



# 6.2.

## **Follow-up – 2019–2023 Strategic Plan**

**2021 ANNUAL REPORT**  
Auditor General of the Ville de Montréal

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## 6.2. Follow-up – 2019–2023 Strategic Plan

### 6.2.1. Introduction

The year 2021 represents the 3<sup>rd</sup> year in the implementation of our strategic plan, which defines the objectives guiding our actions over the next 5 years.

The *2019–2023 Strategic Plan* is structured around the following 3 main orientations:

1. Increasing the added value of the interventions;
2. Implementing innovative practices to ensure the quality of the work;
3. Ensuring the continuity of the team's qualifications.

For each orientation, we set objectives along with indicators and targets to be met.

### 6.2.2. Accountability

We continued our audit and administrative work to enable us to attain the objectives and meet the targets we had set for 2021. A follow-up of the solutions retained by the management committee with the members of the working committees comprised of employees of the Bureau du vérificateur général (BVG) was conducted by the deputy auditors general.

#### 6.2.2.1. Orientation 1 – Increasing the added value of the interventions

In order to increase the added value of our interventions, we had set 12 objectives to be attained over the course of the 2019–2023 period. Table 2 shows the results by objective set for the first orientation. Actions that were completed in previous years were removed from our detailed follow-up.

6.2. Follow-up – 2019–2023 Strategic Plan

Objective	Indicator	Target	Result	Cible		
				Met	Not met	N/A
1.1 Improve the performance audit selection process.	1. Implementation of a new risk matrix.	2019	Deployment in March 2019	√		
	2. Update of the risk matrix.	Annually from 2020	Update completed in December 2021	√		
	3. Improvement of the monitoring practice.	2019	Completed in 2019	√		
1.2 Conduct value-added performance audits.	1. Number of performance audit mandates focused on issues or services that directly affect citizens and the quality of services they receive.	At least one mandate per year	3 reports published in 2021	√		
	2. Number of performance audit mandates with a sustainable development dimension.	At least one mandate per year	2 reports published in 2021	√		
	3. Number of performance audit mandates focusing on information technology.	At least two mandates per year	3 reports published in 2021	√		
	4. Number of performance audit mandates focused on cybersecurity.	At least one mandate per year	1 report published in 2021	√		
	5. Number of performance audit mandates addressing major legal and regulatory compliance issues.	At least one mandate per year	No report published in 2021		√	
1.3 Conduct audits of the bodies referred to in section 107.7(3).	1. Development of an intervention strategy.	2019	Report tabled in December 2019	√		
	2. Implementation of the strategy.	2020	1 report published in 2021	√		
1.4 Conduct audits of the bodies that received subsidies from the City of Montréal.	1. Development of an intervention strategy.	2019	Report tabled in December 2019	√		
	2. Implementation of the strategy.	2019	Completed in 2021	√		
1.5 Maintain our presence in financial auditing.	1. Review of our financial audit intervention strategy.	Once a year	Review completed in May 2021	√		

Objective	Indicator	Target	Result	Cible		
				Met	Not met	N/A
1.6 Foster an increase in the rate of implementation of our recommendations.	1. Production of management charts to help reflect on the current approach to following up on the recommendations.	2019	Management charts were produced in the fall of 2018	√		
	2. Assessment of the relevance of the current approach to following up on the recommendations.	2020	Reports tabled in November 2021		√	
	3. Assessment of the degree of implementation of the new approach to following up on the recommendations.	2021 and subsequent years*	Under way			√
1.7 Put processes in place to comply with the Access to Information Act.	1. Addition of information to the website and application form.	2019	Completed in 2019	√		
	2. Drafting of the guidelines and procedures.	2019	Guidelines and procedures drafted in 2019	√		
	3. Implementation of follow-up mechanisms to meet the deadline required by law.	2019	Follow-up procedures deployed in 2019	√		
1.8 Make it easier for elected officials and other stakeholders to understand our role.	1. Drafting of documents explaining the delineation between the mission of the Bureau du vérificateur général and the interventions of the Bureau de l'inspecteur général, the Bureau du contrôleur général, the Ombudsman and the City's organizational performance group.	2019	Report tabled in 2019	√		
	2. Redesign of the website of the Bureau du vérificateur général.	2019	Redesign completed in March 2021		√	

\* The target for "2021 and subsequent years" implies a 2023 deadline.

<b>ORIENTATION 1 – INCREASING THE ADDED VALUE OF THE INTERVENTIONS</b>					
<b>Objective 1.1 – Improve the performance audit selection process</b>					
<b>INDICATOR 2 – Update of the risk matrix</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Targets</b>	No target	Annual Update	Annual Update	Annual	Annual
<b>Results</b>	N/A	completed in December 2020 <b>Target met</b>	completed in December 2021 <b>Target met</b>		

The risk matrix was updated in December 2021 to reflect any changes in the administrative, normative and legislative environment of the City of Montréal (the City) and the bodies we can audit.

<b>ORIENTATION 1 – INCREASING THE ADDED VALUE OF THE INTERVENTIONS</b>					
<b>Objective 1.2 – Conduct value-added performance audits</b>					
<b>INDICATOR 1 – Number of performance audit mandates focused on issues or services that directly affect citizens and the quality of services they receive</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Targets</b>	1 report	1 report	1 report	1 report	1 report
<b>Results</b>	1 report <b>Target met</b>	2 reports <b>Target met</b>	3 reports <b>Target met</b>		

In 2021, we conducted 3 mandates to this effect: a 1<sup>st</sup> on *Implementing the Tree Policy – Maintenance Component*, a 2<sup>nd</sup> on the *Montréal Action Plan on Homelessness* and a 3<sup>rd</sup> on the *Management of Public Roadwork – Integrated Planning and Coordination Component*.

<b>ORIENTATION 1 – INCREASING THE ADDED VALUE OF THE INTERVENTIONS</b>					
<b>Objective 1.2 – Conduct value-added performance audits</b>					
<b>INDICATOR 2 – Number of performance audit mandates with a sustainable development dimension</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Targets</b>	1 report	1 report	1 report	1 report	1 report
<b>Results</b>	2 reports <b>Target met</b>	3 reports <b>Target met</b>	2 reports <b>Target met</b>		

In 2021, we conducted 2 mandates to this effect: a 1<sup>st</sup> on the *Implementing the Tree Policy – Maintenance Component* and a 2<sup>nd</sup> on the *Montréal Action Plan on Homelessness*.

ORIENTATION 1 – INCREASING THE ADDED VALUE OF THE INTERVENTIONS					
Objective 1.2 – Conduct value-added performance audits					
INDICATOR 3 – Number of performance audit mandates focusing on information technology					
	2019	2020	2021	2022	2023
<b>Targets</b>	2 reports	2 reports	2 reports	2 reports	2 reports
<b>Results</b>	3 reports	3 reports	3 reports		
	<b>Target met</b>	<b>Target met</b>	<b>Target met</b>		

Three audit mandates were carried out involving information technology, namely *Management of the Information Technology Used to Work Remotely*, *Centralized Identity and Access Management* and *Management of Industrial Control Systems*.

ORIENTATION 1 – INCREASING THE ADDED VALUE OF THE INTERVENTIONS					
Objective 1.2 – Conduct value-added performance audits					
INDICATOR 4 – Number of performance audit mandates focused on cybersecurity					
	2019	2020	2021	2022	2023
<b>Targets</b>	1 report	1 report	1 report	1 report	1 report
<b>Results</b>	1 report	2 reports	1 report		
	<b>Target met</b>	<b>Target met</b>	<b>Target met</b>		

In 2021, we performed one *Logical Penetration Tests* mandate.

ORIENTATION 1 – INCREASING THE ADDED VALUE OF THE INTERVENTIONS					
Objective 1.2 – Conduct value-added performance audits					
INDICATOR 5 – Number of performance audit mandates addressing major legal and regulatory compliance issues					
	2019	2020	2021	2022	2023
<b>Targets</b>	1 report	1 report	1 report	1 report	1 report
<b>Results</b>	1 report	1 report	No report		
	<b>Target met</b>	<b>Target met</b>	<b>Target not met</b>		

ORIENTATION 1 – INCREASING THE ADDED VALUE OF THE INTERVENTIONS					
Objective 1.3 – Conduct audits of the bodies referred to in section 107.7(3) of the <i>Cities and Towns Act</i>					
INDICATOR 2 – Implementation of the intervention strategy					
	2019	2020	2021	2022	2023
<b>Targets</b>	No target	Deployment of the intervention strategy	Deployment of the intervention strategy	Deployment of the intervention strategy	Deployment of the intervention strategy
<b>Results</b>	N/A	1 report	1 report		
		<b>Target met</b>	<b>Target met</b>		

## 6.2. Follow-up – 2019–2023 Strategic Plan

In 2021, we continued to deploy the intervention strategy that was proposed by the working committee in 2019. Thus, we conducted 1 mandate on the *Gestion des subventions et des prêts par PME MTL*.

<b>ORIENTATION 1 – INCREASING THE ADDED VALUE OF THE INTERVENTIONS</b>					
<b>Objective 1.4 – Conduct audits of the bodies that received subsidies from the City of Montréal</b>					
<b>INDICATOR 2 – Implementation of the intervention strategy</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Targets</b>	Deployment of the intervention strategy	Deployment of the intervention strategy	Deployment of the intervention strategy	Deployment of the intervention strategy	Deployment of the intervention strategy
<b>Results</b>	Completed <b>Target met</b>	Completed <b>Target met</b>	Completed <b>Target met</b>		

In 2019, we adopted an intervention strategy to address accountability of the bodies referred to in section 107.9 of the *Cities and Towns Act*, i.e., those that received subsidies of at least \$100,000 from the City. We thus broadened the scope of our work to select bodies for which we conduct a review of the auditor's file, based on certain criteria such as the amounts given and the nature of the projects for which subsidies were granted.

With respect to the audit, our mandate covered the management of grants and loans by PME MTL. The results of our work are presented in chapters 2. (audit) and 5.1. (reporting) of this annual report.

<b>ORIENTATION 1 – INCREASING THE ADDED VALUE OF THE INTERVENTIONS</b>					
<b>Objective 1.5 – Maintain our presence in financial auditing</b>					
<b>INDICATOR 1 – Review of our financial audit intervention strategy</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Targets</b>	Annual review of the intervention strategy	Annual review of the intervention strategy	Annual review of the intervention strategy	Annual review of the intervention strategy	Annual review of the intervention strategy
<b>Results</b>	Review completed in May 2019 <b>Target met</b>	Review completed in May 2020 <b>Target met</b>	Review completed in May 2021 <b>Target met</b>		

We maintained our presence with the same strategy we deemed appropriate following the passage of Bill 155 in 2018.



<b>ORIENTATION 1 – INCREASING THE ADDED VALUE OF THE INTERVENTIONS</b>					
<b>Objective 1.6 – Foster an increase in the rate of implementation of our recommendations</b>					
<b>INDICATOR 2 – Assessment of the relevance of the current approach to following up on the recommendations</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Targets</b>	No target	Tabling of a report to the management committee	No target	No target	No target
<b>Results</b>	N/A	Under way  <b>Target not met</b>	Reports tabled in November 2021		

The tabling of 2 reports to the management committee on the working committee's findings and recommendations regarding the evaluation of the relevance of our current approach to the follow-up of the recommendations was made in November 2021. The 1<sup>st</sup> report covers the elements to be communicated in this regard to the business units while the 2<sup>nd</sup> report proposes a new way of presenting the results in our annual report.

<b>ORIENTATION 1 – INCREASING THE ADDED VALUE OF THE INTERVENTIONS</b>					
<b>Objective 1.6 – Foster an increase in the rate of implementation of our recommendations</b>					
<b>INDICATOR 3 – Assessment of the degree of implementation of the new approach to following up on the recommendations</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Targets</b>	No target	No target	Implementa- tion of the new approach	Implementa- tion of the new approach	Implemen- tation of the new approach
<b>Results</b>	N/A	N/A	Under way		

We began implementing the new approach to following up on recommendations in 2021. Indicators are now followed up monthly by the BVG, along with the timelines established with the business units for recommendations that are late or that expired more than 5 years ago. New tools have also been developed to facilitate the implementation of our recommendations.

<b>ORIENTATION 1 – INCREASING THE ADDED VALUE OF THE INTERVENTIONS</b>					
<b>Objective 1.8 – Make it easier for elected officials and other stakeholders to understand our role</b>					
<b>INDICATOR 2 – Redesign of the website of the Bureau du vérificateur général</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Targets</b>	Redesign of the website	No target	No target	No target	No target
<b>Results</b>	Website redesign under way  <b>Target not met</b>	Website redesign under way	Website redesign completed in March 2021		

The pandemic has slowed down the pace of the work, the redesign of the website and the development of a new brand image was finalized in March 2021.

#### **6.2.2.2. Orientation 2 – Implementing innovative practices to ensure the quality of the work**

Four objectives had been identified to enable the BVG to put in place innovative practices to ensure the quality of our work in the strategic plan. The results by objective for orientation 2 are presented below. Actions that were completed in previous years were removed from our detailed follow-up.

Objective	Indicator	Target	Result	Target		
				Met	Not met	N/A
2.1 Maintain the quality of our work.	1. Proportion of the work evaluated that meets the assurance standards.	100%	100%	√		
	2. Canadian assurance standards watch.	Ongoing	Completed in 2021	√		
	3. Update of the Quality Assurance Manual	Once a year	Completed in September 2021	√		
2.2 Integrate compliance with laws, regulations and frameworks into performance audit engagements.	1. Percentage of performance audit engagements addressing legal and regulatory compliance.	100%	100%	√		
2.3 Systematically integrate assessment of risks of irregularities and fraud into the performance audit engagements.	1. Proportion of audit engagements performed that include an assessment of the risks of irregularities and fraud.	100%	100%	√		
2.4 Provide innovative technology and software tools to maintain performant audit practices and foster a paperless work environment.	1. Review of the processes of the Bureau du vérificateur général for which technology and software tools have been updated or implemented.	Once a year	Completed in 2021	√		
	2. Review of the paperless environment strategy.	2019	100% of audit files are electronic since 2019	√		
	3. Implementation of the indicators.	2020 and subsequent years*	Under way		√	

\* The target for "2020 and subsequent years" implies a 2023 deadline.

<b>ORIENTATION 2 – IMPLEMENTING INNOVATIVE PRACTICES TO ENSURE THE QUALITY OF THE WORK</b>					
<b>Objective 2.1 – Maintain the quality of our work</b>					
<b>INDICATOR 1 – Proportion of the work evaluated that meets the assurance standards</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Targets</b>	100%	100%	100%	100%	100%
<b>Results</b>	100%	100%	100%		
	<b>Target met</b>	<b>Target met</b>	<b>Target met</b>		

We have maintained the quality of our work by ensuring throughout 2021 that we met the applicable assurance standards and by keeping a constant watch on these standards.

<b>ORIENTATION 2 – IMPLEMENTING INNOVATIVE PRACTICES TO ENSURE THE QUALITY OF THE WORK</b>					
<b>Objective 2.1 – Maintain the quality of our work</b>					
<b>INDICATOR 2 – Canadian assurance standards watch</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Targets</b>	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
<b>Results</b>	Completed	Completed	Completed		
	<b>Target met</b>	<b>Target met</b>	<b>Target met</b>		

In 2021, several members of the BVG continued to participate in working groups, committees and boards of directors of organizations associated with our profession. Our outreach activities are presented in more detail in Chapter 6.1. (status of the Bureau du vérificateur général) of this report.

<b>ORIENTATION 2 – IMPLEMENTING INNOVATIVE PRACTICES TO ENSURE THE QUALITY OF THE WORK</b>					
<b>Objective 2.1 – Maintain the quality of our work</b>					
<b>INDICATOR 3 – Update of the Quality Assurance Manual</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Targets</b>	Annually	Annually	Annually	Annually	Annually
<b>Results</b>	Completed in January 2019	Completed in February 2020	Completed in September 2021		
	<b>Target met</b>	<b>Target met</b>	<b>Target met</b>		

<b>ORIENTATION 2 – IMPLEMENTING INNOVATIVE PRACTICES TO ENSURE THE QUALITY OF THE WORK</b>					
<b>Objective 2.2 – Integrate compliance with laws, regulations and frameworks into performance audit engagements</b>					
<b>INDICATOR 1 – Percentage of performance audit engagements addressing legal and regulatory compliance</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Targets</b>	100%	100%	100%	100%	100%
<b>Results</b>	100%	100%	100%		
	<b>Target met</b>	<b>Target met</b>	<b>Target met</b>		

For each mandate completed in 2021, we always made sure to include these elements.

<b>ORIENTATION 2 – IMPLEMENTING INNOVATIVE PRACTICES TO ENSURE THE QUALITY OF THE WORK</b>					
<b>Objective 2.3 – Systematically integrate assessment of risks of irregularities and fraud into the performance audit engagements</b>					
<b>INDICATOR 1 – Proportion of the audit engagements performed that include an assessment of the risks of irregularities and fraud</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Targets</b>	100%	100%	100%	100%	100%
<b>Results</b>	100%	100%	100%		
	<b>Target met</b>	<b>Target met</b>	<b>Target met</b>		

For each mandate completed in 2021, we always made sure to include these elements.

<b>ORIENTATION 2 – IMPLEMENTING INNOVATIVE PRACTICES TO ENSURE THE QUALITY OF THE WORK</b>					
<b>Objective 2.4 – Provide innovative technology and software tools to maintain performant audit practices and foster a paperless work environment</b>					
<b>INDICATOR 1 – Review of the processes of the Bureau du vérificateur général for which technology and software tools have been updated or implemented</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Targets</b>	Annually	Annually	Annually	Annually	Annually
<b>Results</b>	Completed	Completed	Completed		
	<b>Target met</b>	<b>Target met</b>	<b>Target met</b>		

<b>ORIENTATION 2 – IMPLEMENTING INNOVATIVE PRACTICES TO ENSURE THE QUALITY OF THE WORK</b>					
<b>Objective 2.4 – Provide innovative technology and software tools to maintain performant audit practices and foster a paperless work environment</b>					
<b>INDICATOR 3 – Implementation of the indicators</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Targets</b>	No target	Tabling of a report to the management committee	Implementation of new indicators	Implementation of new indicators	Implementation of new indicators
<b>Results</b>	N/A	Under way <b>Target not met</b>	Under way		

Two new indicators, continual monitoring of technology and yearly assessment of the lifecycle of equipment, were defined and presented to the management committee in January 2022. Implementation of these new indicators will begin in 2022.

### 6.2.2.3. Orientation 3–Ensuring the continuity of the team’s qualifications

To ensure the continuity of the team’s qualifications, we had identified 3 objectives. The detailed results by objective for orientation 3 are presented below. Actions that were completed in previous years were removed from our detailed follow-up.

Objective	Indicator	Target	Result	Target		
				Met	Not met	N/A
3.1 Attract and retain the best resources to fully carry out the mission of the Bureau du vérificateur général and ensure the continuity of its expertise.	1. Development of a talent attraction and retention strategy.	2019	Report tabled in December 2019	√		
	2. Implementation of indicators.	2020	Completed in 2021		√	
3.2 Promote and support the development of the staff’s expertise based on the needs of the Bureau du vérificateur général.	1. Establishment of an expertise development path for each employee.	2020	Under way		√	
	2. Provision of a minimum number of days of training per employee.	6 days per year	8.7 days	√		
3.3 Achieve and maintain a high level of staff engagement.	1. Development of a skills assessment, succession planning, coaching and mentoring program.	2019	Completed in November 2021		√	
	2. Implementation of the skills assessment, succession planning, coaching and mentoring program.	2020	Completed in November 2021		√	

**ORIENTATION 3 – ENSURING THE CONTINUITY OF THE TEAM'S QUALIFICATIONS**

**Objective 3.1 – Attract and retain the best resources to fully carry out the mission of the Bureau du vérificateur général and ensure the continuity of its expertise**

**INDICATOR 2 – Implementation of indicators**

	2019	2020	2021	2022	2023
<b>Targets</b>	No target	Tabling of a report to the management committee	No target	No target	No target
<b>Results</b>	N/A	Under way <b>Target not met</b>	Completed		

In 2021, indicators were approved by the management committee, thus enabling the preparation of a personalized skills development plan for each employee. In 2021, we also created a profile for the BVG on the professional social network LinkedIn to increase our visibility and to attract potential applicants.

**ORIENTATION 3 – ENSURING THE CONTINUITY OF THE TEAM'S QUALIFICATIONS**

**Objective 3.2 – Promote and support the development of the staff's expertise based on the needs of the Bureau du vérificateur général**

**INDICATOR 1 – Establishment of an expertise development path for each employee**

	2019	2020	2021	2022	2023
<b>Targets</b>	No target	Tabling of a report to the management committee	No target	No target	No target
<b>Results</b>	N/A	Under way <b>Target not met</b>	Under way		

In 2021, the management committee approved a template to establish the background and expertise of employees. Subsequently, a personalized skills development plan was prepared and approved for each employee. The aim of the BVG is to develop a career plan for each employee in 2022.

**ORIENTATION 3 – ENSURING THE CONTINUITY OF THE TEAM'S QUALIFICATIONS**

**Objective 3.2 – Promote and support the development of the staff's expertise based on the needs of the Bureau du vérificateur général**

**INDICATOR 2 – Provision of a minimum number of days of training per employee**

	2019	2020	2021	2022	2023
<b>Targets</b>	6 days	6 days	6 days	6 days	6 days
<b>Results</b>	6.7 days <b>Target met</b>	8.3 days <b>Target met</b>	8.7 days <b>Target met</b>		

6.2. Follow-up – 2019–2023 Strategic Plan

We continue to promote training for members of the BVG.

<b>ORIENTATION 3 – ENSURING THE CONTINUITY OF THE TEAM'S QUALIFICATIONS</b>					
<b>Objective 3.3 – Achieve and maintain a high level of staff engagement</b>					
<b>INDICATOR 1 – Development of a skills assessment, succession planning, coaching and mentoring program</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Targets</b>	Tabling of the program to the management committee	No target	No target	No target	No target
<b>Results</b>	Under way  <b>Target not met</b>	Under way	Completed in November 2021		

In 2021, the annual evaluation grid served as a basis for producing a personalized skills development plan for each employee highlighting elements to work on to enable the employee to acquire the desired skills. A strategy for new hires was also implemented whereby a mentor (more experienced employee) is assigned to each new employee to ease their integration into the team.

<b>ORIENTATION 3 – ENSURING THE CONTINUITY OF THE TEAM'S QUALIFICATIONS</b>					
<b>Objective 3.3 – Achieve and maintain a high level of staff engagement</b>					
<b>INDICATOR 2 – Implementation of the skills assessment, succession planning, coaching and mentoring program</b>					
	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Targets</b>	No target	Deployment of the program	No target	No target	No target
<b>Results</b>	N/A	Under way <b>Target not met</b>	Completed		

All employees received their first annual evaluation in 2021. This helped identify the training needs of each employee and ensure succession management.