


Workforce Planning Audit

Audit Committee – January 27, 2024



Agenda

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1. Audit Objective
 2. Scope and Methodology
 3. Conclusion and Observations
 4. Management Action Plans
 5. Next Steps
 6. 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 workforce planning.

Audit Scope and Methodology

- Review of strategic goals, objectives, policies and procedures and management oversight
- On-site observations
- Use of technology
- Staff interviews
- The audit scope included department related activities that occurred from January 2023 to October 2024.

Conclusion, Issues and Observations

The following opportunities were identified:

- 1 Increase Human Resources support for departmental workforce planning strategies.
- 2 Improve the Emerging Leaders program to ensure fairness, consistency and value.
- 3 Expand job posting strategies.
- 4 Further support departmental engagement with post-secondary organizations.

Management Action Plans

Management Action Plans

1

Increase Human Resources support for departmental workforce planning strategies.

- Human Resource will create a clear, structured Human Resource Operating Model that aligns Human Resource roles, responsibilities, and functions with the organization's workforce planning requirements.
- Through the Succession Planning Project, the Attraction and Retention Strategy Team will:
 - Collaborate with departmental leaders to develop a city-wide workforce planning framework that addresses operational and strategic needs.
 - Leverage Human Resource data and insights (e.g., overtime trends, exit interviews) to proactively identify workforce risks and opportunities.
 - Provide tools, templates, and guidelines to departments to standardize workforce planning practices.

The target completion date is Q4, 2026.

Management Action Plans

2 Improve the Emerging Leaders Program to Ensure Fairness, Consistency and Value.

- The Emerging Leaders Program will undergo a comprehensive redesign to align with the Succession Planning Project.
- A structured mentorship framework will be developed to provide consistent and meaningful support, as well as enhanced program oversight.
- The program's two levels will be evaluated to determine their effectiveness and identify opportunities for differentiation or consolidation.
- The target completion date is Q4, 2026.

Management Action Plans

3 Expand Upon Job Posting Strategies.

- Human Resources will develop a Marketing and Communications Plan to enhance job posting strategies, expand outreach and optimize advertising budgets. Q1, 2026
- The Talent Acquisition Management System will be configured to automatically capture how applicants learned about job postings during the application process. Q4, 2025
- A permanent job opportunities webpage will be created for Parks, Forestry and Horticulture Operations to allow year-round submissions for part-time and seasonal positions. Q1, 2025
- A dedicated webpage on the VOL platform will be developed for secondment opportunities. Q2, 2025

Management Action Plans

4 Further Support Departmental Engagement with Post Secondary Organizations.

- A marketing and communications campaign will be launched to encourage all staff to utilize the existing Student Recruitment Governance Program.
- The Student Recruitment Calendar will be reviewed and updated annually.
- Target completion date is Q1, 2025.

Next Steps

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



Questions?



Thank you!