

Audit Committee Report

DATE: Monday, March 31, 2025

WARD(S): ALL

TITLE: WORKFORCE PLANNING AUDIT

FROM:

Kevin Shapiro, Director of Internal Audit

ACTION: FOR INFORMATION

Purpose

To communicate the findings from the Workforce Planning Audit.

Report Highlights

- A consultant was hired to review the City's attraction and retention strategies and make recommendations to help the City be successful in a competitive job market. From those recommendations, an Attraction and Retention Strategy is being developed.
- Internal Audit reviewed and evaluated current practices and proposed strategies to identify opportunities for improvement.
- Management has developed action plans which will mitigate the identified risks and address the recommendations outlined in the report.
- Internal Audit will follow up with management and report on the status of management action plans at a future Audit Committee meeting.

Recommendation

1. That the Internal Audit Report on Workforce Planning be received.

Background

The objective of the audit was to evaluate the adequacy and effectiveness of the internal controls, processes, and procedures in place to mitigate the business risks associated with managing workforce planning.

The audit scope includes assessing that:

- Strategic plans are appropriately developed, implemented, and monitored, and align with the City's strategic initiatives and priorities.
- There is adequate management oversight, ensuring the proper execution of the workforce planning strategies.
- Key performance indicators have been developed and management tracks, monitors, and reports on the critical success factors.
- Policies and procedures are regularly reviewed, updated, and applied consistently.
- Information Technology systems are being leveraged and used to their maximum capabilities.

The scope of the audit covered workforce planning activities for the period of January 2023 to October 2024.

Previous Reports/Authority

Not applicable.

Analysis and Options

The City of Vaughan is dedicated to ensuring its public service can effectively meet the needs of residents, businesses, and community members. However, the world of work is rapidly changing, particularly in a post-pandemic environment. Employers, including municipalities, are facing challenges in attracting and retaining top talent and remaining competitive in a crowded marketplace. As a result, a consulting firm was hired to review and refresh the City's attraction and retention strategies to align with best practices to position the City as an Employer of Choice in the years ahead and ensuring it has the human capital required to support continued service excellence.

The Attraction and Retention Plan prepared by the consultant identified 37 recommendations which have been grouped into six categories. Each category included special measures to enhance practices and prepare for future workforce needs and trends. The Attraction and Retention Plan report was received and approved by Council.

An internal team was assembled to assess, prioritize and execute the plan. The Attraction and Retention Strategy team includes staff from Strategic Portfolio Management, the Program Management Office, and the Office of the Chief Human Resource Officer. The combination of members facilitates project management, as well as the specialized knowledge of Human Resources.

Financial Impact

There are no direct economic impacts associated with this report.

Broader Regional Impacts/Considerations

Not applicable.

Conclusion

While management has made progress in actioning the consultant's recommendations, further opportunities for improvement were identified, including:

- Increasing Human Resources support for departmental workforce planning strategies.
- Improving the Emerging Leaders Program to ensure fairness, consistency and value.
- Expanding job posting strategies.
- Further supporting departmental engagement with post-secondary organizations.

For more information, please contact Kevin Shapiro, Director of Internal Audit, ext. 8293.

Attachments

1. Internal Audit Report – Workforce Planning Audit
2. Presentation Materials

Prepared by

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