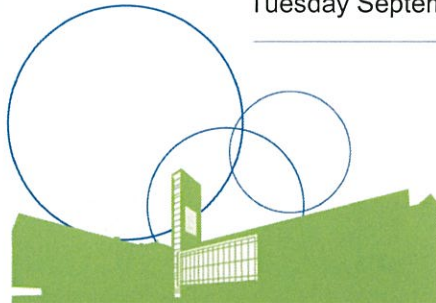


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FAA -	SEPT 8/15
ITEM -	1

Road Operations Audit

Tuesday September 8th, 2015



Today's Presentation

- Audit Objective, Scope and Methodology
- Audit Conclusion
- Audit Recommendations
- Management Response and Action Plans
- Next Steps
- Questions



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Audit Objective

- To evaluate the effectiveness of the controls, processes and procedures in place to mitigate the business risks associated with the Roads Maintenance division's summer maintenance programs.



Audit Scope & Methodology

- Review of existing Policies and Procedures
- Staff interviews
- Data analytics
- Sampling of work orders and 3rd party service agreements.
- Review period was 2013 and 2014 summer maintenance activities.

Not in Scope: → Winter Maintenance Programs.



Audit Conclusion

- No evidence of inappropriate or irregular activities for the period under review.
- Opportunities exist to ensure risks related to the Road Maintenance division's activities are efficiently and effectively mitigated.



Audit Recommendations

1. Develop formal department specific operational training programs.
2. Improve monitoring and oversight processes.
3. Develop a strategy to govern the purchase, use and distribution of assets.
4. Invest in technological advances to assist with service delivery, data analytics, management reporting and automation of processes.



Management Action Plans

1. Develop formal department specific operational training programs:

- Development of job specific competencies.
- Competency assessments prior to certifying staff is sufficiently trained to perform duties.
- Formal roles, responsibilities and expectations to be incorporated into procedure documents.
- Consolidated records and training library.



Management Action Plans

2. Improve monitoring and oversight processes:

- Reclassification of work order data capture to ensure MMS compliance and for setting work order priorities.
- Implementation of formal inspection processes.



Management Action Plans

3. Develop a strategy to govern the purchase, use and distribution of assets:

- Update existing Fleet policy to incorporate 2015 operating reality.
- Identify minimum utilization rates for vehicles and equipment.
- Re-purpose assets within the corporation the area's of need, prior to adding to the Fleet.
- Train staff on legislative and daily maintenance requirements for operating vehicles and equipment



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Management Action Plans

4. Invest in technological advances to assist with service delivery, data analytics, management reporting and automation of processes:

- Internal process review currently under way with CAM and ICI.
- Develop a list of requirements for Computer Maintenance Management System (CMMS)
- Integration with Route Patrol Manager (RPM).



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Next Steps

- Action plans have been developed.
- Implementation is underway.
- Internal Audit will follow-up and report on the status of these action plans.



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Questions?



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