[Skip to content](https://chatgpt.com/c/66eb059d-6978-8007-868e-9be30fa8e37e" \l "main)

**Chat history**

**You said:**

I am an audit director in my office. I'm trying to build a continuity manual for my successor, and I need some help getting started. What I'd like to do is give you a copy of my position description, and then have you outline the areas I should cover in my manual. It's OK if you have other suggestions for content, besides what's in the description. But please clearly mark where you are adding content. Here's the description: Executive Position Description Position Information Position Title: Director of Performance and IT Audit Organizational Structure Summarize (one or two sentences) the functions of the position’s division/unit and how this position fits into the agency structure (attach an organizational chart). The Director of Performance and IT Audit reports to the Chief of Staff and is responsible for designing, overseeing, and implementing operations that facilitate the administration of Performance and IT Audit services. Position Objective Describe the position’s main purpose, include what the position is required to accomplish and major outcomes produced. Summarize the scope of impact, responsibilities, and how the position supports/contributes to the mission of the organization. This position is responsible for leading and directing the work of the Performance and IT Audit Division, including developing audit goals and ensuring priorities align with the agency mission and strategic goals. This position has substantial influence on the organization, planning and direction of the Performance and IT audit programs. This position also works collaboratively with our Local and State Audit divisions, as well as others, to leverage the services our agency provides. Primary Responsibilities Describe the position’s primary responsibilities and underline the essential functions. Functions listed in this section are primary duties and are fundamental to why the position exists. For more guidance, see Essential Functions Guide. • Serves as a key member of the SAO Executive team, working together to identify and establish the strategic direction for the agency, and ensures initiatives are met. Keeps other Executive team members informed of key issues. • Ensures the Performance and IT Audit Division works in alignment with the agency strategic direction. • Monitors the overall progress of audits and report development to ensure timely completion of high-quality audits. • Works with the Director of Quality Assurance to ensure audits meeting standards, address issues identified by QCRs and peer reviews and determine strategy or incorporating emerging issues. Evaluates information related to audit policy, both audit and administrative impacts. • Provides leadership and support to Assistant Directors, Principals, and Audit Managers. Participates in the development of PDP plans and evaluates manager performance. • Builds and maintains effective working relationships with the Legislature and other elected officials, agency executives, key stakeholders and the public. • Works in collaboration with State / Local audit and other divisions to leverage services. • Builds capacity by selecting, developing and retaining staff. • Demonstrates excellent leaderships skills to maintain a productive, positive and supportive work environment. • Works with Assistant Directors to monitor a variety of operational reports including: o Team and division expenditure budgets o Administrative time pools o Team staffing levels o Audit Timeliness o Audit Cost Management o Manager time, travel and leave • Works with Financial Services and Director of Administrative Services to manage facilities requirements. This includes analyzing needs and approving or denying proposals for each team. • Works with Human Resources to develop tools and support for managers and audit teams in the areas of recruitment, development, and retention of staff. As an Appointing Authority, review and determine the outcomes for the most complex personnel issues. • As directed by the State Auditor, represents SAO in a variety of external professional groups and associations, such as the National State Auditors Association and the Pacific Northwest Intergovernmental Audit Forum. Decision Making and Policy Impact Explain the position’s policy impact (applying, developing or determining how the agency will implement). Oversees the development of internal policies, procedures, guidance documents, templates, and TeamStore for both Team PA and the four IT Audit teams. As a member of SAO’s Executive Team, develops, reviews, and provides feedback on agency policies as assigned by the State Auditor. Explain the major decision-making responsibilities this position has full authority to make. Can approve expenditures, revenue-generating contracts or agreed-upon procedures, interagency agreements, and other contracts up to delegated authority. As appointing authority for Team PA and the four IT Audit teams, makes final personnel decisions, including hiring, promotion, and disciplinary actions. Sets the final scope and objectives for any performance audit that has been approved by the State Auditor. Identify those actions this position takes to their manager for a decision. Recommends audits for the performance audit workplan, but the final decision to approve or rescind an audit is made by the State Auditor. Financial Dimensions Describe the type and annual amount of all monies that the position directly controls. Identify other revenue sources managed by the position and what type of influence/impact it has over those sources. Operating budget controlled. Performance Audit and IT Budget: Approximately $27 million for the 2023-2025 biennium. Other financial influences/impacts. Supervisory Responsibilities Supervisory Position: Yes No If yes, list total full-time equivalents (FTE’s) managed and highest position title. • Directly manages two (2) Assistant Directors and one Administrative Assistant 4 Qualifications Desired Education, Experience and Competencies (knowledge, skills, abilities, and behaviors) A Bachelor’s Degree and five years of increasingly responsible experience leading a professional staff in planning, managing, and conducting complex performance and IT audits, and evaluation of government programs in accordance with government auditing standards. A master’s degree is highly desirable. Excellent interpersonal skills and the ability to work professionally and effectively with SAO leadership, legislative staff, legislators, associations, local government staff and officials, key stakeholders, and the public. Demonstrated ability to lead, supervise, training and motivate a multi-disciplinary, professional staff. Ability to analyze complex technical and administrative problems, evaluate alternative solutions, and adopt effective courses of action while paying attention to both immediate and long-term needs. Fiscally responsible, keeping interests of SAO and its clients in mind at all times. Exceptional oral and written communication skills. Excellent interpersonal skills and the ability to work professionally and effectively with co-workers, elected officials, audit clients, and the public. A high degree of emotional intelligence, modeling collaboration, a positive outlook, consistency, and transparency. Ability to generate new, innovative, and visionary approaches that are effective and responsive. A high level of integrity, ethics, transparency, and responsiveness. Demonstrated ability to find areas where teams or the Division can improve and put plans into action to make those changes proactively. Demonstrated ability to effectively manage staffing and personnel related issues. Special Requirements/Conditions of Employment List special requirements or conditions of employment beyond the qualifications above. Working Conditions Work Setting, including hazards: Hybrid: SAO Office/Home Office Schedule (i.e., hours and days): Monday through Friday during normal business hours Travel Requirements: Occasional travel between state offices and locations around Olympia Occasional travel to locations outside Olympia Tools and Equipment: Computer equipment, standard office furnishings Customer Relations: Frequent interaction with state agency executives, legislators and other stakeholders Other: Before you begin, feel free to ask up to three questions that will help with your response.

**ChatGPT said:**

Your position description is quite detailed, which is excellent for creating a continuity manual. Here are some questions to help refine the outline:

1. **Scope and Depth**: Are there specific areas within your responsibilities or operations where you believe additional detail or context is crucial for your successor?
2. **Key Contacts**: Should the manual include a detailed list of key contacts, both internal and external, along with their roles and the nature of their interactions with the audit division?
3. **Tools and Systems**: Are there particular tools, systems, or software essential to your role that should be included in the manual, along with their usage instructions?

With your answers, I can provide a more tailored outline for your continuity manual.

**You said:**

1. not necessarily, though I may change my mind after I see your suggestions. 2. Yes. Leave a placeholder and I'll fill that in. 3. none that I can think of

**ChatGPT said:**

Updated saved memory

Great, here’s a suggested outline for your continuity manual, based on the information provided and some additional content that may be useful:

**Continuity Manual for Director of Performance and IT Audit**

**1. Introduction**

* **Purpose of the Manual**: Describe the purpose and importance of this manual for ensuring a smooth transition.
* **Overview of Position**: Summarize the role and key responsibilities.

**2. Organizational Structure**

* **Agency Overview**: Briefly describe the agency’s mission and structure.
* **Position Placement**: Include the organizational chart and explain how the Director of Performance and IT Audit fits into the agency structure.

**3. Position Objectives and Scope**

* **Main Purpose**: Detail the core objectives of the position and its impact on the agency.
* **Key Outcomes**: Highlight major outcomes produced by the role.

**4. Primary Responsibilities**

* **Strategic Direction**: Outline how to work with the Executive team to set and achieve strategic goals.
* **Audit Oversight**: Describe monitoring processes for audit progress and report development.
* **Quality Assurance**: Explain collaboration with the Director of Quality Assurance and how to address audit standards and emerging issues.
* **Leadership and Support**: Detail the responsibilities for managing staff, performance evaluations, and professional development.
* **Stakeholder Relationships**: Provide guidelines for building and maintaining relationships with key stakeholders.
* **Operational Monitoring**: Include how to manage and review various operational reports.
* **Facilities Management**: Describe the role in managing facilities requirements with Financial Services and Administrative Services.
* **Human Resources**: Explain the collaboration with Human Resources for recruitment, development, and personnel issues.
* **Representation**: Outline responsibilities for representing the agency in external groups and associations.

**5. Decision Making and Policy Impact**

* **Policy Development**: Describe the role in developing internal policies and procedures.
* **Decision Authority**: List decisions the Director can make independently and those that require higher approval.
* **Recommendations**: Explain the process for recommending audits and the decision-making authority of the State Auditor.

**6. Financial Dimensions**

* **Budget Management**: Detail the operating budget and financial oversight responsibilities.
* **Financial Influence**: Describe other financial influences and impacts.

**7. Supervisory Responsibilities**

* **Team Management**: Outline supervisory responsibilities, including direct reports and their roles.

**8. Qualifications**

* **Education and Experience**: List the required and desirable qualifications.
* **Skills and Competencies**: Highlight essential skills and competencies for the role.

**9. Special Requirements/Conditions of Employment**

* **Working Conditions**: Describe the work setting, schedule, and travel requirements.
* **Tools and Equipment**: Note any specific tools and equipment used (if applicable).

**10. Key Contacts**

* **Internal Contacts**: Placeholder for listing key internal contacts, their roles, and how to engage with them.
* **External Contacts**: Placeholder for listing key external contacts, their roles, and relevant details.

**11. Additional Notes**

* **Pending Updates**: Include a section for any additional notes or pending updates that may be relevant.

**12. Appendix**

* **Documents and Templates**: Attach any relevant documents, templates, or additional resources.

Feel free to modify or expand upon this outline based on your specific needs and any additional insights you might have.

**You said:**

Thanks. This is great!

**ChatGPT said:**

You’re welcome! I’m glad you found it helpful. If you need any more assistance or adjustments as you work on the manual, just let me know!

**You said:**

Can you give me some language on the purpose of an executive continuity manual and why it is important to have one? Keep it to less than 100 words.

**ChatGPT said:**

An executive continuity manual ensures a seamless transition of leadership by documenting essential duties, responsibilities, and procedures. It provides clarity and direction for the successor, helping to maintain organizational stability and continuity. This manual is crucial for minimizing disruptions, preserving institutional knowledge, and enabling new leaders to quickly adapt to their roles, thus supporting ongoing effectiveness and achieving the organization's strategic goals.

Top of Form

Bottom of Form

ChatGPT can make mistakes. Check important info.