

A background image of the Toronto skyline, featuring the CN Tower prominently on the left side, with other skyscrapers and the waterfront visible. The image is overlaid with a blue gradient.

Improving the Administration Of City Training Programs

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Objectives

To review:

- Compliance with selected legislative training requirements
- Training practices of other municipal governments
- City processes to assess training needs and delivery methods
- Evaluation methods used to assess training initiatives
- Reporting methods and accountability for City training



Audit Results at a Glance

Corporate Training

WHAT WE EXPECTED TO FIND	RESULTS		
	Yes	Work in Progress	No
A) Business Plans at All Levels in the City <ul style="list-style-type: none"> • Corporate Strategic Workforce Plan – Corporate Talent Blueprint • Training Plans for Each Division • Corporate Training Plan • Performance Measures to Evaluate Progress 	✓	✓	✓ ✓
B) Tracking of Annual Training Costs <ul style="list-style-type: none"> • Human Resources Division Training Costs • Costs for External Training (Tuition, Conferences and Seminars) • Costs for Divisional Training Activities • Training Facility Costs 	✓ ✓	✓	✓
C) Corporate Core Competencies <ul style="list-style-type: none"> • Corporate Core Competency Requirements • Employee Learning Plans 		✓ ✓	



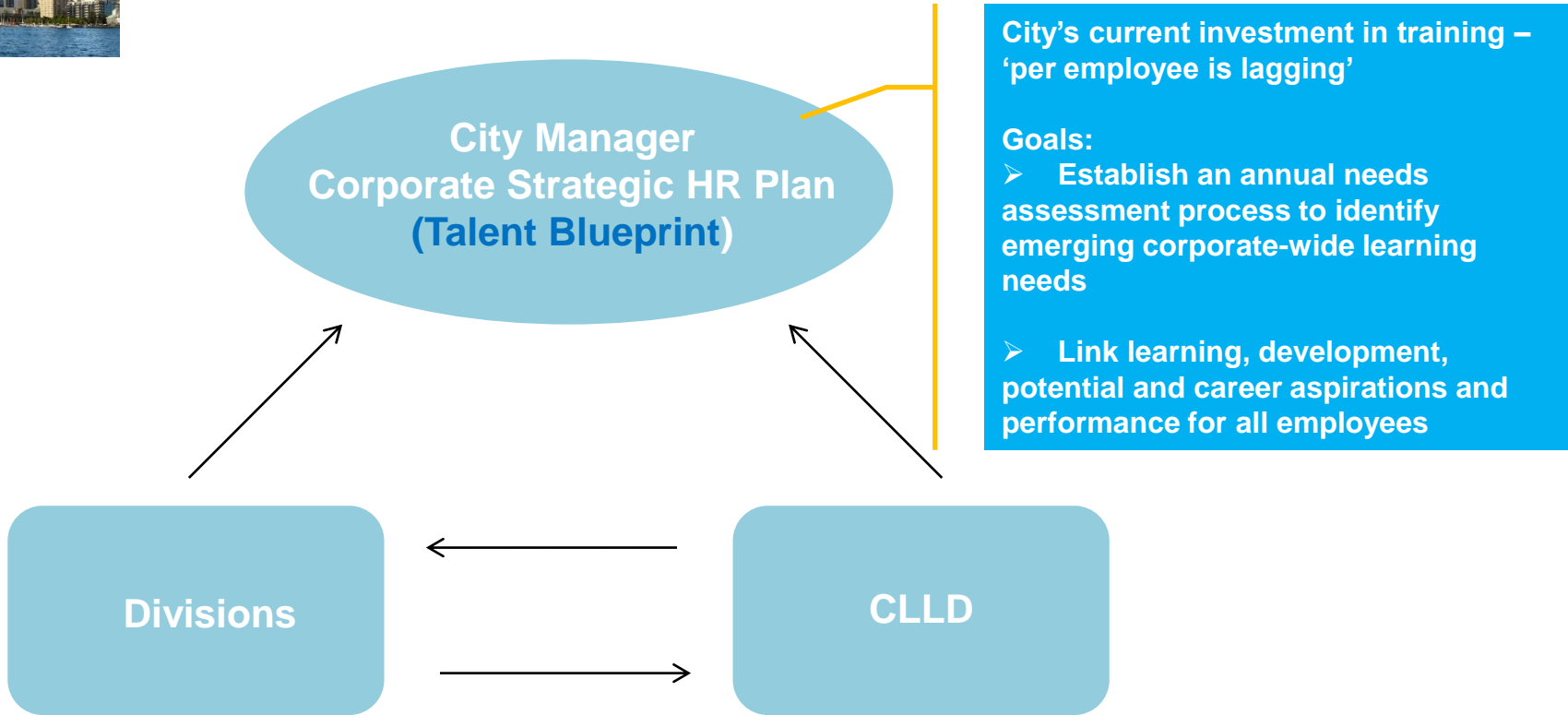
Audit Results at a Glance

Corporate Training (Cont'd)

WHAT WE EXPECTED TO FIND	RESULTS		
	Yes	Work in Progress	No
D) Formalized Corporate Needs Assessment <ul style="list-style-type: none"> Formalized Corporate Needs Assessment Process Gap Analysis of Required Versus Actual Skills 		✓	✓
E) Evaluation Framework for Training Activities <ul style="list-style-type: none"> Corporate Training Evaluation Framework Effectiveness of Training Activities Measured Effectiveness Measures Utilized to Improve Training Monitor Efficiency of Training Activities 	✓	✓	<ul style="list-style-type: none"> ✓ ✓
F) Corporate Reporting Protocol for Training <ul style="list-style-type: none"> Clear Divisional Roles and Responsibilities Systematic Reporting on Training Activities 			<ul style="list-style-type: none"> ✓ ✓
G) Legislated Training <ul style="list-style-type: none"> Compliance With Legislated Training Requirements 		✓	



Why this may be happening?





What Could Assist?

