

Attachment 1 - 2023 Audit Recommendations - Status Update

Implementation status of recommendations presented in the summary below is a self-assessment by the Division and the recommendations with status as “complete” is subject to verification by the Auditor General.

#	Item	Start Date	End Date	Status
1a	City Council request the Chief Technology Officer to ensure: a. all technology projects have an overall program-level charter developed that clearly defines the program implementation budget, timeline, and performance measurement, and is approved by all stakeholders;	1-Dec-23	31-Mar-24	Complete
1b	b. an overall program-level charter for the remaining phases of the Enterprise Work Management Solution that clearly defines the program implementation budget, timeline, and performance measurement, and is approved by all stakeholders; and	26-Apr-23	31-Dec-24	On Track
1c	c. a performance measurement framework is established to measure the achievement of technology project goals on a regular basis until the project is completed	2-Jan-24	31-Dec-24	On Track
2	City Council request the Chief Technology Officer to leverage the Technology Services Division's Stakeholder Management Plan to improve stakeholder engagement, coordination, and communication for the remaining phases of implementing the Enterprise Work Management Solution.	26-Apr-23	31-Dec-24	On Track
3a	City Council request the Chief Technology Officer to review and improve the existing project status monitoring criteria and dashboards to include: a. A methodology to accurately measure the implementation progress against budget spent and timelines;	1-Dec-23	31-Mar-24	Complete
3b	b. An update on the assessment of the benefits realization and potential losses	1-Dec-23	31-Dec-24	On Track

	that could incur as a result of increased expenditures and project delays; and			
3c	c. Potential short-term and long-term risks the project may face that would impact budget, timelines, and realizing intended benefits in a timely manner.	2-Jan-24	30-Jun-24	Revised date to complete is 30-Sep-2024
4	City Council request the Chief Technology Officer to report to City Council on the status of the Enterprise Work Management Solution program by June 30, 2024: a. total expected cost of implementation; b. status of benefits realized for divisions that have completed the implementation; and c. planned benefit realization for the entire Enterprise Work Management Solution program.	1-Dec-23	30-Jun-24	This Report
5	City Council request the Chief Technology Officer to develop criteria and requirements for Executive Steering Committee meetings based on project size and complexity, to ensure a consistent approach is followed.	01-Dec-23	31-Mar-24	Revised date to complete is 31-Aug-2024
6	City Council request the Chief Technology Officer to develop a consistent mechanism for documenting Executive Steering Committee meetings, key decisions and required actions in the meeting minutes.	1-Nov-23	12-Dec-23	Complete
7	City Council request the Chief Technology Officer to review and modify the existing Enterprise Work Management Solution's program governance structure to: a. develop criteria and a process for escalation related for project delays to the Executive Steering Committee; and b. establish a process to monitor and respond to emerging risks that may cause project delays, budget overruns, and impact on benefits realization.	1-Dec-23	31-Mar-24	Complete
8a-b	City Council request Chief Technology Officer to expedite the implementation of	1-Jan-24	31-Mar-24	Complete

	the Enterprise Work Management Solution to: a. utilize unused license subscriptions; b. evaluate current license subscriptions and discontinue those that are not required;			
8c	c. develop a plan in coordination with Division Heads to discontinue legacy systems, in order to minimize risks of legacy applications becoming non-operational and save on renewal and maintenance costs and present the plan to the Executive Steering Committee.	1-Jan-23	31-Dec-24	On Track
9	City Council request the Chief Technology Officer to work with Divisions to establish a governance framework to ensure that: a. business processes are well defined in the planning phase before implementation; b. role-based training is tailored for each business role before implementation; and c. user acceptance testing includes end user devices for usability testing prior to implementation.	1-Jun-22	31-Dec-23	Complete
10a	City Council request the Chief Technology Officer in coordination with the Chief Financial Officer and Treasurer to review the existing reporting process to City Council for major technology project budgets and costs and implement: a. a process to ensure that consolidated budget and expenditures are reported to City Council for major cross divisional technology projects; and	1-Dec-23	31-Dec-24	On Track
10b	b. a process to ensure that all expenditures from inception to date related to a major technology project are included in the Technology Service Division's Budget Notes and Quarterly Capital Variance Reports.	1-Oct-23	31-Dec-23	Complete
11a	City Council request the Chief Technology Officer to: a. establish criteria as to what constitutes critical documents for a project;	01-Apr-23	26-Jun-23	Complete

11b	b. develop a process to ensure critical documents are maintained and retained throughout the project management lifecycle, with final versions stored in the program site according to the City's Record Retention policy.	01-Dec-23	30-Jun-24	Revised date to complete is 31-Dec-2024.
12a	City Council request the Chief Technology Officer to ensure that: a. plans for the Enterprise Work Management Solution upgrade and Cloud migration are supported by a detailed risk assessment; and	1-Jan-23	31-Dec-24	On Track
12b	b. an action plan to address potential risks and delays is approved by all stakeholders.	1-Dec-23	31-Dec-24	On Track
13	City Council request the Chief Technology Officer to develop a process to incorporate previous Auditor General audit report recommendations related to project management and governance of technology systems, and software license management, into the Technology Services Division's project management framework	01-Apr-24	31-Dec-24	In Progress
14a	City Council request: a. the City Manager forward the report (November 23, 2023) from the Auditor General to the major agencies and corporations for review.	1-Jan-24	29-Feb-24	Complete
14b	b. the heads of agencies and corporations review the issues and recommendations included in the report (November 23, 2023) from the Auditor General and consider the relevance to their respective organizations for implementation.	1-Jan-24	29-Feb-24	Complete