

Action Plan and Progress Assessment (APPA) for the implementation of audit recommendations from the OAG- Prepared for the Select Standing Committee of Public Accounts
Attention: Mike Bernier, Chair and Rick Glumac, Deputy Chair of the Select Standing Committee on Public Accounts

Managing Human Resources at the B.C. Sheriff Service

Released 10/19

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PAC Meeting Plan¹ 17/12/19 Prepared by: Paul Corrado, BC Sheriff Service
 1st APPA Update 24/02/21 Prepared by: Paul Corrado, BC Sheriff Service
 2nd APPA Update [DD/MM/YY] Prepared by: [Name], [Organization Name]

Reviewed by: Lynda Cavanaugh, Assistant Deputy Minister
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 Reviewed by: [Name of Deputy Minister or Assistant Deputy Minister]

Rec. # Accepted? Yes / No ²	OAG Recommendations	Actions Planned & Target Date(s) ³	Assessment of Progress to date ⁴ and Actions Taken ⁵ (APPA update)
1. YES	Court Services Branch creates and fills a strategic human resources position that is responsible for developing, implementing, overseeing and integrating the BCSS human resources planning and strategies.	Supplement existing HR capacity within CSB by creating a new position within BCSS that will be responsible for Strategic HR. Target Date: 01/06/2020 Court Services Branch will specify and document the delineation of roles and responsibilities related to developing, implementing, and overseeing BCSS Human Resource Strategy Target Date: 01/06/2020	<u>Supplement existing HR capacity</u> Progress Assessment: Fully implemented BC Sheriff Service Actions Taken & Discussion: Through a re-organization of the BC Sheriff Service, two Deputy Chief positions were created: Deputy Chief, Central Programs and Deputy Chief, Operations. The positions were filled through an open competitive process and both Deputy Chiefs started in their position as of June 15, 2020. The Deputy Chief, Central Programs has accountability for Strategic HR within the BC Sheriff Service. <u>Delineation of roles and responsibilities</u> Progress Assessment: Substantially implemented BC Sheriff Service Actions Taken & Discussion: Court Services Branch has drafted a responsibility matrix with respect to accountabilities as it relates to overseeing BCSS Human Resource Strategy

¹ The audited organization will be required to present their initial action plan at this meeting (i.e. First three columns completed for each OAG recommendation included in the audit report)
² For each recommendation, the audited organization should state whether or not they have accepted the recommendation and plan to implement it fully by typing either “Yes” or “No” under the number of the recommendation.
³ Target date is the date that audited organization expects to have “fully or substantially implemented” the recommendation. If several actions are planned to implement one recommendation, indicate target dates for each if they are different.
⁴ The Select Standing Committee on Public Accounts (PAC) will request that the audited organization provide a yearly update (i.e. completed “Assessment of Progress and Actions Taken” column) until all recommendations are fully implemented or otherwise addressed to the satisfaction of the PAC. This is for the APPA update.
⁵ This action plan and the subsequent updates have not been audited by the OAG. However, at a future date that Office may undertake work to determine whether the entity has implemented the recommendations. The results of that work will be reported in a separate report prepared by the OAG.

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2. YES	Court Services Branch enhances the BCSS business intelligence data to ensure that it is complete and reliable.	<p>Court Services Branch will improve business intelligence data by:</p> <ol style="list-style-type: none"> 1. Prioritizing accuracy of BI data by identifying one position within BCSS and one position within Court Services Branch HQ that will be responsible for monitoring compliance with data entry into BCSS applications that source business intelligence. Target Date: 01/04/2020 2. Leverage existing systems to identify new BI opportunities – <ul style="list-style-type: none"> • Enabling BI data collection directly from Jury Management System (JMS) and Sheriff Custody Management System (SCMS) to reduce amount of manual tracked business statistics by sheriffs. Target Date: 01/04/2021 (subject to funding) 3. Ensure BI data is included as a component of any new business systems development. Target Date: ongoing (subject to funding) <p>Court Services Branch will create a datamart to collect and store data elements from multiple BCSS business applications (JMS, SCMS, Sheriff Scheduling, etc.) and enable the provision analysis of BCSS business operations. Target Date: 01/04/2022 (subject to funding)</p>	<p><u>Improve business intelligence</u> Progress Assessment: Partially implemented Actions Taken & Discussion:</p> <ol style="list-style-type: none"> 1. <u>Responsibility for monitoring compliance</u> Through a re-organization of the BC Sheriff Service, two Deputy Chief positions were created: Deputy Chief, Central Programs and Deputy Chief, Operations. The positions were filled through an open competitive process and both Deputy Chiefs started in their position as of June 15, 2020. Court Services Branch has identified one position in BCSS, Deputy Chief, Operations and one position in CSB HQ, Performance Management Analyst in the Strategic Information and Business Applications work unit. In addition, a visual diagram depicting responsibility process flow is being developed to ensure clarity and transparency of responsibilities. 2. <u>Leverage existing systems</u> Court Services Branch is pursuing funding options that will support the automation of data collection (JMS and SCMS) to reduce the amount of manual tracking. Progress has also been made on accessing business intelligence data in JMS. 3. <u>Ensure BI data is included as a component of any new business systems development</u> The new Sheriff Scheduling System will include business intelligence architecture. <p><u>Create a datamart</u> Progress Assessment: No action taken Actions Taken & Discussion: Court Services Branch is pursuing funding to establish a datamart.</p>

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3. YES	Court Services Branch uses the updated Staff Planning Technique and Sheriff Planning Recruitment Model to estimate the staff BCSS needs to meet its objective and inform its human resources plan, strategies and funding requests.	<p>BCSS will use the Sheriff Planning Recruitment Model and most recent version of Staff Planning Technique to estimate BCSS staffing needs. Target Date: 01/04/2020</p> <p>Court Services Branch will continue updating the Staff Planning Technique to reflect updated operational processes and refinement of data availability. Target Date: 01/04/2021</p> <p>On an annual basis, the BCSS will clearly document its staffing requirement and will identify the specific factors that fed into determining that value (SPT, SPRM, new courthouses, etc.). This information will be reflected in an annual BCSS HR resource plan and inform resource requests. Target Date: 01/04/2021</p>	<p><u>Use the Sheriff Planning Recruitment Model and Staff Planning Technique to estimate BCSS staffing needs</u> Progress Assessment: Partially implemented Actions Taken & Discussion: Work on this action commenced in early 2020, however it was delayed due to resources being re-focused on supporting recovery activities related to COVID-19. Components of the HR Strategy will include SPT and SPRM data that are used to estimate BCSS staffing needs.</p> <p><u>Continued SPT updates & Document staffing requirements</u> Progress Assessment: Partially implemented Actions Taken & Discussion: The SPT was developed under a pre-COVID Sheriff business model. Sheriff responsibilities and service delivery methods have changed, and analysis is currently underway to determine if the changes will be permanent and the potential impacts to the current SPT model.</p> <p><u>Clearly document BCSS staffing requirement and reflected in an annual BCSS HR resource plan</u> Progress Assessment: Partially implemented Actions Taken & Discussion: A report will be provided to BCSS that informs annual staffing needs. For 2021, due to COVID-19 and to adhere to health and safety protocols, Sheriff recruitment class sizes at the JIBC have been reduced.</p>

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4. YES	BC Sheriff Service establishes clear goals, actions, resources, targets and performance measures for its human resources strategies (recruitment, retention, training and development) and measure its progress against these.	<p>BCSS will document a recruitment strategy that includes specific measurable targets. Target Date: 01/09/2020</p> <p>BCSS will document a retention strategy that includes specific measurable targets. Target Date: 01/09/2020</p> <p>BCSS will document a training strategy for in-service staff that includes specific measurable targets. Target Date: 01/09/2020</p>	<p><u>Develop a recruitment strategy</u> Progress Assessment: Partially implemented Actions Taken & Discussion: Work on this action commenced in early 2020, however it was delayed due to resources being re-focussed on supporting recovery activities related to COVID-19. Components of the recruitment strategy have been identified and implemented however the documented strategy is not yet complete. These components have been implemented: career fairs, recruitment office FTEs filled, online recruitment material updated.</p> <p><u>Develop a retention strategy</u> Progress Assessment: Partially implemented Actions Taken & Discussion: Work on this action commenced in early 2020, however it was delayed due to resources being re-focussed on supporting recovery activities related to COVID-19. Components of the retention strategy have been identified and implemented however the documented strategy is not yet complete. These components have been implemented: exit surveys, created a retention strategy working group, updated Sheriff Awards & Recognition program</p> <p><u>Develop a training strategy</u> Progress Assessment: Partially implemented Actions Taken & Discussion: A team was established to start work on the training strategy. This team focused initial efforts in developing a training plan and then further work on the training strategy was delayed as resources were re-focussed to support court operations during the pandemic. The team re-started work on the training strategy in January 2021. A training advisory committee was created in 2020 and will be assisting with confirming the components of the training plan. The documentation of a training strategy will be a priority under the BCSS Strategic Initiatives (formerly BCSS 2020).</p>

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5. YES	BC Sheriff Service develops a retention strategy that is informed by and addresses the identified causes of staff attrition.	<p>BCSS will re-establish the use of exit surveys for all departures from the organization. BCSS will also explore opportunities for PSA to assist with development and delivery of exit surveys.</p> <p>Target Date: 01/06/2020</p> <p>BCSS will develop a retention strategy that is informed by the results of survey data, a sheriff working group, and best practices in retention in law enforcement.</p> <p>Target Date: 01/09/2020</p>	<p><u>Re-establish Use of Exit Surveys</u> Progress Assessment: Fully implemented Actions Taken & Discussion: The exit survey was developed and re-instated on December 24, 2019. Procedures and guidelines on use of the exit survey is documented in the Sheriff Policy Manual.</p> <p><u>Develop a retention strategy</u> Progress Assessment: Partially implemented Actions Taken & Discussion: Work on this action commenced in early 2020, however it was delayed due to resources being re-focussed on supporting recovery activities related to COVID-19. Components of the retention strategy have been identified and implemented however the documented strategy is not yet complete. These components have been implemented: exit surveys, created a retention strategy working group, updated Sheriff Awards & Recognition program.</p>

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6. YES	BC Sheriff Service develops an overarching training plan that defines the training expectations for all its staff, based on the knowledge, skills and competencies that staff need to carry out their duties. The BCSS should also ensure that staff complete this training in compliance with the training plan.	<p>BCSS will develop a training plan for in-service sheriffs (mandatory and specialized training). Target Date: 01/09/2020</p> <p>BCSS will identify one position within the organization responsible for training compliance. Target Date: 01/06/2020</p> <p>OPS will conduct annual audits of training compliance. Target Date: 01/04/2021</p>	<p><u>Develop a Training Plan</u> Progress Assessment: Fully implemented Actions Taken & Discussion: A training plan has been developed that identifies mandatory, developmental and specialized training, with details including the delivery method, duration and training overview. Mandatory training also includes the re-qualification frequency.</p> <p><u>Training compliance accountability</u> Progress Assessment: Fully implemented Actions Taken & Discussion: Through a re-organization of the BC Sheriff Service, two Deputy Chief positions were created: Deputy Chief, Central Programs and Deputy Chief, Operations. The positions were filled through an open competitive process and both Deputy Chiefs started in their position as of June 15, 2020. The Deputy Chief, Central Programs has accountability for training compliance within the BC Sheriff Service.</p> <p><u>Audits of training compliance</u> Progress Assessment: Substantially implemented Actions Taken & Discussion: A policy manual for the Office of Professional Standards has been developed to document the responsibility and procedures for conducting regular training compliance audits. BCSS has implemented quarterly audits effective March 1, 2021. This includes the requirement for reporting of the results of the audits at the Sheriff Management Team meeting.</p>

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7. YES	BC Sheriff Service conducts regular reviews of its training and development programs to ensure that it is providing its staff with the knowledge, skills and competencies they need to conduct their duties.	<p>BCSS will review all use of force incidents to ensure sheriffs have the training and knowledge required to conduct their duties. The results of these incident reviews will be stored in a central location.</p> <p>Target Date: 01/03/2021</p> <p>BCSS will implement a Training Committee to review training programs to ensure they are aligned with best practice standards.</p> <p>Target Date: 01/03/2020</p>	<p><u>Review and record use of force incidents</u> Progress Assessment: Substantially implemented Actions Taken & Discussion: A policy manual for the Office of Professional Standards has been developed that assigns responsibility to OPS for the review of all use of force incidents as well as providing procedures for conducting the review, tracking recommendations and communicating results. Additionally, the PRD process flow has been updated to reflect this new policy.</p> <p><u>Implement a Training Committee</u> Progress Assessment: Fully implemented Actions Taken & Discussion: A Terms of Reference was developed to articulate the role of the committee and committee members. Membership is comprised of representatives from the BCSS and the Justice Institute of BC. Establishing this committee was delayed until December 2020, due to resources being re-focused on recovery activities as a result of COVID-19.</p>

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<p>8. YES</p>	<p>BC Sheriff Service develops key performance indicators for its objective of providing for the safety and security of the courts and use these indicators to regularly monitor its effectiveness.</p>	<p>BCSS will identify and monitor measurable performance targets including but not limited to:</p> <ul style="list-style-type: none"> • Court delays attributed to sheriff resources; • Court closures attributed to sheriff resources; • Compliance with training requirements; • Average overtime hours; • Average STIIP hours; • Number of workplace injuries; • Attrition vs hires; • Number of staff departures with less than two years service; and • Number of complaints received. <p>Target Date: 01/06/2020</p> <p>BCSS will review progress at 6-month intervals and create an annual progress report.</p> <p>Target Date: 01/12/2020</p>	<p><u>Identify and monitor measurable performance targets</u></p> <p>Progress Assessment: Partially implemented</p> <p>Actions Taken & Discussion: In February 2020 a working team was established that included the Deputy Chief, Central Programs, representatives from the Strategic Information and Business Applications work unit and representatives from the Policy and Service Reform work unit. This team assessed the current business intelligence data available and identified the need to establish a baseline to determine targets. Due to the COVID-19 pandemic, staff on this team were re-focussed to support the recovery activities to support court operations.</p> <p>Initial measurable targets will be in the areas of:</p> <ul style="list-style-type: none"> • Average STIIP • Average Overtime • Movements in vs movements out (attrition vs hire) • Attrition rate against headcount • Court Closures • Court Delays • Training compliance • WorkSafeBC claims (workplace injuries) <p>A new management report has been developed that provides a snapshot of the performance targets noted above. This report will be produced quarterly and reviewed by the Sheriff Management Team to ensure the organization is meeting its objectives. As progress is made on establishing a datamart for BCSS (subject to funding), additional measurables and targets will be included in the report.</p> <p><u>Review progress and create an annual report</u></p> <p>Progress Assessment: Partially implemented</p> <p>Actions Taken & Discussion: In February 2020 a working team was established that included the Deputy Chief, Central Programs, representatives from the Strategic Information and Business Applications work unit and representatives from the Policy and Service Reform work unit. Due to the COVID-19 pandemic, staff on this team were re-focussed to support the recovery activities to support court operations, however, preliminary progress has been made on the annual report design and content. The team is currently working on documenting the approach to reviewing performance indicators on six-month intervals.</p>
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