



Office of the Commissioner  
Corporate Services Department

## MEMORANDUM

To: Members of Audit Committee

From: Dino Basso  
Commissioner of Corporate Services

Date: May 12, 2021

Re: Implementation of Audit Recommendations  
Human Resources Health & Safety on Property Services Capital Projects  
& Compensation/HRMS

---

### **Implementation of Audit Recommendations will be completed by Q3 2021**

This memo is required because implementation of the Audit Recommendation to update policies related to both Health & Safety on Property Services Capital Projects and Compensation/HRMS have been delayed by more than one year from the original due date. It describes the associated delays and the implementation process of the audit recommendation.

### **Human Resources anticipated policy updates for both Health & Safety on Property Services Capital Projects and Compensation/HRMS between Q1-Q4 of 2019**

In 2016, the Audit Services Branch conducted an audit within Transportation Services which resulted in a report to Audit Committee in April 2016. Corporate Services – Human Resources Management held a component related to Health and Safety on Property Services Capital Projects with the recommendation to update the associated policy and guidelines.

In 2017, the Audit Services Branch also conducted an additional audit within Corporate Services, Human Resources. Upon conclusion of the audit, a report was presented to Audit Committee in November 2017. In its report, Audit Services recommended that the Compensation and HRMS policy be updated to reflect current practices and procedures.

## **A draft Health and Safety guidelines document for employees involved in construction projects (to replace the previous policy) is complete**

Changes to the policy related to Health & Safety on Property Services Capital Projects (previously named 'Contractor/Constructor Safety for Construction Projects') received approval on September 16, 2019. The Health and Safety Guide for Construction Contractors was also finalized and replaced the previous guideline for contractors. The updated Policy and Guide were posted on the intranet and communicated to impacted areas.

Upon further review and consistent with the corporate policy framework, it was determined that a corporate policy was not required, rather, a set of guidelines would be more appropriate in this context. Consequently, Health and Safety Guideline for Employees Involved in Construction Projects was drafted to replace the policy. An initial review of the guideline was completed by key stakeholders including the Legal Services Branch. The document is being updated based on the feedback provided. Following these updates and a subsequent review, it will go through the approval process. It should be noted that the review by other key stakeholders may be delayed due to competing priorities, mainly related to COVID-19 response efforts which have heavily impacted the Health and Safety Unit.

## **A broader non-union Compensation policy has been drafted to incorporate all current and relevant components as recommended by the 2017 Audit Report**

Currently, the updated Compensation policy and procedure documents have been drafted and reviewed by Legal Services and by the Executive Director of Human Resources. The policy is targeted for approval by the Commissioner and CAO by Q3 2021. The implementation of associated changes from an administrative perspective will be completed by Q4 2021. Significant COVID-19 response Branch priorities have necessitated an adjusted completion timeline.

**Completed policy approvals for both Health & Safety on Property Services Capital Projects and Compensation/HRMS should conclude by Q3 2021**

It is anticipated that implementation of Audit recommendations will be completed in 2021. The Human Resources Branch continue to navigate through the approval process and will then work to communicate more broadly through the appropriate channels.

---

Dino Basso  
Commissioner of Corporate Services

---

Bruce Macgregor  
Chief Administrative Officer

eDocs# 12957708