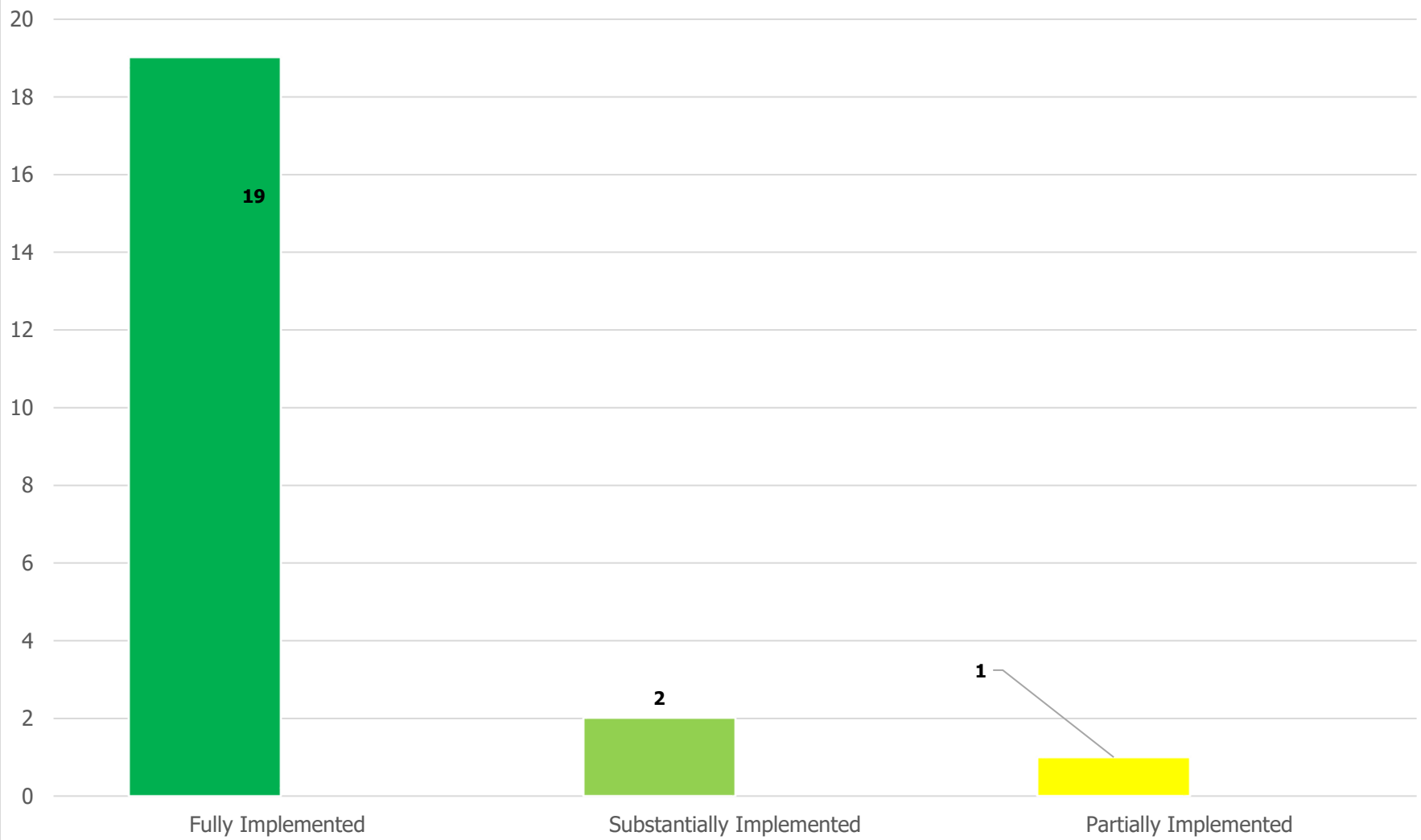


# **INVESTIGATION OF SERVICE DISRUPTIONS IN SASKATOON TRANSIT - STATUS UPDATE AND FOLLOW-UP DASHBOARD**

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     | Standard Repair Time (SRT) project completion is dependent on the continued evaluation and feasibility of M5 or other Enterprise Asset Management systems that more closely match transit needs with system abilities. Further items to complete:<br>a. Plan to finalize and input new M5 job codes.<br>b. Plan to establish a baseline SRT of very common repairs for first phase.<br>c. Plan to communicate SRTs and why we are doing that with the staff and union.<br>d. Plan to develop robust SRT tracking process.<br>e. Plan to learn analyse and coach staff to meet SRTs.<br>f. Plan to establish SRT for remaining job codes for the phase 2 repairs. | Dec 2025         |
| 16 | Lack of adherence to PM schedule                    | Tracking and monitoring the performance of the program against the preventative maintenance schedule.  | Substantially Implemented | Report link needs to be refreshed and data will be reviewed weekly.  | 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 | Report link needs to be refreshed and data will be reviewed weekly.  | 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.  | <b>Critical</b> |
| 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.   | <b>High</b>     |
| 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. | <b>Medium</b>   |
| 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.                                  | <b>Low</b>      |