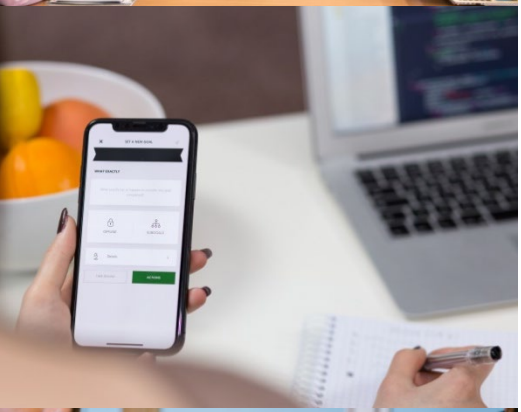


City of Edmonton

Office of the City Auditor

Communications and Engagement Department Review

January 8, 2020

1200, Scotia Place, Tower 1
10060 Jasper Avenue
Edmonton, AB T5J 3R8
Phone: 780-496-8300
edmonton.ca/auditor

Report Highlights

Background 3
Reputation 5
Service 10
Results 18
Conclusion 22
Recommendations 23

Objectives

The objective of this review was to identify obstacles and opportunities for the Communications and Engagement Department to advance their mandate.

The framework used for this review focused on three key areas:

- Reputation
- Service
- Results

Methodology

The methodology for this review included a systematic review and analysis of interviews with:

- 15 Client Branch Managers
- 29 Project Managers, Directors, or other employees with responsibility for projects and initiatives within the branch
- 11 Communications and Engagement Department staff

These interviews reflected the opinions of 17 branches that are clients of the Communications and Engagement Department, and 19 projects or initiatives within the organization.

The information in this report was also supported by a review of historical, planning, and project documentation, analysis related to performance measures, and survey responses received from City Councillors and their office staff.

Scope

The scope of this analysis included activities and information from 2016 to 2019. All departments and branches, as well as City Council and external stakeholders were within the scope of this review.

Statement of Professional Practice

This project was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

REPORT SUMMARY

Communications and Engagement Department Review 2019

Reputation

The Communications and Engagement Department has a positive reputation with Council and citizens.

There is an opportunity to improve the satisfaction and confidence branches have in the Department.

Service

There are opportunities to improve the service provided by the Communications and Engagement Department.

This includes:

- Improving consistency of service
- Engaging in more strategic and proactive work
- Addressing how client needs are met through the centralized service model

Results

There are opportunities to improve the measurement of value-add work by implementing a performance measurement approach that allows them to gauge outcomes and effectiveness.

The Department can better support the agility of the corporation by improving the speed and efficiency of their service delivery.

Recommendations

This report contains 6 recommendations related to:

1. Documenting position work tasks and responsibilities
2. Standardizing processes
3. Reviewing and communicating offered services
4. Implementing performance measures
5. Increasing communication with business areas
6. Identifying and resolving service model exceptions

Background

Department formation and mandate

The Communications and Engagement Department was formed in 2016 to elevate, prioritize, and integrate communication and engagement roles across the corporation.

In order to ensure that citizens experience an interaction with the City in a common and consistent way, the Communications and Engagement Department was established as the lead for corporate strategies and processes relating to communication, marketing, engagement and external and intergovernmental relations.

This review identified obstacles and opportunities to help the Department advance its mandate.

This move brought together communication and engagement functions and staff that had been distributed within individual departments, branches, and business areas.

After three years in operation, the Department is continuing to develop its structure, methods, and management approaches.

Branches

The Communications and Engagement Department consists of four branches:

Engagement

- Public Engagement Services
- Corporate Research
- Public Engagement Methods and Practice
- 311
- Inside information

External and Intergovernmental Relations

- Strategic Relationship Management
- Intergovernmental Coordination
- Policy Support and Advocacy
- Protocol Support
- Facilitation & Brokering
- Executive Engagement
- Intelligence Gathering and Strategic Foresight

Integrated Marketing and Communications	Relationship Management Communications Services Marketing Services Internal Communications Annual Client Planning Creative Services Media Buying Web and Digital
Reputation and Brand	Media Relations Council Services Communications Corporate and Place Brand Crisis Communications Corporate Storytelling

Critical success factors

There are three critical success factors paramount to the Communications and Engagement Department achieving their mandate:

Reputation The Communications and Engagement Department is perceived as credible, and has a positive reputation both within the organization and with external stakeholders.

Service Business areas in the corporation willingly engage with the Communications and Engagement Department as a partner to solve business problems.

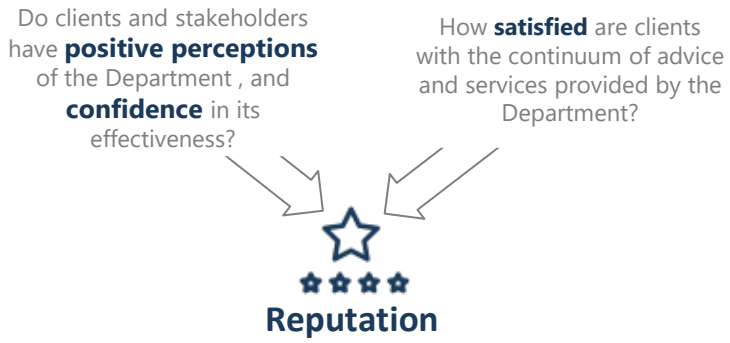
Results The Communications and Engagement Department achieves and helps business areas achieve quality outcomes as a result of their work consistent with Edmonton's strategic plan (ConnectEdmonton) and the Corporate Business Plan.

These factors formed the framework for this review.

Reputation

To achieve its mandate, clients and stakeholders must perceive the Communications and Engagement Department as credible and it must have a positive reputation both within the organization and with stakeholders.

This review explored the perceptions of managers, citizens, and City Council as it relates to the reputation of the Communications and Engagement Department.



Summary of Findings

Council has positive perceptions and indicated a high level of satisfaction with the Communications and Engagement Department.

The Department provides two services directly to citizens – 311 and Public Engagement. Citizens have highly positive perceptions of 311. The Department has launched a new process to collect information related to Public Engagement; however, data was not available at the time of this review.

Client Branch Managers do not all have positive perceptions of the Department, and there is an opportunity to improve their satisfaction and increase their confidence in the Communications and Engagement Department.

Positive Council perceptions

Overall, Council indicated they had a positive perception of the Communications and Engagement Department.

7.8 out of 10 was the average response by City Councillors and Council staff to the question:

"How satisfied are you with the services provided to you by the Communications & Engagement Department?"

Additionally, 8 out of the 10 responses were rated as an 8 or 9.

Positive citizen perceptions of 311

Citizens also indicated high satisfaction with the 311 service. Citizen satisfaction with the 311 service is assessed annually using an independent consultant.

In response to the question:

"Overall, how satisfied were you with your experience with the most recent call to 311?"

90% of respondents indicated they were Somewhat Satisfied or Very Satisfied.

Source: *311 Call Centre Satisfaction Study* conducted by Leger, The Research Intelligence Group, November 2018

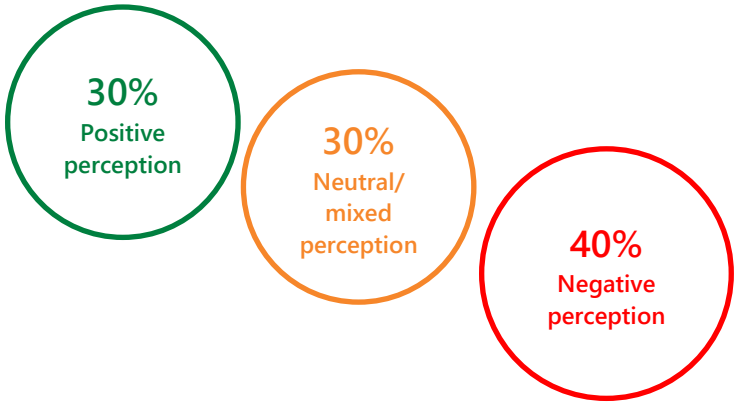
Public Engagement data collection launched

At the time of this review, there was no corporate level data available to measure citizen satisfaction with Public Engagement services. However, the Communications and Engagement Department indicated that they launched a consistent assessment methodology including a new Public Engagement evaluation form in October of 2019. This process should allow for Public Engagement evaluation data to be aggregated and reviewed at a corporate level in future years.

Improve client perception

There is an opportunity for the Communications and Engagement Department to improve confidence and perceptions within the organization.

40% of Client Branch Managers interviewed indicated a negative perception of the Communications and Engagement Department...



...and 61% did not have full confidence that the Communications and Engagement Department would be able to support their branch.

Improving client confidence and satisfaction

Client Branch Managers indicated that the Communications and Engagement Department could improve confidence in the Department by having consistent staff assigned to their branch. This would help ensure Department staff have the appropriate knowledge of their business area, and improve communication between the Department and the business area.

Client Branch Managers and Project Managers also discussed three key actions that would likely have a significant impact on their satisfaction with the Department.

Communicate service offerings

Client Branch Managers and Project Managers indicated that they do not have a good understanding of the services offered by the Department. If they had this information, branches could have a more active role in determining how they can get their communications and engagement needs met.

Client confidence and satisfaction can be improved by making clients aware of service offerings, ensuring appropriately skilled staff are assigned to the appropriate level of work, and improving the speed of work review and approval.
-Recommendations 1 & 3

Align skills to work

Some Client Branch Managers indicated that the skills and performance of the Communications and Engagement Department employees that were assigned to their branches were not sufficient for the type or quality of work required. By clarifying task expectations in Communications and Engagement Department position descriptions or other role documents, the Department can help ensure that appropriately qualified staff are assigned appropriate work. Ensuring an effective employee performance management program is in place can also help address skill misalignment.

Clarify review and approval processes

Client Branch Managers and Project Managers indicated that it can take a long time to get communications and engagement work completed and approved. The Department has an organizational structure with multiple levels of supervision. Clarifying the review and approval processes for different types of work may be able to improve the speed of service.

Increase value through consistency

The Communications and Engagement Department provides support to the other departments and branches in the corporation as they work together to achieve business objectives.

Client Branch Managers value a wide variety of Communications and Engagement Department services including issue management, report development, strategic advice and development of communication plans. However, these services may not be consistently delivered across the organization and, as such, do not provide the highest possible value to all clients.

Standardizing and documenting the procedures and quality expectations for common processes can help ensure consistent services that add value.
-Recommendation 2

Improve Consistency = Improve Value

During our interviews, Client Branch Managers and Project Managers identified that the Communications and Engagement Department typically had a role in developing the reports for Council and Committees.

In three interviews, Department clients saw the role of Communications and Engagement Department employees in this report process as very positive. Department staff provided a corporate and public perspective that helped ensure clear delivery of messages.

However in a fourth interview, the client perceived the role of the Communications and Engagement Department as not valuable. For this branch, the service was perceived as only a 'grammar check', not value-add work.

The inconsistency of the delivery of this service by different employees in the Communications and Engagement Department limits the value of the service for some business areas. Implementing and documenting the process for this service, and other common services, along with quality expectations, can help ensure that services are delivered consistently and provide value for clients.

Service

To achieve the Department mandate, business areas in the corporation must willingly engage with the Communications and Engagement Department as a partner to solve business problems.

This review examined three dimensions of service.

Summary of Findings

Communications and Engagement Department staff are not consistently treated as trusted advisors by their clients by having a high level of involvement in client strategic work. To advance in this trusted advisor role, the Department needs to engage in more strategic work earlier in the solution-development process.

The Communications and Engagement Department provides proactive solutions by anticipating client needs. The Department has initiated an annual planning process that can be enhanced to include ongoing conversations with clients. This can help the Department receive timely, accurate information for proactive planning.

Generally, Communications and Engagement Department staff are the ‘go-to’ people for advice and solutions. However, based on moderate levels of client satisfaction and confidence in the Department, there is a risk of an internal communications and engagement shadow workforce developing. This could limit the benefits of the Department’s centralized service model. This risk can be managed by developing and expanding additional service delivery approaches and clarifying roles.

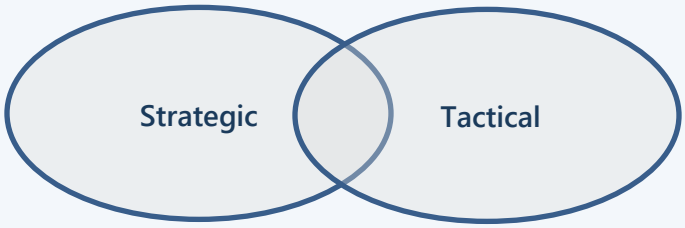
Increase strategic work

To be more of a trusted advisor within the organization, the Communications and Engagement Department will need to take on more strategic roles and responsibilities. This will help shift the role of the Communications and Engagement Department closer to that of a business partner.

What is Strategic Work?

Strategic work is 'thinking' work. It involved figuring out how to achieve an objective or solve a problem.

Tactical work is hands-on execution of work. Once decisions were made on what should be done, tactical work was the process of implementing those decisions.



Examples of work perceived as strategic

- Developing communications or engagement plans to achieve an outcome
- Participating in problem-solving discussions and applying a communications or engagement lens
- Providing a corporate lens or alternative perspective to reports, products, or suggested business activities
- Developing communication and engagement-related approaches to manage and mitigate corporate risks

Examples of work perceived as tactical

- Editing reports for clarity and grammar
- Responding to media questions
- Event planning
- Video or website development
- Key message preparation

Obstacle

Both strategic and tactical work is necessary to achieve business objectives.

However, if the limited resources of the Communications and Engagement Department are too heavily devoted to executing tactical work, they will struggle to achieve the strategic components of their mandate.

In interviews, 93 percent of Client Branch Managers identified strategic work as the most highly valued. However, 57 percent also indicated that the majority of work being done for their branch by the Communications and Engagement Department was primarily tactical.

Opportunity

Providing alternative service options for clients can create capacity in the Communications and Engagement Department to do more strategic work. *-Recommendation 3*

Sixty-seven percent of Project Managers interviewed indicated that the Communications and Engagement Department staff did strategic work on their projects. However, the types of work they described overall were heavily tactical and responsive rather than strategic and proactive. This suggests that the majority of the work in projects is likely tactical or that the tactical work was more visible and more easily recalled than strategic work.

Client Branch Managers and Communications and Engagement Department staff identified 'getting work done' (tactical work) as a key way that the Department helps branches be more effective. However, because the completion of this type of work does not always require a high-skilled Communications and Engagement Department employee, or even an internal City employee, there is an opportunity for the Department to develop and implement alternative ways of completing this type of work. This can free-up capacity for the Communications and Engagement Department to do more value-add strategic work, and help advance the strategic components of the Department mandate.

Earlier strategic involvement

Communications and Engagement Department staff are commonly involved in solving communications problems for business areas. The various communications and engagement strategies that Department staff develop for business areas and projects are an example of this type of work.

However, it is less common to have Department staff helping to solve business problems or participating in planning discussions before the need for communications and engagement is identified.

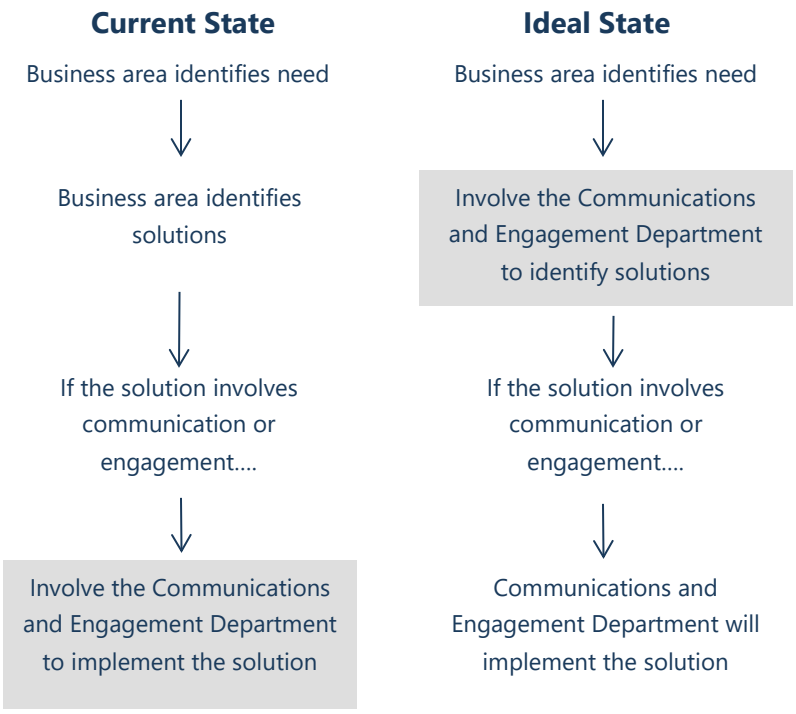
By involving staff at the later stage, business areas are restricting Communications and Engagement in participating in business planning and solution discussions as a partner. It also hampers their ability to contribute the specialized knowledge and skills they have that may benefit the organization.

Obstacle

The Communications and Engagement Department cannot effectively assist with problem-solving for the business if they do not participate in those discussions at the right time.

Opportunity

Having regular, ongoing communication with branch leadership can provide an opportunity for the Communications and Engagement Department to contribute their skills and knowledge earlier in the problem-solving process.
-Recommendation 5



Enhance proactive work

Proactive work benefits the organization by improving service and reducing risk. The Communications and Engagement Department does not have an effective system or set of practices to discover and address proactive opportunities. As a result, staff cannot prepare for what is coming up.

Evolving the Communications and Engagement Department annual planning process to incorporate ongoing communication with branches may help to provide the additional information needed to plan and anticipate work.
-Recommendation 5

The Communications and Engagement Department has taken steps to address this information gap. In 2019, the Department implemented an annual planning process that incorporated the anticipated work of client departments based on their business plans. However, these business plans do not always provide sufficient information to develop a comprehensive, consolidated Communications and Engagement Department annual work plan.

Fifty-six percent of Client Branch Managers interviewed indicated that the Communications and Engagement Department has little or no involvement in their branch planning processes. Half of these Branch Managers did not recall discussing their branch priorities with anyone from the Communications and Engagement Department.

Evolving the annual planning process to discuss branch priorities on an ongoing basis can provide the Communications and Engagement Department with better information to support proactive work.

Being the 'go-to' people

The Communications and Engagement Department mandate speaks to the Department's role in meeting the needs of Council, citizens, and stakeholders.

When communications and engagement work within the branches is not getting done by Communications and Engagement Department staff, the branches will find other ways to get that work done.

This role cannot be fully realized if branches in the corporation bypass the Communications and Engagement Department and find alternative ways to serve their communication and engagement needs - either by independently outsourcing work or by hiring branch staff to assume communications and engagement responsibilities (i.e.: creating an internal communications and engagement shadow workforce).

There are no significant, wide-spread indications suggesting that business areas are currently bypassing the Department.

However, because satisfaction and confidence in the Communications and Engagement Department are not as

high as they could be, there is a risk of a shadow workforce developing. An internal communications and engagement shadow workforce is a risk to organization alignment, practices, and compliance.

Maintaining a centralized service model

The Communications and Engagement Department can reduce the risk of shadow workforces forming by developing and implementing a variety of ways for branches to meet their communication and engagement needs. This can also help maintain the benefits of their centralized service model – such as ensuring citizens experience an interaction with the City a common and consistent way.

Developing more self-serve communication solutions for low-risk, frequent communications that branches can use without intense involvement of Communications and Engagement Department staff can help reduce the need for branches to develop their own solutions. The corporate templates for reports and presentations the Communications and Engagement Department has already implemented are an excellent example of this. This provides more autonomy for branches and shifts the role of the Communications and Engagement Department to providing oversight rather than direct services.

Developing a variety of service alternatives to support branches – including self-serve options, contracting guidelines, and exception service options - may help avoid the branches acting alone and reducing the corporate benefits of a centralized Communications and Engagement Department business model.
-Recommendations 3 & 6

Clearly defining the roles and responsibilities of the Communications and Engagement Department at a common task level can help prevent branches from inadvertently bypassing the Communications and Engagement Department. Once branches know what services the Communications and Engagement Department provides, they have the opportunity to openly staff their branch as necessary to meet the needs that are a branch responsibility. Some questions that emerged from interviews related to roles and responsibilities included:

- Does Communications and Engagement Department staff write report content, organize events, and write web page content for branches?
- Is intra-branch communications (like branch newsletters or education programs) a responsibility of the Communications and Engagement Department?
- What types of inter-branch communications are a responsibility of the Communications and Engagement Department?

The Communications and Engagement Department should also consider specific, defined exceptions to their centralized business model. Some branches and functions within the organization may be better served by having communication resources embedded in the branch and accountable to the business area. However, this should only occur when specific criteria are met and effective corporate oversight can be applied to avoid losing the benefits of the centralized model.

There is also an opportunity for the Communications and Engagement Department to leverage their unique internal perspective by developing better guidelines for contracted services. Currently communications and engagement services are typically contracted due to a lack of capacity or skill set. By developing guidelines that identify which types of work would benefit most from internal vs. external resources, the Communications and Engagement Department, may be able to better serve its strategic mandate and increase the value of their services for clients.

Misaligned position funding

Resolving legacy arrangements for funding dedicated positions and defining appropriate exceptions to the centralized service model can help ensure the corporation receives the greatest benefit from communication and engagement resources.
-Recommendation 6

In 2016, communication and engagement business units and positions that were distributed throughout the organization were reorganized and relocated in the new Communications and Engagement Department.

However, at the time of this review, other departments and branches were still funding approximately 30 operational positions in the Communications and Engagement Department at an annual cost of $2.7 million. This is in addition to shared services costs.

Additionally, when interviewed, a small number of Client Branch Managers indicated that when the Communications and Engagement Department was unable to meet the communication needs of the branch, the branch was able to fund a temporary, dedicated position to create that capacity. These Branch Managers identified problems with this approach including unclear accountability for the position, high turnover, and additional cost.

There may be some justifiable reasons for having specific positions funded by business areas, such as capital project needs, or special programs or initiatives. However, as a

Client Branch Managers indicated that consistent staff would help improve their confidence. However, to efficiently and effectively use resources, Communications and Engagement Department staff may need to be reassigned as needed. The Communications and Engagement Department will need to find a balance between consistency and efficiency that achieves the greatest benefit for the corporation.

regular practice, having business areas fund positions to ensure they receive service is misaligned with the centralized service model, creates issues of equity and priority between business areas, and does not allow the Communications and Engagement Department to ensure resources are allocated where the corporation can derive the greatest benefit.

Results

The Communications and Engagement Department must achieve and help business areas achieve quality outcomes as a result of their work consistent with Edmonton's strategic plan (ConnectEdmonton) and the Corporate Business Plan.

This review examined how the Department demonstrates its effectiveness and agility in supporting the organization.

Summary of Findings

The Communications and Engagement Department does not currently have a performance measurement approach that allows them to gauge outcomes and effectiveness.

The Department can better support the agility of the corporation by improving the speed and efficiency of their service delivery.

Demonstrating effectiveness

There are some branches and services within the Communications and Engagement Department that have effective performance measurement, such as 311 and social media and media relations. As part of the Enterprise Performance Management program, the Communications and Engagement Department is in the process of developing performance measures. However, the Department does not currently have a systematic way to measure their overall performance and determine if they are meeting or progressing towards their objectives.

As well, because Communications and Engagement Department work can often be invisible, the Department needs to have an objective way of communicating their achievements and effectiveness to clients and stakeholders.

A large amount of value-add work done by the Communications and Engagement Department is invisible – such as risk management and providing a corporate perspective. This work can be difficult to measure.

Implementing performance measures that reflect the value of Department work can help manage perceptions in addition to providing a way to objectively manage performance.
-Recommendation 4

What is 'invisible' work?

During our interviews, Communications and Engagement Department employees indicated that some of the work that is most valuable to the corporation is invisible.

One example provided was related to preparing for highly visible, potentially contentious public issues. Communications and Engagement Department employees may spend hours assessing and preparing for potential questions, concerns, and perceptions that might emerge from branch actions, reports, and public discussions. If those questions or concerns do not materialize, the hours of work spent doing that preparation may not appear to have been valuable.

Similarly, one Communications and Engagement Department employee recounted their experiences trying to get consistent information from different branches for public reports and inquiries. They indicated that the process to identify who had answers, then bring together all of the people involved to determine an accurate response was extremely time consuming. This work was often unknown and unacknowledged – particularly when the outcome may be as simple as a 'yes' or 'no' answer.

Supporting agility

The changes that can improve client satisfaction and confidence can also improve organizational agility. These include more efficient internal processes, better client knowledge of offered services, and alternatives for service provision.
-All Recommendations

To be able to quickly adapt to changing circumstances, the corporation needs to have adequate access to information, a way for decision-makers in the organization to receive that information, and the ability to quickly act.

From a process perspective, the ability of the Communications and Engagement Department to detect changes in the environment and disseminate that information to the business areas is supported by maturing processes in the External and Intergovernmental Relations Branch. Two Client Branch Managers suggested that these processes could be improved by engaging with business areas earlier about issues, and by clarifying the relevance of shared information for recipients.

Client Branch Managers also identified daily media monitoring reports compiled and disseminated by the Communications and Engagement Department as a valuable source of information.

When asked how the Communications and Engagement Department could help the branches be more agile, suggestions included:

- Improve continuous evaluation and monitoring of communication campaigns to adapt quickly if results are not as expected
- Increase the flexibility of resourcing such as after hours or absence coverage
- Provide a menu of offered services so the business can make quick decisions on opportunities
- Improve process efficiency to allow quick changes
- Provide self-service options for the business to move quickly without unnecessary layers of approval

Communications and Engagement Department staff also provided suggestions that could help their Department be more agile in responding to clients:

- Clarify roles and responsibilities. This can increase the speed of response by reducing approval time and creating capacity for more skilled staff to take on emergent work.

- Allow for removal, reduction, or change in offered services. This can create capacity in the Department to take on more emergent or innovative work.

- Identify and document repeatable processes. This can create capacity for emergent or innovative work by improving efficiency.

- Establish expected timelines for delivery of common services. This can help manage the expectations of clients for service delivery and allow them to more easily adapt their activities.

Conclusion

As the Communications and Engagement Department continues to work towards its mandate, this review identified obstacles and opportunities for the Department to consider as they continue to develop and refine their structure, methods, and management approaches.

Opportunities identified relate to:

- Improving client satisfaction and confidence
- Improving service consistency
- Improving client communication
- Increasing strategic work
- Increasing proactive work
- Maintaining the value of the centralized service model
- Measuring and demonstrating their effectiveness
- Supporting organizational agility

The Office of the City Auditor has provided six recommendations that can support the Communications and Engagement Department to leverage these opportunities to improve its Reputation, Service, and Results.

Thank you to the Communications and Engagement Department for their active participation in this review. Their support of the review was very much appreciated.

We would also like to thank the Branch Managers, Project Managers/Directors, Communications and Engagement employees and all other individuals who shared their experiences and opinions with us during interviews.

Recommendations

Recommendation 1

Document position work tasks and responsibilities

Anticipated benefits:

- Allow higher positioned staff to shift to more strategic work by moving tactical work to other roles.
- Reduce turnaround time by having clear approval responsibilities for specific types of work.

Recommendation

The Office of the City Auditor recommends the Communications and Engagement Department identify the expected work tasks for employee positions through updated position descriptions – including approval responsibilities.

Responsible party:

Deputy City Manager, Communications and Engagement

Accepted by Management

Management Response

Management appreciates this recommendation and will complete a review of all position descriptions by Q4 2020. In addition to the anticipated benefits listed by the Office of the City Auditor, this will enable Communications and Engagement employees to reach their full potential as trusted advisors.

Implementation:

June 30, 2021

Recommendation 2

Standardize processes

Anticipated benefits:

- Improve efficiency
- Help manage client timeline expectations
- Improve consistency

Recommendation

The Office of the City Auditor recommends the Communications and Engagement Department standardize and document the processes for common, repetitive activities including documenting typical completion times.

Responsible party:

Deputy City Manager, Communications and Engagement

Accepted by Management

Management Response

Management appreciates this recommendation and is pleased to report that it complements the work underway to implement business management software. The business management software will provide Management with repeatable processes and expected completion times for common, repetitive activities. It enhances standardized discipline across the Department.

Implementation:

September 30, 2020

Recommendation 3

Review and communicate services

Anticipated benefits:

- Improve capacity of the Communications and Engagement Department to complete higher-value work
- Improve agility of clients by allowing them to complete certain types of work themselves and better manage their turnaround times.
- Enhance the agency of clients by ensuring they know the services that are available to them.
- Better manage client service expectations.

Recommendation

The Office of the City Auditor recommends the Communications and Engagement Department review and communicate the specific services they provide to their clients. This should include:

A. Providing a 'menu' of services and resources to clients, and communicating how they access those services and resources.

B. Identifying the advice, services, and products that, by default, should always be provided by the Department because they leverage the unique, specialized knowledge, skills, tools and channels that only they can provide.

C. Identifying advice, services, and products that can be adequately self-provided by clients or by an alternative service provider through the existing standing arrangement agreement process.

D. Working with clients to develop appropriate supports and strategies for changes to service provision including the identification and development of options and resources to facilitate more self-serve options.

Responsible party:

Deputy City Manager, Communications and Engagement

Accepted by Management

Management Response

Management appreciates this recommendation. This will be very helpful as the work proceeds for client annual planning related to the 2020 and 2021 work cycles. Communications and Engagement will focus on delivering increasingly strategic work that meets the Corporate objectives and Department needs

Implementation:

June 30, 2021

Recommendation 4

Finalize performance measures

Anticipated benefits:

- Provides an objective assessment of performance for clients and stakeholders.
- Provides a method to measure the value of invisible and less visible work.

Recommendation

As part of the corporate Enterprise Performance Management work, the Office of the City Auditor recommends the Communications and Engagement Department finalize performance measures for the Department and for appropriate services.

Responsible party:

Deputy City Manager, Communications and Engagement

Accepted by Management

Management Response

Management appreciates this recommendation as it reinforces the current Department efforts as part of the corporate Enterprise Performance Management program. In addition to relevant department measures, Communications and Engagement will enhance and finalize performance measures for the following municipal services it supports/delivers:

1. Customer Access Service
2. Engagement Service
3. Communications Service
4. Intergovernmental Coordination Service

Implementation:

September 30, 2020

Recommendation 5

Increase communication with business areas

Anticipated benefits:

- Provide an opportunity to regularly identify and discuss branch priorities in the context of corporate priorities.
- Allow the Department to undertake more proactive work by having more complete, timely information about client work, operational goals, and priorities.
- Allow the Department and clients to identify opportunities for Communications and Engagement Department employees to be involved earlier in business planning and solving business problems.

Recommendation

The Office of the City Auditor recommends the Communications and Engagement Department increase the involvement of business partner Branch Managers in the annual planning process, and facilitates regular, ongoing planning conversations to stay current on evolving branch initiatives.

Responsible party:

Deputy City Manager, Communications and Engagement

Accepted by Management

Management Response

Management appreciates this recommendation. The Communications and Engagement Annual Plans are intended to be living documents. It is the intent that they are updated on an ongoing basis (to reflect repeatable and known work) and adjusted as corporate and initiative priorities arise and evolve. Business partner Branch Managers will meaningfully contribute to the continued development and management of these plans.

Implementation:

June 30, 2021

Recommendation 6

Identify and resolve service model exceptions

Anticipated benefits:

- Aligns the Department funding practices to its business model.
- Provides a thoughtful, controlled way to address legitimate, exceptional service needs in the organization.

Recommendation

The Office of the City Auditor recommends the Communications and Engagement Department identify and address exceptions to their centralized business model. This should include:

A. Working with partners within the corporation to align Communications and Engagement Department position funding with the centralized service model.

B. Identifying specialized needs within business areas that may not be adequately served by the Department's centralized business model, and developing approaches to facilitate exception service provision in a managed way and that also preserves corporate alignment.

Responsible party:

Deputy City Manager, Communications and Engagement

Accepted by Management

Management Response

Management appreciates this recommendation. To maintain corporate alignment, this work will be considered in the context of the Shared Services Review lead by the Employee Services Department. It is anticipated that a process related to Item B will be developed in relatively short order; however, given the complexity of the financial management associated with Item A, this may take slightly longer to realize complete implementation

Implementation:

December 31, 2021