OFFICE OF
THE CITY AUDITOR

REPORT
FACILITY MAINTENANCE SERVICES AUDIT

NOVEMBER 7, 2024

Report Summary

BACKGROUND

Facility Maintenance Services (FMS) is part of the Fleet and Facility Services Branch, within the City Operations Department. FMS maintains around 900 facilities valued at over $7 billion. These facilities are either City-owned or leased.

FMS completes maintenance work to ensure that each facility is safe, functional, and compliant with all regulatory and legislative requirements.

Maintenance services include both planned and unplanned work.

- Planned work follows a defined schedule and includes preventive maintenance tasks that are either legislated or non-legislated.
- Unplanned work includes breakdown work (e.g., emergencies) and demand work (e.g., client requested work).

AUDIT OBJECTIVE & SCOPE[1]

The objective of this audit was to determine if the Fleet and Facility Services Branch performs facility maintenance services effectively to meet client needs.

This audit focused on the planning and delivery of maintenance work. Custodial services were not included in our audit.

WHAT WE FOUND

Overall, we found that FMS is committed to providing maintenance services that ensure City facilities are safe, functional, and compliant with regulatory and legislative requirements.

FMS created over 253,000 work orders over the past 4 years to maintain City facilities. FMS records the work orders accurately

[1] We conducted this engagement in conformance with the Institute of Internal Auditors' *International Standards for the Professional Practice of Internal Auditing*.

for financial purposes and charges the costs to their clients (business areas) where required. FMS has adequate processes in place to monitor in-house trade staff and defined processes for meeting safety requirements.

However, we also found areas for FMS to improve its effectiveness:

- FMS has a variety of documents which state their mandate. These documents are not consistent with regards to demand work, including capital work.
- In the computerized maintenance management system FMS uses to track work orders, we found that FMS staff do not consistently provide a detailed description of the work and use a variety of status descriptions to mean that a work order is complete.
- FMS' acceptance of new demand work depends on their workload capacity. However, we found that FMS does not have an adequate way to measure its workload capacity, including its ability to meet response time targets.
- Monitoring of forepersons and contract inspectors can be enhanced to improve accountability for hours worked, compliance with the hybrid work arrangement, and location monitoring for safety purposes.
- FMS has clearly documented its safety expectations. However, we found that FMS staff are not always completing and reviewing the forms as required.

RECOMMENDATIONS

Recommendation 1

We recommend that FMS update its governing documents to reflect current practices, including a clear and consistent mandate and communicating this to FMS clients.

Recommendation 2

We recommend that FMS provide staff with clear guidelines on how to document work performed and close work orders and monitor whether staff are complying with this guidance.

Recommendation 3

We recommend that FMS develop indicators to track workload capacity and use that information to determine if they can accept demand work.

Recommendation 4

We recommend that FMS improve how it monitors the accountability of forepersons and contract inspectors for:

- The hours worked.
- Compliance with the hybrid work arrangement.
- Consistent use of location monitoring for safety purposes.

Recommendation 5

We recommend that FMS consistently completes the required safety forms and verifies that they are completed to meet safety requirements.

WHY THIS IS IMPORTANT

FMS is responsible for maintaining facilities to ensure that each facility is safe, functional, and compliant with regulatory and legislative requirements.

Our recommendations to clarify FMS' mandate for clients, update guidelines for staff, and track workload capacity will improve the effectiveness of the City's facility maintenance services.

In addition, our recommendations to improve monitoring of work hours and locations and to confirm that safety requirements are met will increase accountability and help ensure a safe working environment.

Facility Maintenance Services Program & Service Details

BACKGROUND

Facility Maintenance Services (FMS) is part of the Fleet and Facility Services Branch, within the City Operations Department. They maintain around 900 facilities that the City either owns or leases. These facilities include recreation centres, City Hall, LRT facilities, libraries, office towers, the zoo, waste management facilities, fire halls, police stations, and many more. Together, they are valued at over $7 billion.

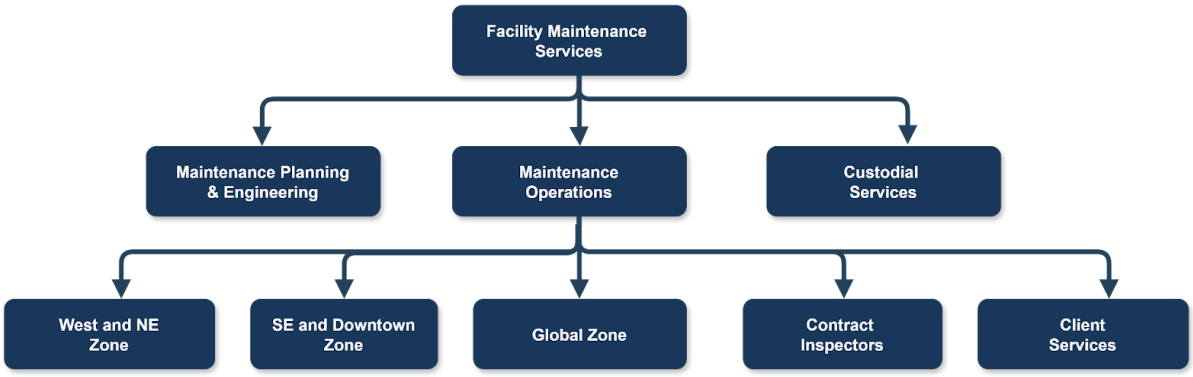
FMS provides maintenance services in two broad categories:

- Planned Work
    - Preventive Maintenance - Planned maintenance is completed at a fixed interval according to a defined task list. This includes:
        - Legislated work (for example: fire sprinkler inspection)
        - Non-legislated work (for example: filter maintenance)
        - Corrective work (maintenance to correct deficiencies identified during the preventive maintenance work)
- Unplanned Work
    - Breakdown Work - Maintenance required to repair failed equipment or components (for example: no heat in a building; a clogged toilet).
    - Demand Work - Work requested by clients for services, maintenance, or installation of equipment (for example: replacement of an air conditioner or setup and takedown of media and technology for special events).

FACILITY MAINTENANCE SERVICES STRUCTURE

Within FMS, there are three main sections: Maintenance Planning & Engineering, Maintenance Operations, and Custodial Services.

Figure 1: Facility Maintenance Services Structure



Maintenance Planning & Engineering

Maintenance Planning & Engineering develops the schedule for legislated and non-legislated work. The schedule follows manufacturers' recommendations and applicable code requirements for each asset maintained. Planned work ensures that FMS meets legislative requirements, maximizes service life, and sustains aesthetic value for the buildings themselves as well as for assets in the buildings.

This section also includes:

- Project Review Team - ensures that new buildings and rehabilitation projects can be maintained by FMS.
- Business Support Team - provides financial, analytical and administrative support to FMS.

There are 36 staff in this area.

Maintenance Operations

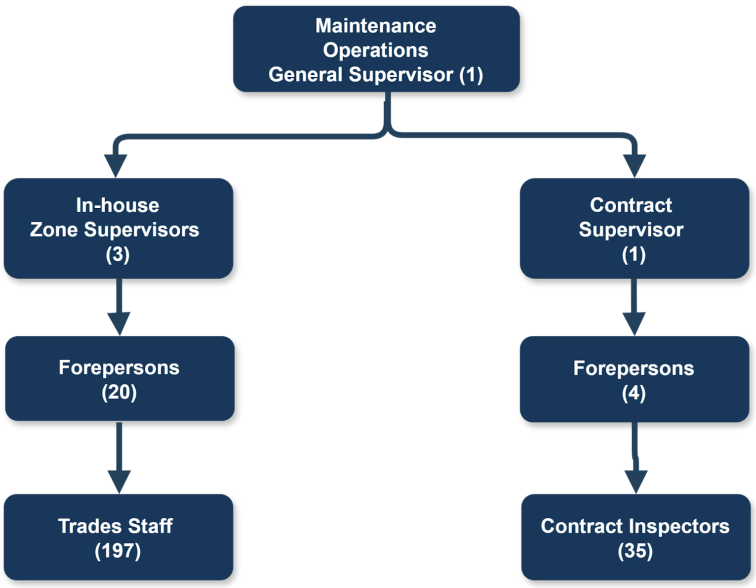
Maintenance Operations is responsible for doing the planned and unplanned facility maintenance work. The work is completed either by in-house staff or by contractors:

- In-house consists of three zone supervisors who manage forepersons. The forepersons manage City

staff that specialize in their trade. The role of a foreperson includes supervising trades staff as they carry out their work and ensuring that they work safely. They are also responsible for scheduling work orders, conducting site meetings, inspections, overseeing quality control, keeping records, and preparing reports.

- The contract Inspector group has one supervisor to manage the forepersons. The forepersons manage the work of the contract inspectors. The role of the contract inspectors includes procurement of the contracted services, including developing the scope of work. They also provide an oversight role and review the invoices provided by the contractors for payment. The contract inspectors work also involves visiting worksites to perform their duties.

Figure 2: Maintenance Operations Staff



Forepersons specialize in a trade. The three main trades are:

- Electrical - Power, lights, switches, alarms, security cameras, and card access systems.

- Mechanical - Cooling, heating, plumbing, elevators, and escalators.
- Structural - Locks, paint, roofs, doors, and carpentry including all windows, and all interior and exterior structures.

Maintenance Operations also has a client services team. The client services team receives calls from all internal City staff to set up unplanned work through the service desk. The client services team also manages the shutdown of facilities and provides client liaison services between FMS and the client area requesting FMS services.

There are 261 staff in this area.

Custodial Services (Out of Scope)

Custodial Services is responsible for cleaning City-owned and leased facilities, bus shelters, governance for on-street waste collection for the bins, as well as indoor pest management and emergency restoration for fire, floods, and bio cleaning. These services are not within the scope of this audit.

WORK ORDERS

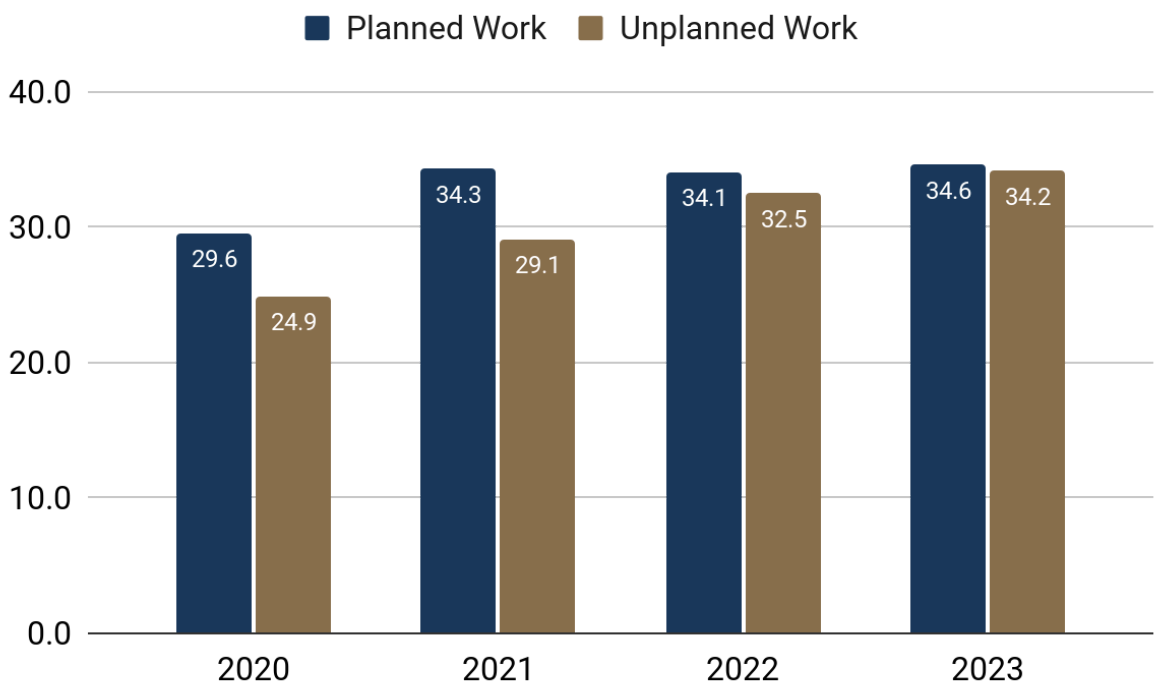
Every maintenance request created has a unique work order number that details the work required. The work orders are scheduled and assigned based on priority and availability of resources.

We reviewed a sample[2] of 65 work orders for items such as proper coding, type of work (maintenance or capital), and the inclusion of safety forms.

FMS created over 253,000 work orders from 2020 to 2023. Of these, 132,600 (52 percent) were for planned work and 120,600 (48 percent) were for unplanned work. See figure 3.

[2] We judgmentally chose our sample from work orders created from January 1, 2023 to May 31, 2024 for public use buildings that FMS identified as having a high or medium level of activity in.

Figure 3: Work Orders Created (2020 - 2023)
(in thousands)



The planned work has remained relatively stable in the last three years. Unplanned work has increased each year.

Clarify Mandate

KEY FINDINGS

The key governing document for FMS is the City's *Maintenance of City Owned Facilities* Policy. The Policy is from 1989 and requires updating to reflect current practices.

The Policy states that FMS completes work that includes routine maintenance, preventive maintenance, corrective maintenance, or emergency repairs. However, subsequent documents indicate that FMS can complete capital work requested by clients. Capital work is different from maintenance work as it increases the asset's service life, performance, and value.

Currently, FMS does not maintain a capital budget. Instead, FMS requires clients to provide their own charge account (e.g., cost centre, internal order) to complete capital work. Without a clear mandate, FMS may be doing work that is outside of their mandate.

UPDATE CITY POLICY

The *Maintenance of City Owned Facilities* Policy (City Policy) is dated October 10, 1989. Management has identified this as a key governing document to ensure that the responsibility for maintaining City-owned buildings is centralized within FMS. In addition to the mandate, references to individuals and departments in the City Policy are outdated. For example, references to the Executive Committee or the General Manager of the Public Works Department are no longer current.

The City Policy is not consistent with the subsequent documents in terms of the mandate and the type of work to provide for clients. Furthermore, the City Policy is not consistent with the Corporate Policy Framework. This new framework has templates indicating that scheduled reviews for Administrative Policy must not exceed 4 years from the

date of approval. The City Policy has not been updated for approximately 35 years.

INCONSISTENT MANDATES

The City Policy states that FMS' mandate is to provide the "complete maintenance" of all City-owned facilities to prescribed standards. Complete maintenance is defined as *"routine maintenance, programmed corrective and preventive maintenance, emergency repairs, and custodial services to established standards where required."* This definition does not require or allow FMS to carry out capital work.

However, FMS has developed subsequent documents to guide their work. These documents appear to expand on their mandate. The definitions or services provided in these documents indicate that FMS can complete capital work if resources are available and the costs would be recovered from the clients. These documents include:

- *General Maintenance Responsibility Guidelines* - This internal FMS document defines the core functions of FMS as *"including preventive, predictive, repair, replacement, custodial, and minor demand renovation services."* Provision for service requests recovered from the clients are *"dependent on work loading and/or availability of manpower."* The term "minor demand renovation services" indicates that work can be capital in nature.
- *Controlled Items List* - This Corporate Procurement & Supply Services Branch document sets procurement standards for the City. Maintenance is defined as *"the process of preserving, repairing, or optimizing the condition and functionality of something to ensure its continued operation and longevity. It involves various activities aimed at preventing deterioration, addressing wear and tear, and restoring functionality to equipment, infrastructure, systems, or other assets."* Additionally, clients can request services by providing a charge account with the request. An example provided was

for renovation work, which indicates work that can be capital in nature.

- *Service Level Agreement* - FMS has service level agreements with clients such as the Community Recreation & Culture Branch. This agreement states that FMS can provide non-core services when there are available resources or existing contracts. Examples of non-core service included electrical additions (smart boards) or purchase and installation of lockers.

In our sample of 65 work orders, 6 samples were related to capital work that FMS completed. This included work such as complete replacement of a window and applying a new coating to a floor, with costs ranging from $11,000 to $315,000. This work is not aligned with the City Policy's definition of complete maintenance but is aligned with minor demand renovation or non-core services. In these 6 samples, the clients provided their own charge account to code the demand work.

WHY THIS IS IMPORTANT

An updated City Policy document will clarify FMS' mandate and ensure that FMS follows the City's Corporate Policy Framework. Additionally, a clear mandate ensures that FMS provides a consistent service to all City-owned facilities when determining whether to accept client requests for demand work.

RECOMMENDATION 1

Update its governing documents to reflect current practices, including a clear and consistent mandate and communicating this to FMS clients.

Responsible Party

Branch Manager, Fleet and Facility Services

Accepted by Management

Management Response

Administration will review and update documents such as Service Level Agreements (SLAs) and integrate new SLAs with other client departments as part of performance plans. A key focus will be on outdated City Policy A1403A, which addresses the Maintenance of City Owned Facilities, ensuring that the mandate is clear and consistent across all documents, in alignment with asset management principles. This new standard will define and scope capital work, such as replacement and renovation projects.

Implementation Date

May 31, 2026

Document and Complete Work Orders

KEY FINDINGS

We observed that FMS staff are accurately coding work order information. This includes coding for financial and reporting purposes such as using the correct accounts to describe the work and the correct charge account to recover costs from the client.

However, FMS staff can improve how they document their work performed by consistently providing a detailed description in the computerized maintenance management system.

FMS has Standard Operating Procedures that define a process to record the closure of a work order. However, we observed that FMS staff are not consistently following this process.

Additionally, we found that FMS uses multiple statuses in the process to classify a work order as complete, including a status where the work order has not been reviewed and approved.

CONSISTENTLY DOCUMENT WORK ORDERS

FMS uses a computerized maintenance management system to record the details of each work order. These details include the work order number, the building that requires the work, and the tasks describing the work that is required. Once the trade staff complete the work, they record the labour hours and a detailed description to describe the work performed into the system. The foreperson then reviews the information to ensure the proper time, material or contract cost, and notes are present. Every update in the system is date stamped and is associated with a user.

We reviewed 65 work orders. In most of the work orders (57 out of 65), the work description (e.g., standardized short codes, written descriptions) was sufficient to understand the work completed. However, for the remaining 8 work orders, the description recorded was vague and insufficient to determine what work was done. For example, describing completed work as "Sewer Smell" or "South Shop Demand" makes it difficult for a reviewer to approve the labour hours (including overtime hours) as appropriate.

As well, FMS does not require trade staff to file pictures in the computerized maintenance management system. Pictures can be another way to detail the work completed. A picture can capture the before and after of the site condition. Additionally, if specialized materials are required, a picture can help confirm that they were used.

INCONSISTENT RECORDING OF WORK ORDER COMPLETION STATUS

We found that FMS staff are not always following the steps to record the completion status and closure of a work order.

The Standard Operating Procedures require four steps to close work orders once the trade staff has performed the work. These steps are a responsibility shared between trade staff who carry out the work order and their foreperson who reviews and approves the work order information.

The four steps include entering the status of the work order into the computerized maintenance management system in this order:

1. Request for Approval (RQAP) - Trade staff request the foreperson's approval for the work performed.
2. Approved (APPR) - Foreperson reviews and approves the time and the work performed (including maintenance notes).
3. Complete (CMPT) - Foreperson marks the work order as complete.

4. Technically Complete (TECO) - Foreperson marks this status to provide for an additional 120 days prior to automatic closure of the work order (CLSD status). Time and materials can still be charged to the work order during this time.

5. Closed (CLSD) - Occurs automatically 120 days after TECO date. Time and materials can no longer be charged to the work order.

The expectation is that RQAP would occur first and subsequent statuses should indicate when the Foreperson has reviewed the completed work. A closed (CLSD) work order should have received all four statuses before being closed.

Our review of all work orders created from 2020 to 2023 with any of the first four statuses showed inconsistencies in when FMS staff entered the codes. For example, we found:

- 87 percent of work orders had TECO status while only 58 percent of work orders had an approved (APPR) status. Any work order in TECO status should also have APPR status.
- 47 percent of the work orders had all 4 statuses.
    - 75 percent of the work orders with all 4 statuses followed the proper sequential process, when comparing the dates of each status.

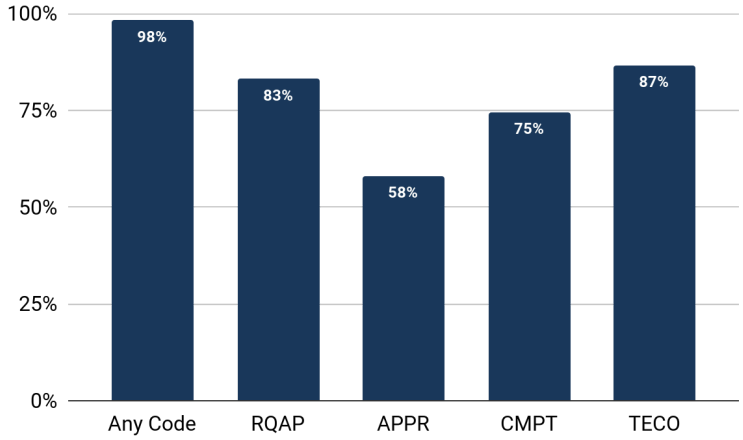
UNCLEAR COMPLETION STATUS OF A WORK ORDER

FMS considers any work order that has any of the five statuses (*RQAP, APPR, CMPT, TECO or CLSD*) in their computerized maintenance management system to be complete[3]. Based on this definition of complete, 98 percent of work orders created in 2020 to 2023 are complete (Figure 4). However, due to the unclear definition and inconsistent recording of work completion statuses, we were unable to accurately determine

[3] Defined as per the FMS Outstanding Work Orders Dashboard.

the percentage of work orders completed or the timeline required to complete the work orders.

Figure 4: Work Order Status (2020 - 2023)



In our review of 65 work orders with at least one of the first 4 statuses, 16 work orders had only RQAP status. At the time of our review, the RQAP status had existed for between 3 to 18 months. Without a record that a foreperson has reviewed and approved the work order, it is not clear whether these work orders should be classified as complete.

WHY THIS IS IMPORTANT

Detailed information documented on work orders gives management relevant information for accurately reviewing and approving work.

Ensuring that staff are following the sequential process to record the closure of work orders and using a single status to define completion will provide management with consistent and comparable data (e.g., percentage of work orders completed, timeline to complete work orders) for decision making.

RECOMMENDATION 2

Provide staff with clear guidelines on how to document work performed and close work orders and monitor whether staff are complying with this guidance.

Responsible Party

Branch Manager, Fleet and Facility Services

Accepted by Management

Management Response

Administration will update and enhance the existing Standard Operating Procedures (SOPs) to provide clear guidelines for documenting and completing work orders. Additionally, more frequent training sessions for all relevant staff will be implemented to ensure they are fully equipped to adhere to the updated SOPs.

Implementation Date

January 31, 2026

Determine Workload Capacity

KEY FINDINGS

FMS will accept new demand work, depending on its workload and availability of manpower.

However, we observed that FMS currently does not have an adequate way to measure its workload capacity. Without the ability to measure workload capacity, FMS may be unable to meet service levels for planned or breakdown maintenance work due to having accepted too much demand work.

LACK OF WORKLOAD CAPACITY INDICATORS

FMS will accept and complete demand work depending on workload and availability of manpower. We observed that FMS has a manual process to schedule workload. This process depends on forepersons knowing the schedules of their trades staff. FMS can improve the use of data analytics to measure workload capacity.

Based on FMS information, we used the following indicators to determine if FMS has workload capacity:

1. Legislated work order completion percentage
2. Legislated work order completed on time
3. Meeting service levels (response time)

Legislated Work Order Completion Percentage

FMS recorded a completion status for 99 percent of the legislated work orders created between 2020 and 2023. This could suggest that they have capacity for demand work. However, this data may not be accurate given the issues we identified with work order completion statuses and how completion percentages are calculated (see the section titled “Document and Complete Work Orders”).

Legislated Work Order Completed On Time

FMS does not track if Maintenance Operations is completing legislated work orders on time. Each legislated work order has a

required end date that is set by the Maintenance Planning & Engineering Group.

We compared the earliest completion date (earliest of the 4 statuses FMS uses to consider a work order complete) from the computerized maintenance management system for each legislated work order between 2021 and 2023 to the required end date. We found that FMS did not complete 54 percent of the work orders at or before the required end date. This could suggest that they have limited capacity to take on additional demand work.

Meeting Service Levels (Response Time)

FMS has defined a service standard for meeting response times for a work order. Meeting this standard can also indicate whether FMS has the capacity to accept and complete demand work.

Each work order is classified with a priority[4] ranking consisting of:

- Emergency - Immediate response to eliminate the emergency. Site response time within 2 hours. Outside of FMS business hours, a response time will be provided within 3 to 4 hours.
- High - Site response within 24 hours of notification.
- Medium - Site response time within 5 working days of notification.
- Low - Site response time within 10 working days of notification.

Currently, FMS is not tracking whether they are meeting the response time to attend to the site. For example, if they are meeting the response time for emergencies (2 hours) and high priority work orders (within 24 hours), this may indicate that FMS has capacity to accept additional demand work. However, if they are not meeting response times, this may indicate that

[4] Service Standard from the Service Level Agreement with Community Recreation and Culture.

FMS does not have the capacity to accept additional demand work or should defer accepting work to a later point in time.

WHY THIS IS IMPORTANT

Developing accurate and comparable indicators would provide FMS with an indication of workload capacity to determine if they can accept additional demand work.

RECOMMENDATION 3

Develop indicators to track workload capacity and use that information to determine if they can accept demand work.

Responsible Party

Branch Manager, Fleet and Facility Services

Accepted by Management

Management Response

Administration will develop activity reports that focus on dashboards that have clear, measurable indicators. Training and utilization of dashboards will be rolled out to key user groups.

Implementation Date

December 31, 2025

Monitor Staff and Safety Requirements

KEY FINDINGS

In-house trade staff, forepersons, and contract inspectors maintain over 900 City facilities by visiting job sites to perform or monitor maintenance services. FMS has a combination of formal and informal processes in place to:

- Record and approve staff time and mileage.
- Monitor staff locations.
- Ensure that staff comply with safety requirements.

We found that there are controls in place for in-house trade staff to record their hours to individual work orders and for forepersons to approve the hours. However, forepersons and contract inspectors only record their hours to a single administrative work order. Additionally, the requirement to use a software program (Destination App) to identify the location staff are traveling to is not consistent. In-house trade staff and contract inspectors (including the contract inspectors forepersons) are required to use the Destination App. However, the forepersons for the trades staff are not required to use the Destination App.

Hybrid work arrangements are available for trades forepersons, contract inspector forepersons, and contract inspectors. We found that FMS can improve the controls in place to monitor compliance with program requirements.

We also found that the requirements for Field Level Hazard Assessments (FLHA) and Occupational Health & Safety (OH&S) inspections are in place. However, FMS staff are not consistently completing and reviewing these safety documents. There are opportunities to strengthen the monitoring of the safety requirements.

IMPROVE RECORDING WORK TIME AND LOCATION

FMS has two streams to complete maintenance work:

1. In-house trade staff who specialize in maintenance work. These areas can include electrical, mechanical, and structural.
2. Contracted staff are used when the City does not have the resources, specialized equipment, or expertise to complete the work. The City has contract inspectors to ensure the contracted work meets the City's requirements.

Forepersons, trade staff, and contract inspectors may visit multiple sites in one day or may be at one facility over multiple days to fulfill their duties.

We found that the controls to record time and monitor the location of forepersons and contract inspectors varies from how FMS monitors trades staff, even though part of their role also requires them to be out at work sites. For example:

- Time codes – Trade staff code their time worked to the work orders for the day. The foreperson then reviews these hours along with other work-related costs. However, we found that the foreperson and contract inspector code all their own time worked to a single work order code of "undistributed time". They use this work order code due to the administrative and supervisory work they perform. Using only one time code makes it difficult to hold the foreperson and contract inspector accountable for their time or to verify the type of work they are completing (e.g., time spent scheduling, visiting sites, reviewing work orders).
- Location – FMS requires trades staff and contract inspectors to enter their location using the Destination App every time they travel to a work site. Every entry is time stamped. This feature allows each staff member to let their supervisor know where they are working. However, forepersons for the in-house trades staff are not required to use the Destination App when they visit

sites. Additionally, the Destination App does not include a way to verify someone's location remotely. Verifying the location would require a supervisor to attend the site.

- Vehicle – Trade staff drive City vehicles equipped with Global Positioning System (GPS). However, forepersons and contract inspectors drive their own private vehicles that do not have GPS. GPS in City vehicles can be used as a safety control. Additionally, users of private vehicles are reimbursed when they make a private vehicle mileage reimbursement claim. Mileage claims may occur weeks or months after the actual day of travel. Without location monitoring (GPS or information from the Destination App) it is difficult for the zone supervisor to confirm the locations traveled by the foreperson or contract inspectors when approving private vehicle mileage reimbursement claims.

IMPROVE COMPLIANCE MONITORING OF HYBRID WORK ARRANGEMENTS

The City's Hybrid Work Arrangement allows approved eligible employees to work from home and from a City facility. In FMS, forepersons and contract inspectors have the option to participate in the City's Hybrid Work Arrangement. Their administrative duties can be done either from home or at an FMS shop. Most forepersons and contract inspectors are participating in the Hybrid Work Arrangement.

FMS requires those participating in the Hybrid Work Arrangement to be in the office three days a week. We interviewed zone supervisors and noted that they may use calendars and have regular check-ins with forepersons. However, there is no formal process in place to ensure that forepersons and contract inspectors are meeting this requirement.

Trades staff often start and end their workday at an FMS shop (e.g., South Service Yard). During the workday, trade staff would be traveling to and executing the tasks relating to the work order at a job site. The in-person communication between

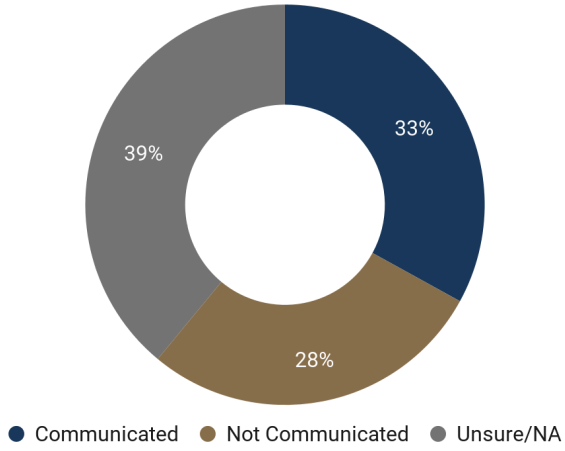
foreperson and trades staff may decrease when forepersons are not at the FMS shop or job sites.

Response to Trade Staff Workers Survey

We conducted a survey of trades staff who would be affected by their foreperson who has a hybrid work arrangement. Thirty-four percent (67 out of 197) of trades staff responded to our survey.

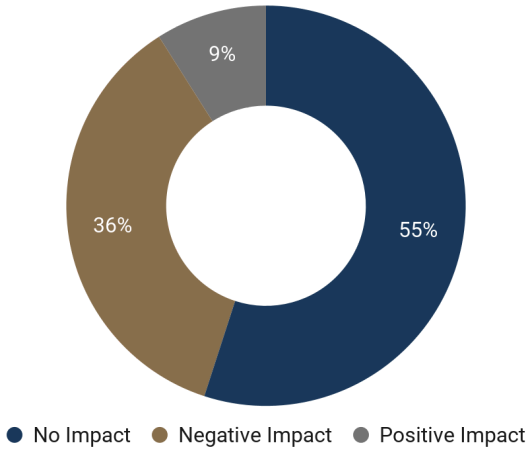
We asked trades staff whether the hybrid work arrangements of their foreperson (e.g., number of days in the office) and the expectations (e.g., availability to answer questions) had been communicated to them. Sixty-seven percent either said the arrangement and expectations were not communicated to them or they were unsure.

Figure 5: Trades Staff Survey Results - Communication of Forepersons Hybrid Work Arrangement and Expectations



We also asked trades staff whether the hybrid work arrangement has impacted their work (e.g., availability of your foreperson since changing to the hybrid work arrangement) in either a positive, negative, or no impact way. See figure 6.

Figure 6: Trades Staff Survey Results - Impact of Forepersons Hybrid Work Arrangement



The majority of respondents felt no impact or answered not applicable. Nine percent of respondents felt there was a positive impact. However, 36 percent of respondents felt a negative impact. Some common themes relating to those who answered "negative impact" and provided comments included:

- The FMS shops are empty, and a foreperson is not available or is difficult to get a hold of when needed.
- They may not be able to gain access to tools (where a key is required) when a foreperson is not present.

Improved monitoring can help alleviate some of these concerns by ensuring there are forepersons or contract inspectors at the FMS shops during all standard working hours for each workday (sufficient coverage) and ensuring that they are working out of an FMS shop three days a week.

DOCUMENTING SAFETY REQUIREMENTS

Completing safety documents is mandated by the Province of Alberta's Occupation, Health and Safety legislation, as well as the City's Workforce Safety and Employee Health Branch. This includes:

- Field Level Hazard Assessments (FLHAs) - FLHAs are used to identify and control hazards in designated work

areas. Trade staff should complete these when they attend the job site and any visitors to that job site should sign it. Forepersons also review the FLHAs for appropriateness and sign it to signify completion. FMS has developed an App to electronically store and retrieve FLHAs. Staff training was completed in the fall of 2023 and the App was launched in November 2023.

- Occupational Health and Safety (OH&S) inspections - Supervisory staff complete OH&S inspections and use them to monitor controls and identify potential hazards before incidents occur. FMS developed an App to track the completion of OH&S inspections.

In our review of 17 work orders completed in 2024, we found 14 did not have an FLHA on file.

In addition, the City implemented a revised "Planned Safety Inspection Standard" on December 1, 2021. There are specific requirements for completing a number of OH&S inspections each year. The number of inspections per year depends on the position and the hazard activity level. FMS is generally considered a medium or high hazard activity and each position must complete the following inspections:

- Director - 6 inspections
- General supervisors - 1 (low hazard activity) or 12 (medium or high hazard activity) inspections
- Zone supervisors - 12 inspections
- Forepersons - 12 inspections

FMS maintains an FMS OH&S Inspection Summary document. This document indicates that in 2023, 12 out of 33 individuals with the above positions completed their required inspections.

WHY THIS IS IMPORTANT

Monitoring the time coding, hybrid work arrangement, and location will improve the accountability of the work conducted by a foreperson and contract inspectors.

When safety inspections are not completed, potential hazards may go unnoticed and result in injuries.

RECOMMENDATION 4

Improve how it monitors the accountability of forepersons and contract inspectors for:

- The hours worked.
- Compliance with the hybrid work arrangement.
- Consistent use of location monitoring for safety purposes.

Responsible Party

Branch Manager, Fleet and Facility Services

Accepted by Management

Management Response

Administration will develop a process for monitoring hours worked for forepersons and contract inspectors that includes awareness of location for safety purposes. Training on the process and quarterly monitoring will be developed and communicated to FMS including compliance with updated hybrid work arrangements.

Implementation Date

November 30, 2025

RECOMMENDATION 5

Consistently completes the required safety forms and verifies that they are completed to meet safety requirements.

Responsible Party

Branch Manager, Fleet and Facility Services

Accepted by Management

Management Response

Administration will continue using the new Safety Inspection App and Field Level Hazard Assessment (FLHA) App. This tool helps ensure that safety measures are in place and monitored. FMS will include inspection completion in staff performance plans, addressing the safety of employees working alone. Forepersons will receive guidelines to check FLHAs, with support from Administration's safety teams, to ensure consistency with safety protocols. Compliance will be reviewed regularly to encourage greater use of safety inspections and FLHAs.

Implementation Date

January 31, 2026

ACKNOWLEDGEMENT

We would like to thank the staff in the Fleet and Facility Services Branch for their cooperation during the audit.