

Bureau du  
vérificateur  
général

## II. Overview of the General Auditor's Office





## II.1. Current Status of the Workforce



## II. OVERVIEW OF THE GENERAL AUDITOR'S OFFICE

### II.1. CURRENT STATUS OF THE WORKFORCE

As my predecessor repeatedly pointed out in his previous reports and as the table below clearly illustrates, this office has experienced a continuous decline in the size of its workforce over the past few years.

**Table 1—Workforce Growth 2002–2009<sup>1</sup>**

<b>Year</b>	<b>Total of employees</b>
<b>2002</b>	<b>41</b>
<b>2003</b>	<b>36</b>
<b>2004</b>	<b>38</b>
<b>2005</b>	<b>37</b>
<b>2006</b>	<b>35</b>
<b>2007</b>	<b>33</b>
<b>2008</b>	<b>28</b>
<b>2009</b>	<b>26</b>

Retirements and recruitment problems are primarily responsible for this decline. A number of recruiting drives were organized between 2006 and 2008, but they did not result in the expected outcomes. The salary structure for professional staff was lower than that in the equivalent market, which is chiefly made up of public accountants.

As we are able to note, the constant decline in the workforce is already jeopardizing the ability of the general auditor's office to fulfil its mission. In 2012, we expect that we will only have 20 employees remaining if nothing is done about this situation.

Among the measures taken to remedy this problem, I have secured the creation of professional positions at a higher pay scale than what we have been able to offer in the past. I hope that with the creation of these new positions we will be able to fill the vacancies. At the time these lines were being written, our office was on a recruitment drive.

If this drive proves to be unsuccessful, I intend to report the situation to city council.

---

<sup>1</sup> Workforce figures for 2008 and 2009 do not include two audit professionals who were released full-time for union activities.



## II.2. Performance Indicators





## II.2. PERFORMANCE INDICATORS

During the course of our audits, we often observe the absence of appropriate performance indicators enabling thorough administrative follow-up and suitable reporting.

Like my predecessor, I feel it is appropriate to present the indicators that seem to me the most relevant in order to enable the reader to form an opinion about the performance of the general auditor's office.

These indicators are:

- Number of reports issued;
- Rate of application of recommendations;
- Time utilization;
- Equal access to employment; and
- Financial results.

### NUMBER OF REPORTS ISSUED

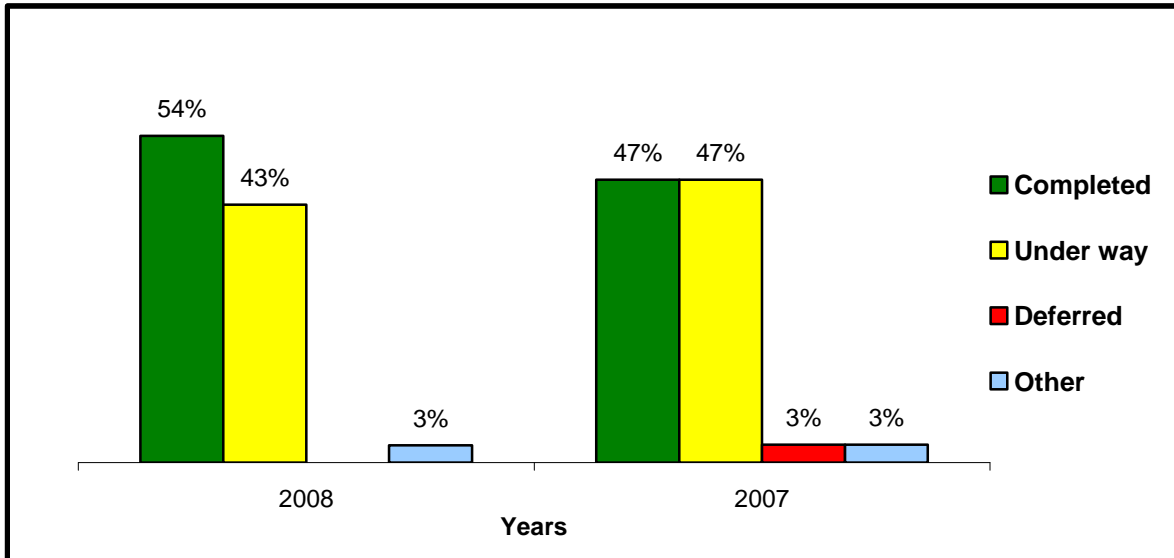
Table 1—Number of Reports Issued from 2005 to 2009

Reference year	Financial audit			Value-for-money and management audit
	Total	Current year	Previous year	
2005	36	21	15	12
2006	27	11	16	9
2007	15	10	5	10
2008	17	12	5	8
2009	13	11	2	7

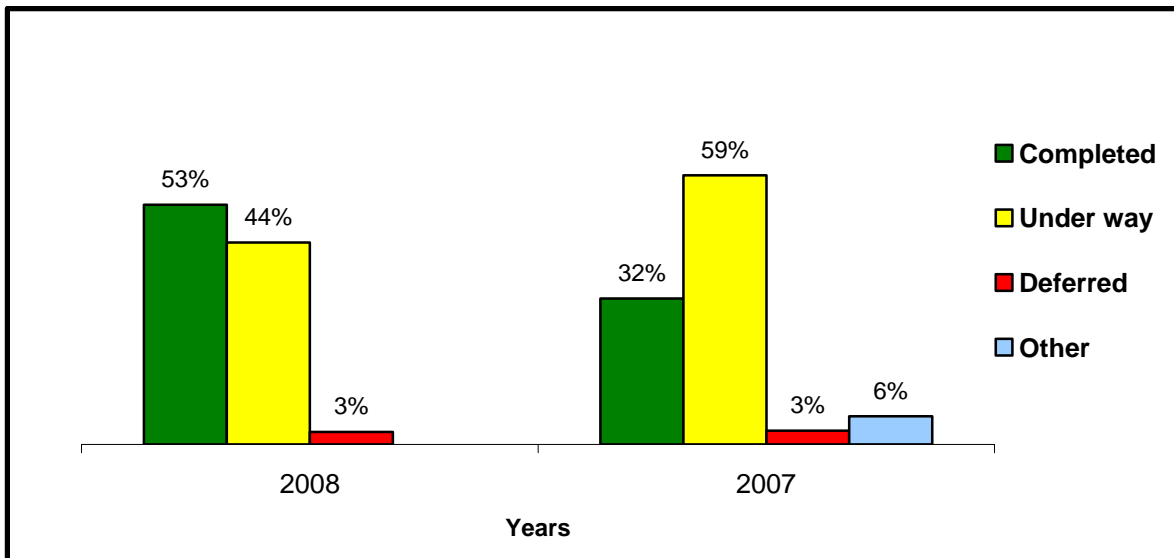
The difference in the number of financial audit reports issued in 2009 compared to 2008 can be explained mainly by the number of reports that are no longer required for this type of audit.

## RATE OF APPLICATION OF RECOMMENDATIONS

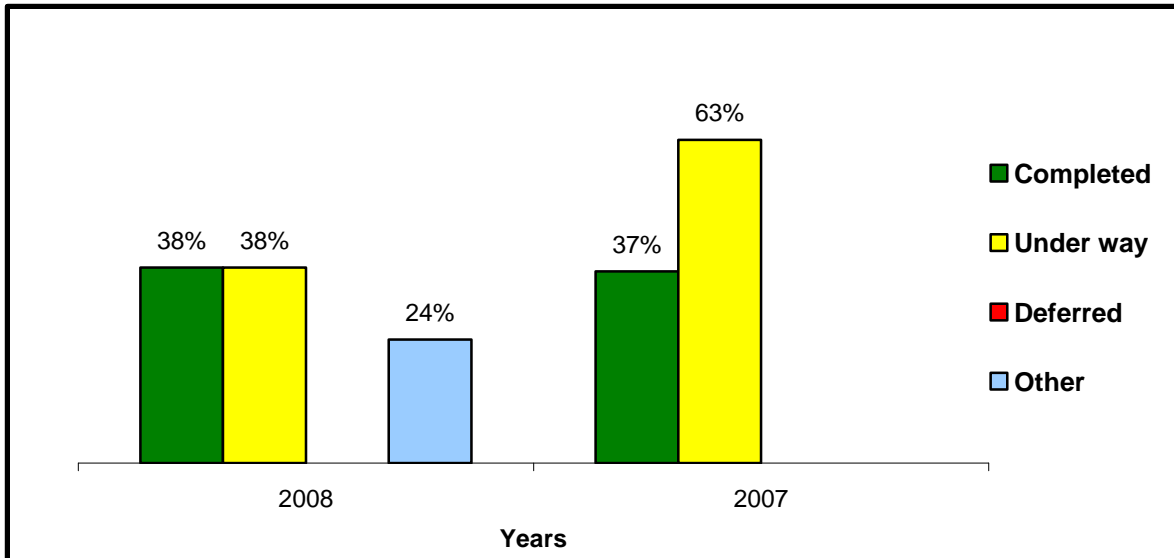
**Table 2—Rate of Application of Recommendations Stemming from the Value-for-money Audit—City**



**Table 3—Rate of Application of Recommendations Stemming from the Information Technology Audit—City**



**Table 4—Rate of Application of Recommendations Stemming from the Financial Audit—City**



In my opinion, this indicator is particularly important, since it enables evaluation of the appropriateness and realistic nature of the recommendations made by the general auditor's office.

Overall, I feel that it demonstrates good performance, especially in terms of the information technology (IT) and value-for-money audit.

## TIME UTILIZATION

**Table 5—Breakdown of Total Hours in %**

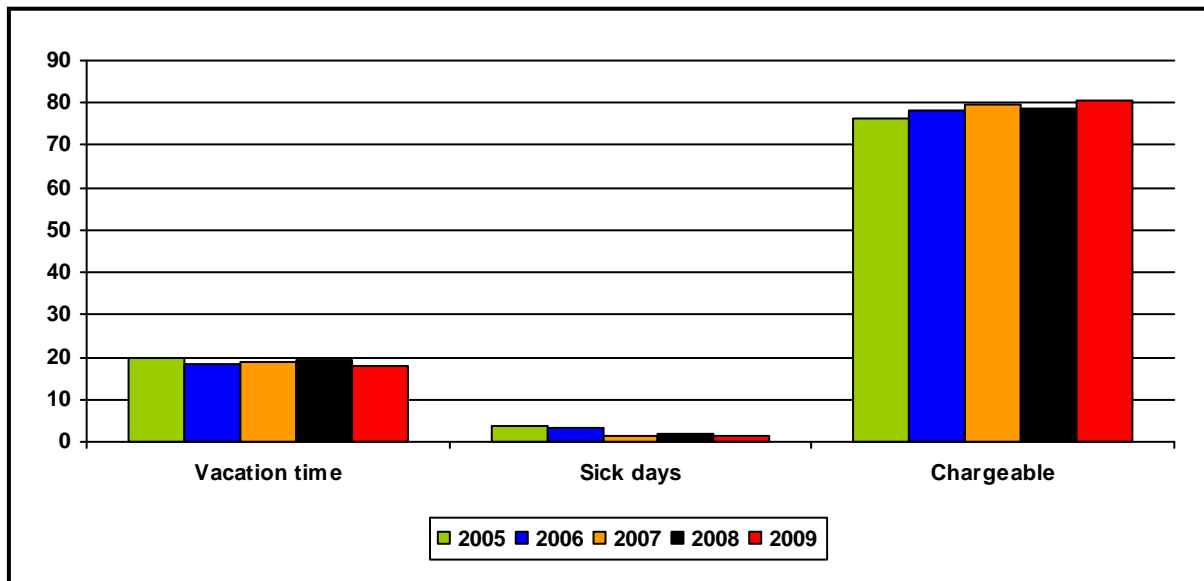
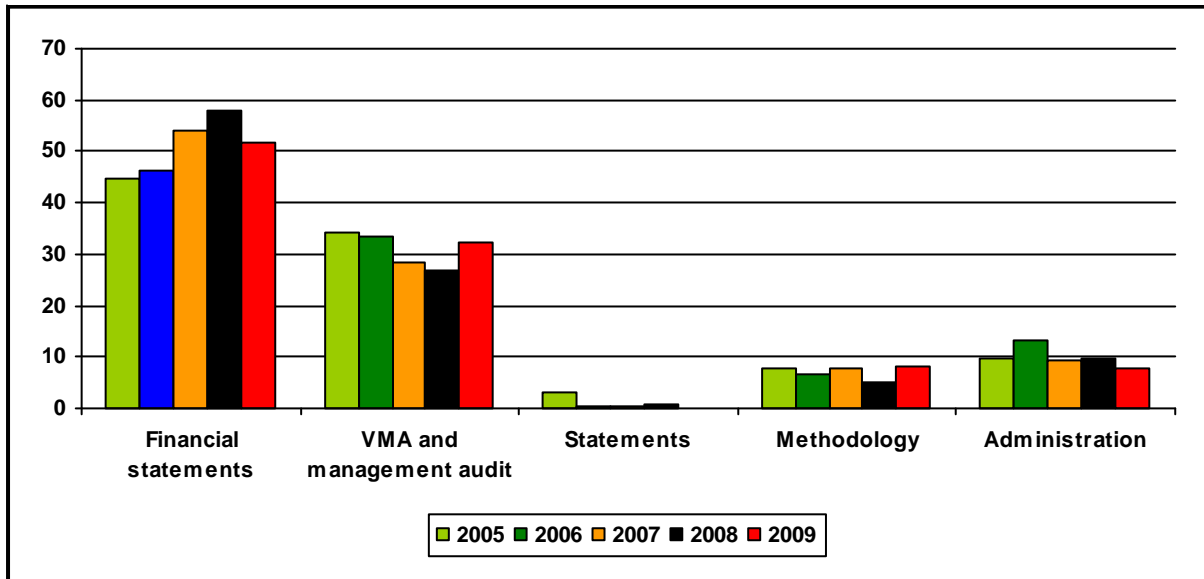


Table 6—Breakdown of Chargeable Hours in %



VMA: Value-for-money audit.  
Methodology: Includes accounting research, quality control and training.

The data on time utilization illustrate that the decrease in time devoted to value-for-money and management audits in the past few years because of the increased effort devoted to the audit of the financial statements resulting from the creation of the agglomeration and the adoption of new accounting standards corrected itself in 2009. This situation can be explained by the steps taken by the Office to review the sharing of effort required for the audit of the financial statements with the external auditor.

Table 7—Other Indicators Regarding Time Utilization

	Results	
	2009	2008
1. Rate of audit staff turnover	16%	11%
2. Rate of absenteeism (audit professionals)	1.5%	1.9%
3. Number of hours of training	1,257	952
4. Average number of hours of training per employee	49	38
5. Ratio of training costs/payroll expenditures in accordance with Bill 90. The objective for all City operations is 1%.	4.0%	2.9%

Our rate of staff turnover can basically be explained by departures due to retirement. We have also continued to invest in updating and developing our skills.

## EQUAL ACCESS TO EMPLOYMENT

Like the City of Montréal, the general auditor's office pays particular attention to issues of equal access to employment.

On the one hand, as at December 31<sup>st</sup> of the last three years, the breakdown of the representation of groups targeted by the *Act respecting equal access to employment in public bodies* was as follows:

**Table 8—Representation of Targeted Groups**

	2009	2008	2007
Men	64.3%	63.3%	60.3%
Women	35.7%	36.7%	39.7%

	2009	2008	2007
First Nations	0.0%	0.0%	0.0%
Visible minorities	3.6%	3.3%	6.1%
Ethnic minorities	0.0%	0.0%	0.0%
<b>Total</b>	<b>3.6%</b>	<b>3.3%</b>	<b>6.1%</b>

On the other hand, as at December 31<sup>st</sup> in both 2008 and 2009, the under-representation of targeted groups within the Office was as follows:

**Table 9—Under-representation of Targeted Groups**

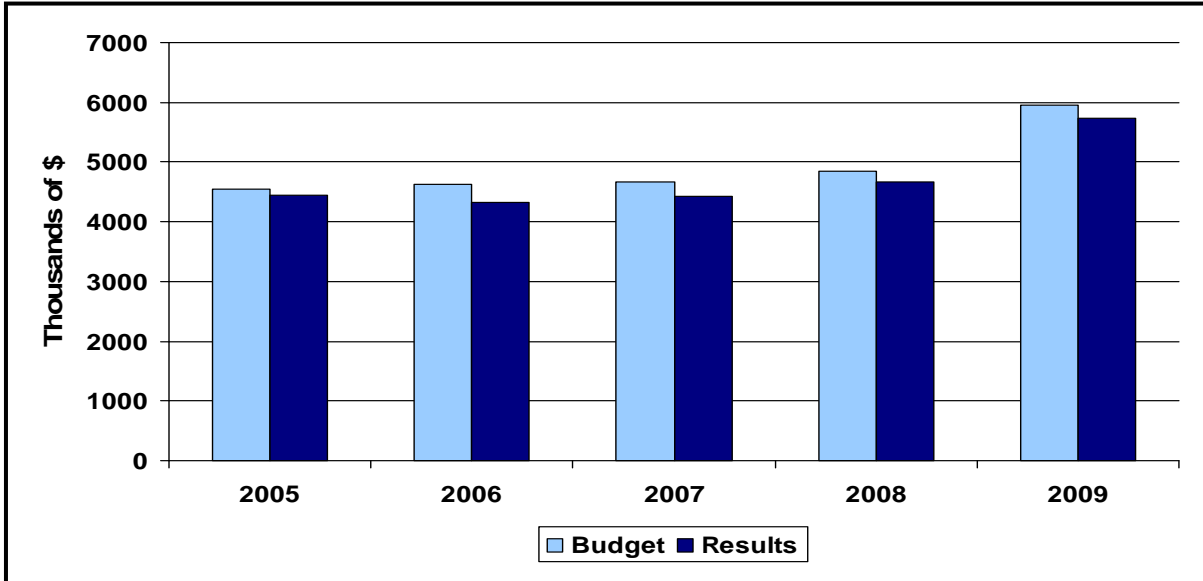
	2009		2008	
	Number	Percentage	Number	Percentage
Women	2	7.1%	2	6.7%
First Nations	0	0.0%	0	0.0%
Visible minorities	0	0.0%	1	3.3%
Ethnic minorities	1	3.6%	2	6.7%

It should be noted that under-representation of each of the targeted groups cannot be compared with previous years because the calculation method used by the Commission des droits de la personne et des droits de la jeunesse (CDPDJ) was different.

In other respects, the ability of the Office to remedy this under-representation depends on the resolution of the aforementioned problems in recruiting the staff needed to fulfil its mandate.

## FINANCIAL RESULTS

Table 10—Budget and Financial Results



The final indicator deals with the Office's financial results. We want to stress that the significant increase in our 2009 budget resulted primarily from the specific audits requested by city council with respect to the SHDM and the plan to install water meters in IBIs and optimize the water network. The increase will therefore not recur.