



SUBJECT: Summary of audit results - CRM implementation & on-going operations

TO: Audit Committee

FROM: City Auditor's Office

Report Number: CA-01-20

Wards Affected: Not applicable

File Numbers: 430-03-Clerks

Date to Committee: February 12, 2020

Date to Council: February 24, 2020

Recommendation:

Receive and file city auditor's office report CA-01-20 providing summary of audit results – CRM implementation & on-going operations audit in Appendix A.

PURPOSE:

Vision to Focus Alignment:

- Deliver customer centric services with a focus on efficiency and technology transformation

Background and Discussion:

This audit was performed at the request of the Business Lead and Project Management Office given the internal and external impact of the implementation of the Customer Relationship Management technology and processes.

Strategy/process

Overall Audit Rating – **FAIR** (details of the overall audit ratings are located on page 36 of Appendix A to this report).

Summary of Audit Findings & Severity (Measure of Residual Risk)

Category	Area of Focus	Risk Category	Risk Severity
CRM Project Management	Governance	Performance & Responsibility	Medium
	Change Management	Project Management	High
	Risk Management	Process	Medium
Technology	Privacy	Privacy & Confidentiality	Low
	Vendor Management	Vendor and/or Supplier Performance	Low
On-going Operations	Security Access	Process	Low
	Continuity of Operations	System Failures	Medium

Details of Audit Finding Severity Scale are located on page 36 of Appendix A to this report.

The audit report is as follows:

- Summary of Audit Results begins on page 1 of Appendix A to this report.
- Detailed Audit Report begins on page 5 of Appendix A to this report.
- Detailed Findings, Recommendations & Management Action Plans begin on page 9 of Appendix A to this report.
- Prosci Change Capability Best Practice Audit Results begins on page 25 of Appendix A to this report.

The findings and recommendations were discussed with the Director, Clerk's Department, Project Manager, and the Manager Strategic Initiatives & PMO in separate meetings over the period October 11 to 25 depending on schedules. The final report was issued on November 19, 2019 as of October 11, 2019.

Financial Matters:

City Auditor Involvement

- Estimated audit hours for completion: 200 - 275 hours
- Actual hours required to complete: 140 hours

Estimated audit hours were based on general guidelines.

Total Financial Impact

External Vendors:

- Prosci Canada - change management = \$6,723.50 including HST
- IT Auditor – IT components = \$13,130.60 including HST

Source of Funding

Office of the City Auditor operating budget.

Other Resource Impacts

This audit required direct interaction with a management and staff in various departments (e.g. ITS, Clerks, Councilor's Assistants, etc.) for interviews, focus group discussions, and report review.

Climate Implications

Not applicable

Enterprise Risk:

- Technology
 - Capacity & Volume of Work
-

Engagement Matters:

No applicable.

Conclusion:

At its current implementation point, CRM Phase 1 has not delivered the intended benefits and advanced the Service Brilliance Strategy. The technology and processes have not been embraced by all current users. The steering committee has paused the implementation to address the on-going operational model and how CRM aligns with other initiatives to achieve the Service Brilliance Strategy.

Respectfully submitted,

Sheila M. Jones, CIA, CFE, CRMA,
Executive Director, Strategy, Risk & Accountability
905-335-7600 ext. 7872

Appendices:

- A. CA-01-20 Appendix A – CRM Implementation & On-going Operations Audit

Report Approval:

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Council. Final approval is by the City Manager.