Performance Standards and Evaluation Criteria:
Auditor General

Part 1: Introduction

The Auditor General provides independent, objective assurance and consulting services designed to add value and improve the operations of Fairfax County Public Schools (FCPS). The Auditor General helps the School Board accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

This evaluation framework provides a structured process for assessing the Auditor General's performance in alignment with the essential duties outlined in the official job description. The system balances structure with flexibility, encourages accountability, and supports continuous growth and development through meaningful feedback.

The expectations for professional performance are defined using a two-tiered approach of performance standards and performance indicators. Performance standards define the criteria expected when the Auditor General performs major duties. Performance indicators provide examples of observable, tangible behaviors that indicate the degree to which the Auditor General is meeting each standard. Performance ratings are made at the performance standard level, not at the indicator level.

Part 2: Performance Standards, Indicators, and Rubric

The following performance standards define the criteria expected when the Auditor General performs their major duties. Each includes performance indicators and a performance rubric describing levels of performance.

Standard 1: Strategic Audit Leadership

The Auditor General provides vision, leadership, and strategic direction for the internal audit function.

Performance Indicators (Sample)

1.1. Develops and implements a long-term vision for the audit function aligned with School Board goals.
1.2. Provides leadership in identifying priority areas for audit and oversight.
1.3. Ensures the independence and objectivity of the audit function.
1.4. Promotes a culture of continuous improvement and accountability within the audit office.
1.5. Advises the School Board on audit-related policy and governance matters.

Performance Rubric (Sample)

- **Highly Effective:** In addition to meeting the requirements for Effective, the Auditor General anticipates needs, delivers work of exceptional quality, and serves as a model of excellence and integrity.
- **Effective:** The Auditor General fulfills duties as expected, producing reliable, accurate, and professional results aligned with School Board priorities.
- **Approaching Effective:** The Auditor General's performance is inconsistent, with occasional gaps in timeliness, accuracy, or quality that reduce effectiveness.
- **Ineffective:** The Auditor General fails to meet expectations, with persistent problems, missed deadlines, or lack of compliance undermining effectiveness.

Standard 2: Risk Assessment and Audit Planning

The Auditor General leads the risk assessment process and develops an annual audit plan that addresses the most significant risks facing FCPS.

Performance Indicators (Sample)

2.1 Conducts annual risk assessments in consultation with the School Board, leadership, and stakeholders.
2.2 Develops an audit plan that prioritizes high-risk areas and allocates resources effectively.
2.3 Ensures the plan is flexible and responsive to emerging risks.
2.4 Clearly communicates the plan and its rationale to the School Board.

Performance Rubric (Sample)

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- **Ineffective:** The Auditor General fails to meet expectations, with persistent problems, missed deadlines, or lack of compliance undermining effectiveness.

Standard 3: Audit Execution and Reporting

The Auditor General oversees the execution of audits and ensures findings and recommendations are clearly communicated and actionable.

Performance Indicators (Sample)

3.1 Ensures audits are conducted in accordance with professional standards and best practices.
3.2 Supervises staff in producing thorough, accurate, and timely audit reports.
3.3 Provides recommendations that are practical, evidence-based, and focused on improving operations.
3.4 Monitors the implementation of audit recommendations and reports on progress.
3.5 Presents audit results clearly and professionally to the School Board.

Performance Rubric (Sample)

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- **Approaching Effective:** The Auditor General's performance is inconsistent, with occasional gaps in timeliness, accuracy, or quality that reduce effectiveness.
- **Ineffective:** The Auditor General fails to meet expectations, with persistent problems, missed deadlines, or lack of compliance undermining effectiveness.

Standard 4: Compliance and Investigations

The Auditor General conducts compliance reviews and investigations to ensure accountability and integrity within FCPS operations.

Performance Indicators (Sample)

4.1 Responds to allegations of fraud, waste, or abuse in a timely and thorough manner.
4.2 Ensures investigations are objective, well-documented, and respectful of confidentiality.
4.3 Reports investigation results and corrective actions to the School Board as appropriate.
4.4 Monitors compliance with policies, regulations, and laws.

Performance Rubric (Sample)

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Standard 5: Office Operations and Staff Supervision

The Auditor General manages office operations and supervises audit staff to ensure efficiency, quality, and professional growth.

Performance Indicators (Sample)

5.1 Recruits, trains, and evaluates audit staff to maintain a high-performing team.
5.2 Delegates work effectively and monitors staff performance.
5.3 Promotes professional development and adherence to audit standards.
5.4 Ensures office operations are efficient, transparent, and well-documented.

Performance Rubric (Sample)

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- **Effective:** The Auditor General fulfills duties as expected, producing reliable, accurate, and professional results aligned with School Board priorities.
- **Approaching Effective:** The Auditor General's performance is inconsistent, with occasional gaps in timeliness, accuracy, or quality that reduce effectiveness.
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Standard 6: Stakeholder Communication and Board Relations

The Auditor General maintains effective communication with the School Board and stakeholders to ensure transparency and responsiveness.

Performance Indicators (Sample)

6.1 Builds and maintains trusting relationships with the School Board and FCPS leadership.
6.2 Communicates audit results and risk insights clearly and without bias.
6.3 Responds promptly to School Board requests for information or analysis.
6.4 Provides education to the School Board and public on audit processes and findings.

Performance Rubric (Sample)

- **Highly Effective:** In addition to meeting the requirements for Effective, the Auditor General anticipates needs, delivers work of exceptional quality, and serves as a model of excellence and integrity.
- **Effective:** The Auditor General fulfills duties as expected, producing reliable, accurate, and professional results aligned with School Board priorities.

- **Approaching Effective:** The Auditor General's performance is inconsistent, with occasional gaps in timeliness, accuracy, or quality that reduce effectiveness.
- **Ineffective:** The Auditor General fails to meet expectations, with persistent problems, missed deadlines, or lack of compliance undermining effectiveness.

Standard 7: Professionalism and Ethical Conduct

The Auditor General demonstrates ethical behavior, professionalism, and adherence to the highest standards of public accountability.

Performance Indicators (Sample)

7.1 Models integrity, independence, and objectivity in all work.
7.2 Maintains confidentiality of sensitive information.
7.3 Adheres to professional codes of ethics and auditing standards.
7.4 Exhibits professionalism in all interactions with staff, the School Board, and the community.

Performance Rubric (Sample)

- **Highly Effective:** In addition to meeting the requirements for Effective, the Auditor General anticipates needs, delivers work of exceptional quality, and serves as a model of excellence and integrity.
- **Effective:** The Auditor General fulfills duties as expected, producing reliable, accurate, and professional results aligned with School Board priorities.
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Part 3: Documenting Performance

To provide a comprehensive evaluation, the Auditor General's performance can be documented using multiple sources (e.g., self-evaluations, records of completed tasks, feedback from School Board and Audit Committee members, examples of communications and projects completed, etc.).

Part 4: Self-Evaluation

The Auditor General will use this form annually to reflect on the effectiveness and adequacy of practice based on each performance standard.

Auditor General's Name: _____ Date: _____

School Year: _____

1. Strategic Audit Leadership: The Auditor General provides vision, leadership, and strategic direction for the internal audit function.

- Areas of strength:
- Areas needing work/strategies for improving performance:

2. Risk Assessment and Audit Planning: The Auditor General leads the risk assessment process and develops an annual audit plan that addresses the most significant risks facing FCPS.

- Areas of strength:
- Areas needing work/strategies for improving performance:

3. Audit Execution and Reporting: The Auditor General oversees the execution of audits and ensures findings and recommendations are clearly communicated and actionable.

- Areas of strength:
- Areas needing work/strategies for improving performance:

4. Compliance and Investigations: The Auditor General conducts compliance reviews and investigations to ensure accountability and integrity within FCPS operations.

- Areas of strength:
- Areas needing work/strategies for improving performance:

5. Office Operations and Staff Supervision: The Auditor General manages office operations and supervises audit staff to ensure efficiency, quality, and professional growth.

- Areas of strength:
- Areas needing work/strategies for improving performance:

6. Stakeholder Communication and Board Relations: The Auditor General maintains effective communication with the School Board and stakeholders to ensure transparency and responsiveness.

- Areas of strength:
- Areas needing work/strategies for improving performance:

7. Professionalism and Ethical Conduct: The Auditor General demonstrates ethical behavior, professionalism, and adherence to the highest standards of public accountability.

- Areas of strength:
- Areas needing work/strategies for improving performance:

Part 5: Summative Evaluation

At the conclusion of each evaluation cycle, the Auditor General will receive an anonymized version of each School Board member's evaluation across each individual standard as well as a rating across all standards representing the School Board's collective summative evaluation of the Auditor General's performance. Ratings for individual standards will be Highly Effective (4 points), Effective (3 points), Approaching Effective (2 points), or Ineffective (1 point). The overall rating will be Highly Effective, Effective, Approaching Effective, or Ineffective, using the following range of overall scores:

Rating	Range
Highly Effective	3.5-4.0
Effective	3.0-3.49
Approaching Effective	2.0–2.99
Inffective	1.0-1.99

Example of Recommended Calculations for Auditor General's Performance Evaluation:

Standard	Individual Scores	Overall Scores	Final Score
Standard 1	4, 4, 4, 4, 3, 2 4, 3, 3, 3, 4, 4	42	42 / 12 = **3.5** Highly Effective
Standard 2	4, 4, 4, 4, 3, 2 4, 4, 2, 2, 1, 4	38	38 / 12 = **3.17** Effective
Standard 3	3, 4, 4, 4, 3, 2 3, 3, 3, 3, 4, 4	40	40 / 12 = **3.33** Effective
Standard 4	4, 4, 4, 4, 3, 2 4, 4, 2, 2, 1, 4	38	38 / 12 = **3.17** Effective
Standard 5	4, 2, 4, 4, 3, 2 4, 2, 1, 3, 4, 4	37	37 / 12 = **3.08** Effective
Standard 6	4, 4, 4, 4, 3, 2 4, 3, 4, 3, 4, 4	35	43 / 12 = **3.58** Highly Effective
Standard 6	4, 4, 4, 4, 3, 2 4, 3, 4, 3, 4, 4	35	43 / 12 = **3.58** Highly Effective
Final Summative Rating			281 / 84 = **3.35** **Effective**

Recommended for Continued Employment: ☐ Yes ☐ No

The School Board may require the Auditor General to receive additional training or coaching (paid for by the School Board Office) to address any standards evaluated as Approaching Effective or Ineffective.