Results of the Shared Services Study
Disposition of KPMG Opportunities

#	KPMG Opportunity	Service Area	Disposition
1.	**Labour Relations Strategy and Coordination** Develop a City-wide strategy for Labour Relations directed by the Employee and Labour Relations Committee and executed with support from a specialized, coordinated team.	Human Resources	Implement and report further as required
2.	**Share Common Learning Functions** Training that is generic in nature could be provided as a shared service to the City and its agencies and coordinated through the City's HR Division.	Human Resources	Implement and report further as required
3.	**Consolidate Health & Safety Function** Consider implementing a shared services model for the provision of occupational health and safety services, to be led by the City's HR division. Site and organization specific processes would remain with respective agencies, as per provincial legislation.	Human Resources	Implement and report further as required
4.	**Use of the City's Internal Audit Division by Agencies** In-scope agencies that currently do not have an internal audit function should utilize the City's Internal Audit division for their compliance, assurance and business risk consulting needs.	Internal Audit	Implement and report further as required
5.	**Quality Assurance Centre of Excellence** A formal collaborative structure (e.g., community of practice) is implemented and accessed by staff currently performing quality assurance functions.	Internal Audit	Implement and report further as required

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6.	**City Stores Rationalization** Rationalization of the corporate stores and reduction of consumable products moving through the stores by significantly increasing the proportion of direct delivered products and the automation of the P2P processes.	Procurement and Materials Management	Continue to implement
7.	**Automate Freedom of Information (FOI) Submissions and Intake Process** The City and its agencies could automate and digitize the submission and intake of FOI requests submitted by the public through the implementation of a common IT platform.	Records Management	Provide the City's online submission application for Freedom of Information requests to interested agencies when it becomes available
8..	**Rationalize Lessor Activities** Consolidate lessor activities across agencies into the Leasing & Site Management Unit within Real Estate Services. Examples of lessor activities include negotiations and tenant management, lease abstracting, and lease administration.	Real Estate	Implement pending further planning and report further as required
9.	**Use of City Insurance by Toronto Parking Authority** TPA adopts the City's insurance program provided the City can provide insurance on similar terms for a lower premium than TPA is currently incurring.	Insurance and Risk Management	Implement where the City is able to provide similar coverage for a lower cost and report further as required
10.	**Common Insurance Procurement** Toronto Transit Commission works with the City on the procurement of insurance products as well using the City's insurance for the coverage of non-specialized policies.	Insurance and Risk Management	Implement where the City is able to provide similar coverage for a lower cost and report further as required

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11.	**Category Management as a Shared Service** The creation of a new procurement shared service unit. The mandate of this organization is to operate using category management and strategic sourcing approaches, acting as a procurement 'agent' for the City and agencies.	Procurement and Materials Management	Implement pending further due diligence and the approval of a shared service implementation plan
12.	**Common HR Information Systems** The City could adopt a leadership role in standardizing HR information systems across agencies, incorporating their needs into the development and implementation of common platforms and applications.	Human Resources	Implement pending further due diligence and the approval of a shared service implementation plan
13.	**Shared Payroll and Benefits Administration** The City's Pension, Payroll and Employee Benefits Division could become the provider of payroll and administration services for agencies when the maturity and capability of the organization is sufficient to do so.	Payroll and Benefits Administration	Implement pending further due diligence and the approval of a shared service implementation plan
14.	**Common IT Infrastructure Services** Create a technology infrastructure shared services unit that delivers core IT infrastructure services. The primary focus of the new unit is to provide data centre, infrastructure management, and storage services.	Information Technology	Implement pending further due diligence and the approval of a shared service implementation plan
15.	**IT Application Portfolio Rationalization** Establishment of a seconded project team with the objective of implementing an application rationalization program. The purpose of this team will be to design the future target state of the application landscape, and identify potential applications for consolidation.	Information Technology	Implement pending further due diligence and the approval of a shared service implementation plan

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16.	**Coordinated Contract and Vendor Management** The City's Real Estate Services will establish, own and manage an information system platform (e.g., SAP Real Estate Suite) in order to maintain a database of vendor records and share information regarding outsourced real estate services such as appraisals, tenant improvements and remediation.	Real Estate	Implement pending further due diligence and the approval of a shared service implementation plan
17.	**Expedite Transition to Digital Records** The City should expedite the transition to digital records and include the City agencies in its plan and actions.	Records Management	Implement pending further due diligence and the approval of a shared service implementation plan
18.	**Change Management – Centre of Excellence** Implement a change management function with the Human Resources Division of the City to assist in the ongoing delivery of components of change.	Human Resources	Implement and report further as required
19.	**Records Centre Alternate Service Delivery** The operation and management of the City's two storage centres could be outsourced to a third party record storage service provider.	Records Management	No further action required
20.	**Formalize Records Management Collaboration** A Joint Working Group could be established to formalize a community of practice for records management practitioners across the City.	Records Management	No further action required