

**Management’s Response to the Auditor General’s Review of the
Municipal Licensing and Standards, Investigation Services Unit – Efficiencies Through Enhanced Oversight**

<u>Rec No</u>	<u>Recommendation</u>	Agree (X)	Disagree (X)	<u>Management Comments:</u> <i>(Comments are required only for recommendations where there is disagreement.)</i>	<u>Action Plan/ Time Frame</u>
1.	<p>City Council request the Executive Director, Municipal Licensing and Standards to:</p> <ul style="list-style-type: none"> a. review and, where appropriate, amend individual and organizational performance objectives particularly those pertaining to emergency complaints b. develop a quality assurance program to ensure that there is an ongoing review of staff’s performance against objectives c. ensure that appropriate action is taken to address performance which does not meet the established standard. 	X			<p>Action Plan The performance objectives for all managers and supervisors will be revised in 2013 to enshrine revised service standard objectives, and include responsibility for staff reviews to be conducted.</p> <p>A Quality Assurance Program will be developed and implemented to facilitate the ongoing review of staff performance.</p> <p>Regular performance review meetings will be conducted with all staff and the appropriate action will be taken to address performance which does not meet the established standard, such as training, coaching and/or including disciplinary steps as needed.</p> <p>Time Frame To be completed and rolled out in the 2013 performance management program.</p>

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2.	<p>City Council request the Executive Director, Municipal Licensing and Standards to:</p> <p>a. develop and document organizational expectations for recording the progress and closure of investigations</p> <p>b. develop a management oversight process to ensure that policies and procedures and expectations are complied with. Particular emphasis be placed on the review of all emergency related complaints. The oversight process include appropriate levels of documentation and evidence of supervisory approval</p> <p>c. develop a process to ensure that investigations are assigned to appropriate staff with particular emphasis on reallocating files from staff who are absent for significant periods of time.</p>	X			<p>Action Plan The Division has commenced the development of a policy and procedure manual which includes the development of and/or review of all Standard Operating Procedures to ensure expectations are clarified.</p> <p>Expectations related to the appropriate documentation required during an investigation will be integrated into the training program and communicated periodically to all staff.</p> <p>The Division will be undertaking a review of reporting capabilities within IBMS, and identifying appropriate reports and reporting frequency for management to use and identify issues to be addressed, such as balancing workload and facilitating the effort to correct behavior. Management "sign off" will be integrated into a program that addresses new controls on these activities.</p> <p>This will include issues related to addressing emergencies and work assignment during absences.</p> <p>Time Frame End of Q3</p>

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3.	<p>City Council request the Executive Director, Municipal Licensing and Standards to:</p> <ul style="list-style-type: none"> a. develop and implement a formal training plan for all Municipal Standards Officers b. maintain documentation relating to training received for all Municipal Standards Officers c. training records be reviewed by management on a regular basis to confirm that all Municipal Standards Officers have received an appropriate level of training. 	X			<p>Action Plan The process to review the existing training and areas for improvement is underway. A training Committee has been established and will report back to the MLS Senior Team.</p> <p>Work is underway to develop a method to manage training records centrally within SAP, in order to produce training profiles for all employees...</p> <p>Management will be required to review training needs with staff on a regular basis and report annually to assist in the scheduling of appropriate training for staff.</p> <p>Time Frame End of Q3</p>

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4.	<p>City Council request the Executive Director, Municipal Licensing and Standards to:</p> <p>a. review the ongoing allocation of workload of Municipal Standards Officers with a view to ensuring there is an equal distribution of work load</p> <p>b. consider changing the current hours of work to correspond better with the times when most owners of properties are available</p> <p>c. re-evaluate the requirement for Municipal Standards Officers to physically attend the office at the beginning and end of every shift.</p>	X	X	<p>The Division is working towards an organizational model that provides City vehicles to Investigation staff. This will negate the feasibility of this recommendation.</p> <p>A Council approved pilot to have MSO's in City vehicles will be commenced this year and if successful will see staff coming into the workplace to pick up the fleet vehicle.</p>	<p>Action Plan The review of work load distribution and staff deployment will be addressed by utilizing comprehensive workload reports from IBMS along with a review of the type of calls, when they are received and the way the demand may vary based on the day of the week.</p> <p>New shift models are being developed and will be introduced to address operational needs by the end of Q2 2013. A review of shift start and end times will be part of the roll out of the shift schedule once developed.</p> <p>Time Frame End of Q2.</p>
5.	<p>City Council request the Executive Director, Municipal Licensing and Standards, in consultation with the General Manager, Parks, Forestry and Recreation to determine if tree complaints can be addressed more efficiently.</p>	X			<p>Action Plan An inter-divisional protocol and staff operating procedure to streamline this process are currently being drafted.</p> <p>Time Frame The process will be ready for implementation by the end of Q1.</p>

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6.	City Council request the Executive Director, Municipal Licensing and Standards to review opportunities to increase the use of standard checklists on remote devices used by Municipal Standards Officers.	X			<p>Action Plan The existing Standard Checklists will be reviewed with staff to solicit feedback for possible improvements.</p> <p>Time Frame IT is developing a new platform (Android) for the Investigation Services Applications - 2013. Any major change to the existing checklists will be integrated into that development work.</p>
7.	City Council request the Executive Director, Municipal Licensing and Standards to resolve the current network connectivity problems pertaining to the remote telecommunication devices.	X			<p>Action Plan New remote devices with internal modems will address the remaining connectivity issues.</p> <p>Time Frame This is included in the planned devices purchases for 2013.</p>
8.	City Council request the Executive Director, Municipal Licensing and Standards to report back to Council, as outlined in the 2013 budget request, on the results of the pilot project providing corporate vehicles to Municipal Standards Officers.		X	This is not necessary since the budget was approved with a similar request for reporting back at the end of the pilot, September 2014.	<p>Action Plan n/a</p> <p>Time Frame n/a</p>

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9.	<p>City Council request the Executive Director, Municipal Licensing and Standards and the Chief Information Officer to enhance the Municipal Licensing and Standards Division billing process for enforcement activities in a manner that ensures such information is readily available to enforcement staff. Such enhancements to ensure:</p> <ul style="list-style-type: none"> a. billings are done on a timely basis b. billings are complete and accurate c. billing information is readily available in IBMS d. the process is automated to increase efficiencies. 	X			<p>Action Plan The Division is working with other city divisions to improve the billing process and add the required controls.</p> <p>A review process will be embedded in a new MLS SOP, to facilitate timely and accurate billing.</p> <p>A review of the interface with IBMS will be reviewed to make the recommended improvements.</p> <p>The Division will request the IBMS interface with SAP be expedited.</p> <p>Time Frame End of Q3</p>
10.	<p>City Council request the Executive Director, Municipal Licensing and Standards, in consultation with the City Solicitor, to make the necessary changes to the Municipal Code to allow for the waiving of fees where appropriate.</p>	X			<p>Action Plan Discussions have commenced with Legal Services to determine the appropriate approach to address this request. Further review of the applicable statutes is required.</p>

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11.	City Council request the Executive Director, Municipal Licensing and Standards to ensure that re-inspection fees are billed to property owners as required by the Municipal Code.	X			<p>Action Plan The Division will develop additional workload management reports in IBMS to facilitate the review of staff decisions and establish more effective controls.</p> <p>Time Frame End of Q3</p>
12.	City Council request the Executive Director, Municipal Licensing and Standards to establish adequate policies, procedures to ensure recovery of remedial costs incurred by the City.	X			<p>Action Plan The Division has worked with staff of PPFa and Revenue Services to develop a process to improve the handling of these matters.</p> <p>A flow chart illustrating the process is in circulation for comments from each Division.</p> <p>This will be integrated into the Policy and Procedures Manual and communicated to staff when it is finalized.</p> <p>An SOP will be developed for staff of MLS</p> <p>Time Frame End of Q3</p>

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13.	City Council request the Deputy City Manager and Chief Financial Officer to clarify with divisional staff the requirement to report all account write-offs to City Council.	X			<p>A communication will be forwarded to all Division Heads specifying the definition of a write-off and clarifying that all write-offs must be submitted for the Treasurer's review and approval, and inclusion in the Treasurer's annual report to Committee and Council on Account Receivable write offs. Timeframe: Q1 2013</p> <p>Accounting Services staff will continue to work with Divisions on reviewing their account receivable and collection practices and identifying opportunities for improvement.</p>