

Office of the Auditor General of Canada

Internal Audit Report

**Management of the Human Resources and Professional
Development Function**

April 2006



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Executive Summary

Introduction

Strategic Planning and Professional Practices group conducted an internal audit of the management of the human resources and professional development function according to the Office of the Auditor General's long-term internal audit plan, recommended by the Audit Committee and approved by the Auditor General for 2005-06.

Conclusion

We found that the human resources and professional development function is adequately managed to meet the legislative, service, and management support requirements of the Office.

Background

The *Auditor General Act* provides the Auditor General with certain powers and functions of the Public Service Commission and the Treasury Board that relate to staffing and human resources management respectively. The human resources and professional development function is led by a senior manager. The Executive Committee is responsible for establishing policies and principles for managing people. It is supported by an Executive Working Group on Human Resources and two senior committees—the Human Resources Committee and the Learning Committee.

Audit Objective and Scope

The objective of this internal audit was to determine the adequacy of the management of the human resources and professional development function to meet the legislative, service and management support requirements of the Office. The audit focussed on the human resources and professional development function as it was structured in the fall of 2005.

Audit Approach

Interviews were conducted with managers and staff of the human resources and professional development function and audit operations managers in the headquarters and regional offices. A survey of all human resources and professional development staff was conducted. Key documents were reviewed and analysed.

Opportunities for Improvement

Although we found that the human resources and professional development function is adequately managed, some opportunities for improvement exist. These include:

- Reviewing human resources management policies where required;
- Ensuring that an updated three-year human resources and professional development plan is reviewed by the Executive Working Group on Human Resources, approved by the Executive Committee, and monitored through an annual update;
- Adopting a requirement for the successful completion of central agency training in staffing;
- Establishing service standards for staffing and job classification actions; and
- Producing an annual report on the activities of the function.

Management Response

The audit identifies strengths and opportunities for improvement in the management of the human resources and professional development function, and as such has provided useful guidance. We agree with the recommendations. A project on the establishment of service standards for staffing will commence in the next 12 months. The completion of the project will be incorporated into the three-year human resources and professional development plan. We expect to be able to implement the remainder of the recommendations over the next 12 months.