

Chapter 34

Saskatchewan Institute of Applied Science and Technology – Human Resources Capacity

1.0 MAIN POINTS

In our *2006 Report – Volume 1*, we reported on the Saskatchewan Institute of Applied Science and Technology's (SIAST) human resource processes to build its human capacity for current and future needs and made four recommendations. We reported our first follow-up of this audit in 2010 and found that SIAST had implemented three recommendations. This chapter reports the results of our second follow-up of actions taken by SIAST on the one outstanding recommendation.

As of July 31, 2013, SIAST has implemented this recommendation. SIAST's Board works with management to identify the content and frequency of reports necessary to monitor human resource risks and evaluate progress toward its human capacity objectives.

2.0 INTRODUCTION

SIAST is Saskatchewan's primary public institution for the development and delivery of post-secondary technical education and skills training. Its mandate includes sharing knowledge, and providing skills training and engaging in applied research to meet the needs of students, employers, and communities.¹

Our *2006 Report – Volume 1*, Chapter 3 concluded that SIAST had effective human resource processes to build human capacity except for its processes to:

- › Analyze and communicate workforce gaps and barriers
- › Evaluate progress towards current and future human capacity needs

We made four recommendations.

In 2010, we examined SIAST's actions on our recommendations from the audit. Our *2010 Report – Volume 1*, Chapter 2 reported that SIAST had completed action on three of the recommendations. Further action was required on one recommendation. In 2013, we examined SIAST's actions on the outstanding recommendation.

To conduct this review, we followed the standards for assurance engagements published in the *CPA Canada Handbook - Assurance*. To evaluate SIAST's progress towards meeting the recommendation, we used the relevant criteria from the original audit. SIAST's management agreed with the criteria in the original audit.

¹ SIAST's 2012-13 Annual Report, p. 1.



3.0 STATUS OF RECOMMENDATION

This section sets out the recommendation, SIAST's actions up to July 31, 2013, and the status of the recommendation including the date on which the Standing Committee on Public Accounts agreed to the recommendation. We found that SIAST has implemented our recommendation.

3.1 Implemented Human Resource Capacity Monitoring

We recommended that Saskatchewan Institute of Applied Science and Technology's Board work with management to identify the content and frequency of reports necessary to monitor human resources risks and evaluate progress toward its human capacity objectives. (2006 Report – Volume 1; Public Accounts Committee agreement October 4, 2006)

Status – Implemented

In our 2010 follow-up, we found that SIAST had partially met this recommendation as it had identified the general content of reports but not how often the Board expected to receive reports monitoring human resources risks and evaluating progress.

In November 2011, SIAST introduced a Board-approved annual balanced scorecard² that defines performance measures for its strategic goals. The balanced scorecard, under the People, Leadership and Growth perspective, incorporates four human resource targets.

In November 2012, SIAST conducted an employee engagement survey. To obtain current employee feedback and develop strategies to address priority areas of concern in a timely manner, SIAST plans to administer this survey annually. This survey supplies data for a number of human-resources-related measures on the Balance Scorecard and has resulted in SIAST forming three corporate working groups to address priority areas, including performance management and learning and development. The results of the survey are reported to the Board during its annual review of the risk register. The Balanced Scorecard results are reported to the Board on an annual basis.

² Balanced scorecard is a strategic planning and management system that is used to align business activities to the vision and strategy of the organization and monitor organizational performance against strategic goals. Source: The balanced scorecard Institute. www.balancedscorecard.org/bscresources/aboutthebalancedscorecard/tabid/55/default.aspx (17 October 2013).