



STAFF REPORT ACTION REQUIRED

Review of Information Technology Training

Date:	November 5, 2009
To:	Audit Committee
From:	Auditor General
Wards:	All
Reference Number:	

SUMMARY

The objective of this audit was to review training activities provided by the Information and Technology Division to identify opportunities for improving the management, administration and effectiveness of training services provided by the Division. Specifically the review was to determine if information technology training provided is relevant and delivered in a cost effective manner.

The review identified the need to address a number of areas to strengthen the overall effectiveness and efficiency of information technology training and education provided to City employees. Areas identified include the following:

- Developing common computer skills
- More effective use of trainer time
- Evaluating the effectiveness of training
- Implementing a charge-back for “No Shows”
- Implementing performance measures
- Preparation of learning plans
- Centralizing employee training records

Although recommendations in this report focus on improving efficiency and effectiveness over information technology training and education at the City, the recommendations may be relevant to the City’s Agencies, Boards, Commissions and Corporations and should be reviewed, evaluated and implemented as deemed appropriate.

RECOMMENDATIONS

The Auditor General recommends that:

1. The Chief Information Officer in consultation with the Executive Director, Human Resources Division take steps in accordance with the “People Plan” to identify common computer skills which apply to “jobs across all divisions” to assist in the development of a training program for new and current employees.
2. The City Manager ensure divisional learning plans are prepared as required by the City “People Plan” and submitted to the Information and Technology Division.
3. The City Manager review the evaluation process relating to the effectiveness of Information and Technology training particularly in regards to the impact of enterprise-wide information and technology training for on-the-job performance as well as its impact on the City as a whole.
4. The Chief Information Officer develop performance indicators to measure the efficiency and effectiveness of the Information and Technology Training and Education Unit and training courses provided by the Unit.
5. The Executive Director, Human Resources Division ensure enterprise wide courses resulting in corporate wide benefit have priority when the on-line self service system is implemented.
6. The Chief Information Officer implement a charge-back policy for training courses similar to the Human Resources Division policy. The policy should charge divisions for registered employees that fail to attend courses without prior notification.
7. The Chief Information Officer in consultation with the Executive Director, Human Resources Division investigate the long term use of the SAP Human Resources Information System as the repository for employee training records.

FINANCIAL IMPACT

There are no financial implications.

DECISION HISTORY

This review was included in the Auditor General's Annual Work Plan to ensure City practices for information technology training and education provided to City employees aligns with Corporate training strategies and divisional operational needs. The importance of staff development and training was expressed by Council when it endorsed the “People Strategy” in 2003. This report provides the results of the Auditor General’s

review of the management and oversight of information technology training provided by the Information and Technology Division.

COMMENTS

Results of the Auditor General's review

The Auditor General's report entitled "Review of Information Technology Training" presents the results of a review of the processes related to training services provided by the Information and Technology Division and contains seven recommendations. The report is attached as Appendix 1.

CONTACT

Alan Ash, Director, Auditor General's Office

Tel: 416-392-8476, Fax: 416-392-3754, E-mail: aash@toronto.ca

Ben Smid, Senior Audit Manager, Auditor General's Office

Tel: 416-392-8478, Fax: 416-392-3754, E-mail: bsmid@toronto.ca

SIGNATURE

Jeffrey Griffiths, Auditor General

08-ITD-01

ATTACHMENTS

Appendix 1: Review of Information Technology Training

Appendix 2: Management's Response to the Auditor General's Review of Information Technology Training