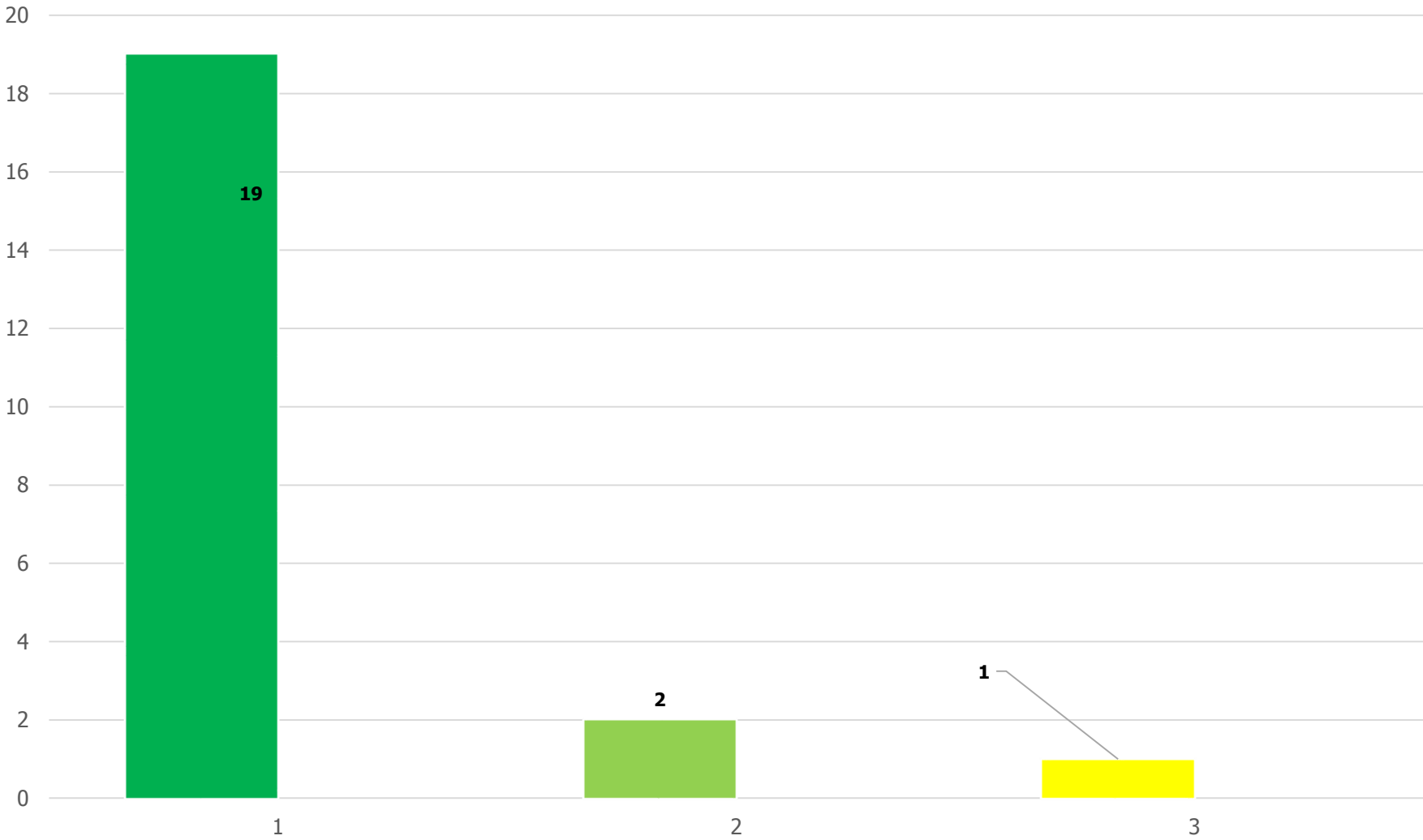


INVESTIGATION OF SERVICE DISRUPTIONS IN SASKATOON TRANSIT - STATUS UPDATE AND FOLLOW-UP DASHBOARD

As of June 30, 2024



Audit Recommendations Implementation Status Overview



Summary of Fully Implemented Recommendations

#	Theme	Recommendations Summary	Implementation Status
1	Ineffective Stores Operations	Develop and implement policies and procedures for management of Stores Operations in Saskatoon Transit and ensure compliance.	Fully Implemented
2	Ineffective inventory management	Streamline the inventory management issues within Stores Operations which includes having correct inventory levels set for parts in the system based on demand, correct parts numbers assigned to avoid any confusion, parts placed in the right bins to reduce the time it takes to search the parts when required, full inventory counts conducted and regular parts always available in stock to meet demands.	Fully Implemented
3	New processes were not fully utilized in the new SAP system	Implementing the inventory and procurement features within SAP to improve process efficiencies, for e.g., automating the inventory levels for parts based on demand, automating the procurement of parts, implementing approval process flow for any changes to key fields such as re-order points within inventory management.	Fully Implemented
4	Ineffective inventory management	Develop contracts with vendors for obtaining high demand bus parts to reduce the overall time it takes to procure the parts.	Fully Implemented
5	Ineffective inventory management	Strengthening the management oversight of Store Operations to ensure that resourcing and performance aspects are well managed.	Fully Implemented
6	Inadequate support provided to Stores Operation staff in the use of the new SAP system	Continuing and enhancing support to the Stores Operations staff in the use of the new SAP system to make staff more effective in their day-to-day operations. A formal assessment should be made on the skill sets of the Stores Operations staff in using the new SAP system and actions should be taken accordingly.	Fully Implemented
7	Lack of data-driven decision making	Enhancing monitoring of number of buses that are booked out every day compared to the service demand and identifying trends of actual service levels, reasons for bus shortages or when the spare buses are running low and implementing measures to increase the spare buses to an acceptable level. Identifying roles and responsibilities within Saskatoon Transit of who would be responsible for monitoring and implementing measures to meet the service demand.	Fully Implemented
8	Ineffective governance processes	Building strong stakeholder relationships with unions, Saskatoon Transit staff, Bus Riders of Saskatoon, and City's leadership by conducting regular meetings and communication on transit issues and working together to resolve such issues.	Fully Implemented
9	Ineffective governance processes	The City's leadership should strengthen the oversight of Saskatoon Transit operations by probing into transit issues and obtaining regular reporting on the performance of Saskatoon Transit.	Fully Implemented

Summary of Fully Implemented Recommendations

#	Theme	Recommendations Summary	Implementation Status
10	Ineffective governance processes	Expediting efforts in hiring a permanent Director of Saskatoon Transit and in the meantime, explore opportunities to appoint a full-time interim Director to lead transit operations.	Fully Implemented
11	Ineffective governance processes	Developing a triage process that would assist in prioritizing work on buses with less or complex maintenance issues to meet the service demand. Administration may explore the option of hiring a planning scheduler in the maintenance area to streamline the prioritization of repairs.	Fully Implemented
13	Lack of data-driven decision making	Implementing measures to obtain accurate and timely data related to preventative maintenance, buses waiting for parts, etc. for timely decision making.	Fully Implemented
14	Ineffective communication processes	Developing strong communication and accountability processes so available buses are always booked out to meet the service demand.	Fully Implemented
15	Lack of adherence to PM schedule	Defining clear roles and responsibilities and accountability processes for managing the program.	Fully Implemented
18	Gap in communication and reporting	Saskatoon Transit Administration should carefully review and analyze transit information before making a public disclosure to ensure accuracy of information.	Fully Implemented
19	Gap in communication and reporting	Developing and implementing formal communication timelines for reporting of service disruptions to public and ensure that adequate lead time is provided to riders to allow for alternative travel plans.	Fully Implemented
20	Gap in communication and reporting	Revising the wording for service disruption alerts and news release for better clarity.	Fully Implemented
21	Gap in communication and reporting	Maintain record of times when the service alerts are posted.	Fully Implemented
22	Workplace culture	Saskatoon Transit Administration should conduct a workplace culture audit and develop and implement strategies to improve the workplace culture.	Fully Implemented

Summary of Partially and Substantially Implemented Recommendations

#	Theme	Recommendations Summary	Implementation Status	Administrative Comments	Updated Timeline
12	Lack of key performance indicators for Bus repairs.	Developing key performance indicators or standard repair times and track and measure bus repair times against the standard repair times to align with other municipalities and private sector. Develop comprehensive policies and procedures at Saskatoon Transit and communicate widely to staff.	Partially Implemented	The Standard Repair Time (SRT) project is underway. Further items to complete: <ul style="list-style-type: none"> • finalize and input new job codes into the Fleet Maintenance Management system (M5). • communicate with the union and staff the importance, purpose and intent of SRTs. • develop a robust SRT tracking and reporting process. • Phase 1 - Plan to establish a baseline SRT of very common repairs. • Phase 2 - establish SRT for remaining job codes. • Ongoing training, coaching and support of staff to meet SRTs. 	Dec 2025
16	Lack of adherence to PM schedule	Tracking and monitoring the performance of the program against the preventative maintenance schedule.	Substantially Implemented	Development of a reporting process is underway so performance data is readily available for regular management review, analysis and action as required.	Dec 2024
17	Lack of adherence to PM schedule	Identifying reasons for non-conformance to the preventative maintenance schedule and developing strategies and actions to ensure conformance to the schedule.	Substantially Implemented	Development of a reporting process is underway so performance data is readily available for regular management review, analysis and action as required.	Dec 2024

AUDIT REMARKS:

Out of a total of 22 audit recommendations in the Saskatoon Transit investigation report, 19 have been fully implemented, 2 have been substantially implemented, and 1 has only been partially implemented.

The Administration is working on the remaining 3 recommendations and the Independent Office of the City Auditor will keep following up until 100% implementation of all recommendations is achieved.



AUDIT RISK RATING GUIDE

- Help Administration and the City Council to assess results quickly.
- Help Administration to prioritize implementation of the recommendations.
- Provides the basis for prioritizing internal audit follow-up.
- Makes cross-organizational comparison easier.

Criteria	Risk Rating
Corporate level loss, material reporting misstatement, critical reputation, or financial impact; critical impact on operational performance, occurrence of fraudulent activities, critical unethical conduct, or critical breach in laws and regulations / policies and procedures. Remediation of the finding should be immediately prioritized.	Critical
Significant impact to the achievement of objectives. Significant risk of service disruption, threat to timely and effective service delivery affecting clients or high possibility of occurrence of fraud. High risk impact on reputation, financial, or operations. Significant breach in laws and regulations and policies and procedures.	High
Moderate impact to the achievement of objectives. Moderate risk of service disruption, threat to timely and effective service delivery affecting clients or occurrence of fraud. Moderate risk impact on reputation, financial, or operations. Moderate breach in laws and regulations / policies and procedures. Requiring process change/improvement to reduce the likelihood or impact of the risk in the future.	Medium
Minor impact to the achievement of objectives. Low/minimal risk of service disruption, threat to timely and effective service delivery affecting clients. Low risk impact on reputation, financial, or operations or occurrence of fraud. Minor breach in laws and regulations / policies and procedures with limited consequences. Value added process improvement or enhancement.	Low