   consistent program in place to provide targeted OTJ
   training or to full integrate the new auditor into current
   engagements?
   a) Agree
   b) Somewhat agree
   c) Disagree

2) Describe your approach to onboarding a new auditor on your
   team? They are assigned a buddy/coach to show them the
   start to finish on an AUP for each procedure they are to
   perform, as well as to answer any admin related questions.

3) Do you believe your process engages the employee by the end
   of his first day? Yes, they are looking at AUP related
   items on day 1, not just reading manuals.

4) Do you think other managers perform the same steps? Not
   sure…some do and some don't I would guess.

5) Do you set aside time to meet with the new auditor during
   their first day or week? Yes, I meet with them on day 1 to
   go over job duties and what comes next.

6) Do you fully discuss the new auditor's job duties and
   success criteria when doing the planning stage EPMS? yes

7) What is the estimated average time you spend giving the
   planning stage EPMS? Do you think this is sufficient? About
   5 minutes…probably not enough time.

8) Do you communicate with your engagement supervisors/in-charges on how to integrate the new auditor before that person starts work, or is this done after the auditor starts? Does this discussion include identifying audit work to assign the new team member? ==Yes to both and this is discussed prior to their start date.==

9) Do you think new auditors could be more effective if they received some hands on training in the following areas before their first assignment (Yes or No):
a) Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc. ==YES==
b) Navigation of SCEIS and MySCEmployee ==YES==
c) Navigation/usage of Profx Engagement and Adobe Pro ==YES==
d) Usage of Microsoft Outlook Calendars and/or training in word or excel ==NO==
e) Navigation/usage of Staff Trak ==NO==
f) Simulation of work to be done on audit programs typically assigned to new auditors ==YES==

10)   Do you think that new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)? ==Yes==

==11)==   Are there other skills you believe new auditors should have or should be developed during their first year? ==Can't think of any==

12)   Rate your level of communication to the new auditor concerning their performance during their first year:
a) ==Above Average (informally on a frequent basis and formally more often than every 90 days)==
b) Average (every 90 days in accordance with Office policy)
c) Below Average (more than every 90 days)

==13)==   Do you have any suggestions for improving the onboarding experience/program for our new auditors? ==I==

think a formalized system of the type of things you're asking here is a start.

Manager Survey Questions

1) To what degree do you agree with the following statement:
"When a new auditor joins the office there is currently no
consistent program in place to provide targeted OTJ
training or to full integrate the new auditor into current
engagements?
a) Agree
b) Somewhat agree
c) Disagree

2) Describe your approach to onboarding a new auditor on your
team?

Some steps include the following:

Complete Planning Stage EPMS

Introduce them to everyone in the office

Pair them with a coach

Make sure they get an id badge

Make sure they can get into SCEIS

Show them how to request leave in SCEIS and go over the formal request policy.

Set up a workschedule (Make sure that they have leave accrued before changing the schedule.)

Show them how to record time and how to complete a timesheet daily/enter into SCEIS.

Tour the office, including the supply closet and the basement

Show them where office resources are on the intranet, in the references folder on the server, HIM-15-1, T-19, and the physical library (Identify team drives)

Have them read the policies and procedures manual (Full or excerpts.)

Have them read the audit manual (Full or excepts.)

Have them read the IT manual

Have them complete Ken's IT training

Have them complete the SCEIS IT training

Have them look over a set of prior workpapers

Have them complete some program simulations

Start them on an assignment (This may occur sooner depending on where we are when someone starts and other steps may be completed later.)

Will need to add instruction on FX (A basic tutorial should be developed)

3) Do you believe your process engages the employee by the end of his first day?

The first day is generally spent with Admin, showing them around the office, introducing everyone. Learning about SCEIS, time and entering time.

4) Do you think other managers perform the same steps?

I am always willing to share what I do, if someone wants to know. I believe we all address many of the same steps in varying orders. Even for one manager, the order may change due to computer access problems or job priorities.

5) Do you set aside time to meet with the new auditor during their first day or week?

Yes. The planning stage must be completed shortly after a new auditor starts. This must be discussed and completed. (Exception if the manager is not present on the first day or if Admin takes longer than normal.)

6) Do you fully discuss the new auditor's job duties and success criteria when doing the planning stage EPMS?

A new employee is given the opportunity to read through the job duties and ask questions. An overview and examples are also provided. I think we need to include goals related to where we expect them to be performing at the end of year one and by year two.

7) What is the estimated average time you spend giving the planning stage EPMS? Do you think this is sufficient?

I estimate about 20 to 30 minutes as the average. Sometime more, sometimes less. This is for a new employee. It depends on how many questions are asked. I haven't had anyone complain and I always let them know they can come by at any time to ask questions.

8) Do you communicate with your engagement supervisors/in-charges on how to integrate the new auditor before that person starts work, or is this done after the auditor starts? Does this discussion include identifying audit work to assign the new team member?

If we have enough notice to plan, the new person is discussed with the team and we brainstorm ideas on what can be delegated to the new person. Sometimes this is easier than other times. If you are wrapping up a chain it is more difficult than if you are starting a chain. When someone new starts, this is an opportunity to have them do entry level work and give some of the less experienced staff the opportunity to review the work performed.

9) Do you think new auditors could be more effective if they received some hands on training in the following areas before their first assignment (Yes or No):

a) Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc. Yes

b) Navigation of SCEIS and MySCEmployee Yes (SCEIS/MYSCEE Tutorials)

c) Navigation/usage of Profx Engagement and Adobe Pro Yes

d) Usage of Microsoft Outlook Calendars and/or training in word or excel Hopefully anyone we hire has a basic knowledge. We would need to guage whether more advanced training is necessary. Everyone is at a different level.

e) Navigation/usage of Staff Trak Yes (Use training videos that were developed.)

f) Simulation of work to be done on audit programs typically assigned to new auditors Yes (I have a high positive response rate when this is used. It is not always used because we try to have productive work for someone new as quickly as possible. Permission is requested anytime this is done because it would be considered non-productive time. Nothing formal to be used repeatedly has been developed.)

10) Do you think that new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)? We can all use refreshers in these areas at times, but again this is something that some are better at than others. Would we want to come up with some kind of survey to gauge the necessity for each person or make it optional. This may be a training that can be recommended for a particular employee by the in-charge or manager. If we plan to do this in house, then it could be a standard training.

11) Are there other skills you believe new auditors should have or should be developed during their first year?

By the end of the first year, a new auditor should be able to train someone else on all the programs they have worked on. They should be gaining some in-charge experience for basic programs.

12)   Rate your level of communication to the new auditor concerning their performance during their first year:
a) Above Average (informally on a frequent basis and formally more often than every 90 days)
b) Average (every 90 days in accordance with Office policy)
c) Below Average (more than every 90 days)

13)   Do you have any suggestions for improving the onboarding experience/program for our new auditors? I know some believe it is better to learn as you go. This is typically true, but at times when multiple new people are integrated into a team during a year, it would be helpful to have a training on each program which included actual simulations. This would reinforce the coaching environment and if it was a standardized training, the coach could even refer to chapters in the training that an employee can go back to and review before beginning work on a new program.

Manager Survey Questions

1) To what degree do you agree with the following statement:
   "When a new auditor joins the office there is currently no
   consistent program in place to provide targeted OTJ
   training or to full integrate the new auditor into current
   engagements?
a) Agree
b) Somewhat agree
c) Disagree

I somewhat agree (b)

2) Describe your approach to onboarding a new auditor on your
   team?
   Assign the new auditor a "buddy" auditor who can help them
   with anything from setting up various IT related functions,
   to providing and briefly going over with them the various
   Medicaid reimbursement resources, and finally to providing
   the auditor with an initial audit assignment and being
   there to assist him or her.

3) Do you believe your process engages the employee by the end
   of his first day?

   No. Not so much by the end of the first day. Too much
   administrative and set-up information too absorb

4) Do you think other managers perform the same steps?

   Generally speaking. However, I suspect stateside managers
   are slightly more successful in providing, timely, an
   initial audit assignment for the new person. Due in large
   part to the size of Mcaid engagements.

5) Do you set aside time to meet with the new auditor during
   their first day or week?

Yes. I will certainly have a sit down meeting with the new person their first day unless absolutely prohibited by scheduling conflicts.

6) Do you fully discuss the new auditor's job duties and success criteria when doing the planning stage EPMS?

No, I don't believe that I do frankly. I more have them look at over in large part. Though I think I touch on them briefly.

7) What is the estimated average time you spend giving the planning stage EPMS? Do you think this is sufficient?

Probably only 15 minutes of face to face discussion at max. This is probably inadequate in order for the auditor to **fully** understand what expectations are.

8) Do you communicate with your engagement supervisors/in-charges on how to integrate the new auditor before that person starts work, or is this done after the auditor starts? Does this discussion include identifying audit work to assign the new team member?

There is a little bit of discussion done in both time frames, i.e., some before the new auditor starts and some reevaluation after the auditor starts. It does include identifying potential audit work to assign the new team member.

9) Do you think new auditors could be more effective if they received some hands on training in the following areas before their first assignment (Yes or No):
a) Navigation of the OSA Intranet to identify the location of relevant manuals; work forms; team info, etc.
   Yes.

b) Navigation of SCEIS and MySCEmployee

   Yes

c) Navigation/usage of Profx Engagement and Adobe Pro - Yes

d) Usage of Microsoft Outlook Calendars and/or training in word or excel

   Yes

e) Navigation/usage of Staff Trak
   Yes

f) Simulation of work to be done on audit programs typically assigned to new auditors
   Yes

10)   Do you think that new auditor would professionally benefit from communication skills related training during their first year (such as interpersonal communication, effective writing, conflict resolution, etc.)?

   Not really.

11)   Are there other skills you believe new auditors should have or should be developed during their first year?

   None that have been touched on already in previous questions.

12)   Rate your level of communication to the new auditor concerning their performance during their first year:
a) Above Average (informally on a frequent basis and formally more often than every 90 days)
b) Average (every 90 days in accordance with Office policy)
c) Below Average (more than every 90 days)

   Average.

13)   Do you have any suggestions for improving the onboarding experience/program for our new auditors?

   I really can't think of any other than giving them audit work assignments as soon as possible and perhaps have the

in-charge or supervisors have more frequent check-ins with these people since they are new.

Appendix E - New Employee Onboarding Program

Pre-boarding Items:
Issue a welcome letter to the candidate identifying start date and one manager as a contact reference for questions.

Two weeks before start date:
Check with HR on status related to personnel forms, parking, etc. Have standard forms been completed before start date, if possible.

Ensure laptop has been requested with appropriate configurations and to be available two days before start date.

Engagement managers and in-charges meet to identify and plan out potential work assignments for new auditor. The goal is to identify an assignment that can be started no later than two weeks after the new auditor's start date.

Activities for the week prior to start date:
Email the new auditor with information on plan for first day activities and who the new auditor should request to see when arriving at the office.

Check with Administration to make sure Personnel Record Number (PRN) has been requested/established
Verify laptop configuration and accessibility of:
       1) ProSystem Fx
       2) Adobe Pro
       3) Microsoft Office products
       4) Web Browsing Software
       5) SCEIS sites are accessible via web browsers
Verify a request has been made to establish SCEIS role access for new auditor (State Division)

Activities for the first two weeks:	Suggested Day
1) Administration orientation completed (see Appendix A)	1
2) New auditor meets with Manager; gets tour of office w/ intro to fellow staff	1
3) Introduce to audit buddy	1
3) Taken to workstation and provided a brief synopsis of key systems	1
4) Lunch with fellow staff (or office wide-function)	1
5) Meets/talks with Director of Medicaid or State Audits	1
6) Meet with manager to discuss planning stage EPMS and job duties/success criteria	1
7) Get new auditor started on IT security training	1
8) Show auditor how to access OSA Intranet and Shared Drives and give overview of available information	1
9) Allow auditor to access Polices and Procedures and Audit Manual and read as desired	1 or 2
10) Provide an overview of state government and each division's functions (either in a class setting or by individually viewed power points) DSHR New Employee Orientation video could be used as well.	2
11) Either in a class setting or individually walk through and have the auditor access:	2

        a) Staff Trax (OSA scheduling system)

        b) SCEIS Central (employee portal)

        c) SCEIS for time entry and access to state accounting information for State Division auditors

        d) Pro System Fx

At this point the auditor has been given a limited tour and basic knowledge about these systems. From here additional training can be supplied in the form of: SCEIS U-Performs, On-demand Pro System Fx videos, and simulations of prior OSA engagement work. This will be done until the new auditor is assigned to an engagement.	2 thru 10, as necessary

First Interim Check-in (one to three months)

Based on performance evaluation and communication with the auditor, determine if the following training should be pursued

        a) MS Excel and/or Word

        b) Time management/ Organization skills

        c) Additional Pro System Fx training

Second or Third Interim Check-in (Three to nine months)

Based on performance evaluation and communication with the auditor, determine if communication or team skills training should be pursued.

Training in regards to audit skills and concepts associated with the auditor's job responsibilities will be arranged through the Director of Training and Quality Control. After the new auditor's first year, plans will be established for trainings related to coaching and supervisory skills.