WORKFORCE MANAGEMENT AUDIT
PROGRESS IMPLEMENTATION SNAPSHOT - AS OF OCTOBER 2024

		AUDIT REPORT IMPLEMENTATION DATE			
REC/PAGE #	**SHORT NAME**	**QUARTER**	**YEAR**	**STATUS**	**SUMMARY COMMENTS**
1 (p.17)	Establish Corporate Strategic Plan reporting process	Q4	2025	In progress	Departmental/Director progress reports being prepared & integrated into performance reviews.
2 (p.18)	**Update HR-003 & HR-012 admin standards**	**Q4**	**2024**	**IMPLEMENTED**	**HR-003 (Education) admin standard has been revised into a comprehensive framework, approved, & posted. HR-012 (Performance Management) has been updated to reflect changes cited in Recommendation #2. Further changes to HR-012 will be made to fulfill Recommendation #5.**
3 (p.19)	**Enhance admin standards review process**	**Q4**	**2024**	**IMPLEMENTED**	**Review process enhanced, master database created, & working group actively reviewing & updating admin standards.**
4 (p.24)	Enhance job description monitoring/update process	Q2	2025	In progress	All SMT, Statutory Officer, and Office of the CAO job descriptions have been updated & approved (total of 30). Job descriptions being update across departments. Development of a monitoring and reporting process underway.
5 (p.31)	Develop new performance review process	Q4	2025	In progress	New annual performance review templates in the final stages of review. HR-012 (Performance Management) updated to reflect the new process, in final stages of review with Privacy, Legal and Labour Relations. PeopleSoft enhancements underway allowing annual performance reviews to be uploaded in the system, and the development of new queries allowing for more accurate data on completion rates.
6 (p.39)	Establish goals/targets/KPIs at employee level	Q4	2025	In progress	The new annual performance review templates have a specific section for employee goals/targets/KPIs to be defined. As well, resource material is being developed to support leaders in this exercise.
7 (p.40)	Conduct risk-based span of control analysis	Q4	2024	In progress	Span of control report(s) generated; review with Directors & risk analysis underway.
8 (p.45)	**Document Continuous Monitoring process**	**Q3**	**2024**	**IMPLEMENTED**	**OT monitoring process formally documented & adopted by SMT. It's been made available on the City's intranet and widely distributed internally.**
9 (p.46)	**Establish overtime pre-approval standards**	**Q3**	**2024**	**IMPLEMENTED**	**OT pre-approval requirements & standards confirmed in documented Continous Monitoring process. Initial quarterly OT report reviewed by SMT in Q3. Internal distribution/communication of Continous Monitoring Process underway.**
10 (p.49)	Review of departmental field operations	Q4	2027	In progress	Consultant recruited & Public Works scheduled for review.
11 (p.53)	Develop process to annually report FWP effectiveness	Q1	2025	In progress	Evaluating an employee's flexible workplace (FWP) arrangement is now integrated into new annual performance review templates. This allows leaders to review and report on employee performance, including their remote work arrangement, at the same time. This information continues to be tracked manually for any employee with a FWP arrangement, and an automated PeopleSoft solution for tracking and reporting is being developed with Q1 2025 targetted for implementation.
12 (p.58)	Develop reporting process for mandatory training	Q4	2024	In progress	A new Learning Management System (LMS) is scheduled to launch in fall of 2024, allowing employees to track all internal & external training & education. The system will also allow for generating reports on training taken to date, whether mandatory or otherwise, for tracking purposes.
13 (p.59)	**Communicate process for recording external training**	**Q4**	**2024**	**IMPLEMENTED**	**A process to record external training & education already exists in PeopleSoft. Internal communication reminding employees of the current process to record external education & training in PeopleSoft has been completed. This recording process will change with the implementation of the new Learning Management System (LMS), and changes will be communicated with the launch of the new LMS.**