

SAMPLE
Shared Services Audit Questionnaire

The purpose of this questionnaire is to gain an understanding of how your organization operates, so we can help you think about your potential role in a Shared Services Alliance. The questions involve staffing, management and financial systems, revenue streams, and purchasing strategies. Anything you tell us will remain confidential. The information you provide will help inform planning and may be used to help establish industry norms. However, any data that is shared will be aggregated and not attributed to a specific organization or site..

Staffing

Multi-Site Organizations: Central Office

If you have a **central office**, please identify (in the green boxes below) the titles of each person who works there, and approximately how many hours per week they work. Then check off all tasks that relate to each person’s job. By central office we mean an administrative office that is shared by multiple sites or multiple classrooms in different locations.

Central Office Staff Name:							
Staff person’s title	Executive Director	Comptroller	HR Director	Education Coordinator	Facility Management Director	Development Director	Other
Average hrs/wk worked							
Administrative Tasks (check tasks that apply):							
Management of administrative staff and operations							
Management of classroom staff							
Bookkeeping, payables							
Accounting and reporting							
Parent billing and fee collection							
Third party billing and fee collection							
Entering and managing child and attendance data							
Marketing and communications							
Enrollment and subsidy forms							

Central Office Staff Name:							
Staff person's title	Executive Director	Comptroller	HR Director	Education Coordinator	Facility Management Director	Development Director	Other
Reception							
HR (forms, benefits, employee records)							
Hiring administrative staff							
Hiring classroom staff							
Development							
Maintenance and janitorial							
Professional development							
Mentor teacher							
Quality support							
Comprehensive services/family support							
Other:							

Non-teaching staff at center(s)

For **each site**, please identify (in the green boxes below) the titles of each **non-teaching** staff person who works there, and approximately how many hours per week they work.

Center Name:

Center Staff Name:							
Staff person's title	Site Director	Asst Site Director	Lead Teacher	Assistant Teacher	Aide	Family Worker	Other
Average hrs/wk worked							
Administrative Tasks (check tasks that apply):							
Management of administrative staff and operations							
Management of classroom staff							
Bookkeeping, payables							
Accounting and reporting							
Parent billing and fee collection							
Third party billing and fee collection							
Entering and managing child and attendance data							
Marketing and communications							
Enrollment and subsidy forms							
Reception							
HR (forms, benefits, employee records)							
Hiring administrative staff							
Hiring classroom staff							
Development							
Maintenance and janitorial							
Professional development							
Mentor teacher							
Quality support							
Comprehensive services/family support							
Other:							

We are interested in any areas where staff might have some ability to take on extra tasks or expand their “caseload”. Although the typical answer is “No!”, please think carefully about this.

For **teaching staff** in the center(s), are there classroom teachers that are not needed to meet ratio in certain parts of the day? Could any teachers take on any tasks beyond what they currently do?

For **non-teaching staff** – both at central office as well as in the center(s) – could any of the office staff add tasks if they needed to? For example, could the person responsible for billing and fee collection manage more cases? Could the person responsible for managing child records or CACFP administration take on more cases? Could the person responsible for staff professional development plans write more plans? Could the receptionist take on more tasks when she is not busy greeting parents and answering the phones?

Do you have other thoughts about other areas in which your organization might have “excess capacity”?

Management and Financial Systems

Billing and payment: Are you using an automated system for billing and fee collection? If yes, what system(s) do you use? If no, what/whose time would be freed up if you did?

Do you use credit or debit cards or automatic bank transfers for parent fees? If yes, what percentage of your parents pay this way?

What % of your parent fees do you collect in full?

What percentage of your receivables is more than one month in arrears? More than 3 months in arrears? More than 6 months in arrears?

Child management information: Describe how you track child and family information. Do you use any automated system? If yes, which one? If no, what/whose time would be freed up if you did?

Scheduling staff for classrooms:

Are you are using an automated system to help you schedule staff? If yes, which one? If no, what/whose time would be freed up if you did?

Managing costs and revenues:

Do you use any software, such as Quickbooks, to manage your financial information? If yes, which one(s)? If no, what/whose time would be freed up if you did?

Have you ever calculated your cost per child in each classroom? If yes, how often do you do that, and how do you use that information?

How often do you track vacancies by classroom? How do you use that information?

If you collect state funds, how do you reconcile those funds with the invoices submitted?
Please describe your process.

Accessing third-party revenues

Do you participate in the Child and Adult Care Food Program (CACFP)? If yes, who manages the program?

Do you serve Head Start or Early Head Start children? If yes:

Are you a grantee or a delegate agency?

What % of your slots are Head Start/Early Head Start?

Are the HS and EHS children in a separate classroom or are they served in the same classrooms as children whose care is not paid for by HS/EHS?

Do you provide third-party funded PreK classes?

If you are a multi-site, organization, do each of your centers do fundraising independently or do you fundraise for all the centers collaboratively?

If you are a multi-site organization, is any of the information you manage for QRIS compliance (e.g. maintaining compliance records, preparing professional development plans, etc.) done collaboratively, or is it done separately by each center?

Purchasing

If you are a multi-site organization, do you have centralized purchasing? If so, what do you purchase centrally? What, if anything, is purchased by the centers individually?

Collaborations

Do you collaborate with other centers or outside organizations? If so, what activities do you share and how?