



CITY OF HAMILTON

City Manager's Office
Audit Services

TO:	Chair and Members Audit, Finance and Administration Committee
COMMITTEE DATE:	March 24, 2014
SUBJECT/REPORT NO:	Follow Up of Audit Report 2011-10 - Human Resources - Grievance Processes (AUD14005) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Ann Pekaruk 905-546-2424 x4469
SUBMITTED BY:	Ann Pekaruk Director, Audit Services City Manager's Office
SIGNATURE:	

RECOMMENDATION

That Report 14005, respecting the follow up of Audit Report 2011-10, Human Resources – Grievance Processes, be received.

EXECUTIVE SUMMARY

Audit Report 2011-10, Human Resources – Grievance Processes, was originally issued in April, 2012 and management action plans with implementation timelines were included in the Report. In January, 2014, Internal Audit conducted a follow up exercise to determine if appropriate and timely actions had been taken. Of the 14 recommendations made in the original Report, 4 have been completed, an alternate process has been implemented for one of the recommendations, one recommendation is no longer applicable and one is not practical due to the lack of adequate information flowing from departments to Human Resources. Three recommendations are in various states of implementation while four remain not completed. Details of implementation specific to each recommendation are in Appendix "A" to Report AUD14005.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS (for recommendation(s) only)

Financial: Continued reporting of cost information that is incomplete and inaccurate does not allow Council and management to make informed operating or strategic decisions.

Staffing: None.

Legal: None.

HISTORICAL BACKGROUND (Chronology of events)

Audit Report 2011-10, Human Resources – Grievance Processes was originally issued in April, 2012. The report provided 14 recommendations for improving controls, strengthening reporting and accountability and ensuring adequate documentation is retained to support the City’s due diligence efforts.

It is normal practice for Internal Audit to conduct follow up reviews in order to determine whether action plans committed to by department management have been implemented in a timely fashion.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Collective Agreements

RELEVANT CONSULTATION

The results of the follow up were provided to management responsible for the administration of the grievance processes, i.e. Employee and Labour Relations, Human Resources Division of the City Manger’s Office.

**ANALYSIS AND RATIONALE FOR RECOMMENDATION
(Include Performance Measurement/Benchmarking Data if applicable)**

The report attached as Appendix “A” to Report AUD14005 contains the first three columns as originally reported in Report 2011-10 along with an added fourth column indicating Internal Audit’s comments as a result of the follow up work.

There are 14 recommendations in various states of implementation – four completed, one no longer applicable, one not practical, one where an alternate has been implemented, two in progress, one initiated and four not completed. Appendix “A” to Report AUD14005 should be examined for details of implementation by recommendation.

Audit Services conducted this follow up assignment in conformity with the *International Standards for the Professional Practice of Internal Auditing*. Audit Services believes that the work performed provides a reasonable basis for the follow up comments and conclusions.

ALTERNATIVES FOR CONSIDERATION

(Include Financial, Staffing, Legal and Policy Implications and Pros and Cons for each alternative)

Not Applicable.

ALIGNMENT TO THE 2012 – 2015 STRATEGIC PLAN

Strategic Priority #3

Leadership & Governance

WE work together to ensure we are a government that is respectful to wards each other and that the community has confidence and trust in.

Strategic Objective

- 3.3 Improve employee engagement.
- 3.4 Enhance opportunities for administrative and operational efficiencies.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report AUD14005

ap:jg