

Service Vaughan Audit

Audit Committee – September 19, 2022



Today's Presentation

- Audit Objective
- Scope and Methodology
- Audit Conclusion
- Management Action Plans
- Next Steps
- Questions

Audit Objective

To evaluate the adequacy and effectiveness of the internal controls, processes and procedures in place to mitigate the business risks associated with the management and operation of Service Vaughan.

Audit Scope & Methodology

- Review of policies and procedures
- Analyze reports
- Assess the use of technology
- Conduct interviews
- Perform process walk throughs
- The scope of the audit covered department activities for the period of January 2021 to June 2022.

Audit Conclusion

In general, the audit identified opportunities to improve the operational efficiency and effectiveness of Service Vaughan.

Issues and Observations

The following opportunities were identified:

- Develop effective operational & staffing strategies.
- Leverage technology
- Develop SOPs and improve CSR training.
- Develop a strategy to engage service partners.

Management Action Plans

Develop effective operational and staffing strategies:

- The Service Vaughan Leadership Team will conduct different forms of stakeholder engagements to further understand and develop optimal service standards and the associated performance metrics (for regular business hours and after-hours operations)
- Short- and long-term staffing strategies will be developed and implemented to reflect peak periods and future business trends

Management Action Plans

Leverage technology:

- The Service Vaughan Leadership Team will employ the new contact centre technology to support staff scheduling and explore the potential to capture feedback on citizen satisfaction levels.
- To prepare for the migration of information from the department's current Knowledge Tool (KT) to the CRM, a thorough review and update of outdated content will be conducted.

Management Action Plans

Develop SOPs and improve CSR training program:

- To perform consistent procedures and achieve operational objectives, the Service Vaughan Leadership Team will develop standard operating procedures for both CSR operations and contact centre management activities.
- Once the SOPs are developed, they will be stored in a shared location for all users to access easily. They will be updated at periodic intervals to ensure they contain accurate information.
- The CSR training program will be improved through more precise evaluation methods and periodic assessments of CSR performance using the updated evaluation format.

Management Action Plans

Develop a strategy to engage service partners:

- The Service Vaughan Leadership Team will develop a corporate policy to serve as a governing framework for service partner commitments and will ensure that this policy is accessible to impacted stakeholders and periodically reviewed for accuracy and relevancy.
- Communication efforts will be enhanced through a closer partnership between Service Vaughan and CSC.

Next Steps

- Action plans have been developed
- Implementation is underway or completed
- Internal Audit will follow up and report on the status of these action plans



Questions?





Thank You

