

COMPETITIVE PROCUREMENT AUDIT RECOMMENDATIONS AND ACTION PLAN

Observations	Recommendations	Priority	Management Observations	Management Response	Target Date
Mandatory Requirements					
1	SCM should work closely with RMWB departments and branches (e.g. insurance and legal) to develop mandatory requirements specific to each project. The mandatory requirements should reflect the requirements that are truly essential to the completion of the services or goods being procured. The number of mandatory requirements should be minimized, truly relevant and appropriate to the goods / services being procured in order to increase the probability of receiving compliant and qualified submissions. RMWB should consider including business or technical mandatory requirements that will support the efficient and objective assessment of proponent qualification and experience (e.g. minimum qualifications or experience of proposed personnel).	High	Supply Chain Management (SCM) is provided the scope of work from the department(s). Any technical mandatory requirements would be presented by the department who are the experts in the field. If there is any misunderstanding SCM will ask questions for clarity to be sure it is presented properly in the RFX.	• SCM will continue to work with the appropriate departments on technical and mandatory requires where applicable. • SCM is currently researching software packages for submission and evaluation. The software will include a checklist for mandatory requirements and assist with centralized documentation and reporting.	Q1 2019
2	SCM and the procuring department should document discussions surrounding the development and approval of the mandatory requirements. Evidence of the approval prior to issuing the RFX should be maintained on file through completion of the Procurement File Checklist. (Also see recommendation #7 - Procurement File Checklist.)	High	SCM currently communicates with departments via email, telephone and face-to-face in developing criteria's for RFXs. Specific documentation relating to anomalies are currently saved, however, not all communications are consistently documented and saved.	• SCM will continue to work with the appropriate departments on technical and mandatory requirements where applicable. • SCM is currently researching software packages for submissions and evaluation. The software will provide a checklist for mandatory requirements, assist with centralized documentation and reporting.	Q1 2019
3	The RFX document should clearly state whether information required to assess compliance with mandatory requirements needs to be provided upfront (i.e. upon submission of the bid) or upon award as a single mandatory requirement cannot later be waived by the RMWB when faced with an otherwise strong bid submission.	High	Mandatory requirements are currently specified in the RFX documents and must be presented upon opening or before award.	• Wording will be adjusted to reflect when mandatory requirements are due.	Q2 2018

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	4 SCM should ensure that the assessment of bids against the mandatory requirements is documented, as well as reviewed by an appropriate authority, and, where a proponent does not meet the mandatory requirements, the proponent is disqualified, and the submission is not further evaluated.	High	SCM currently reviews submissions for mandatory documentation and does disqualify based on non-compliance.	- Standard Operating Procedures (SOP's) will be reviewed and updated. Forms will be updated to ensure that the assessment of bids against the mandatory requirement is documented. - SCM is currently researching software packages for submissions and evaluation. The software will provide a checklist for mandatory requirements, assist with centralized documentation and reporting.	Q4 2018 - SOP / Form updates Q1 2019 Software
	5 SCM should update the RFT template to allow for the summary of all mandatory requirements in one area of the document.	High	Appendix A "Acknowledgement Form" of the Request for Tender states the mandatory requirements within the documentation checklist for bid compliance section. The specific words "mandatory requirement" are not stated, therefore this could lead to misinterpretation.	The Acknowledgement Form template will be updated to clearly state mandatory requirements.	Q2 2018
Addenda	6 SCM should conduct a review of its SOPs to determine if revisions are required to better reflect actual processes and controls that are in place, while aligning them with leading practices.	High	SCM has a Council Policy that is due for review in 2018, Administrative Procedure which was last reviewed in 2015 and SOP's are typically reviewed and updated every 3 years.	SCM will develop a work plan and allocate resources to review and update Council Policy, Administrative Procedure and SOP's.	Q1 2019

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	7 To improve consistency and accountability of the competitive procurement process, SCM should develop a procurement file checklist aligned with the SOPs listing information that must be maintained on file along with key steps that must be completed in the procurement process. Buyers should complete the Procurement File Checklist, noting dates of key activities and maintaining supporting documentation, to evidence the completion of the required procurement steps, including the documentation of the coordination of responses to questions received from proponents and the posting of responses to APC. By doing this, SCM will ensure key processes are being followed and control activities are taking place and evidenced. A sample checklist was provided in the Procurement - Capital Projects and Single Source Internal Audit.	High	SCM currently utilizes OpenText - an information management software, Alberta Purchasing Connection (APC) – tool for posting RFX documentation including posting dates, closing dates, addendums, etc., Microsoft Outlook – email documentation, and etc.	• SCM will implement a checklist to align with RMWB processes, ensuring consistency in files. • SCM is currently researching software packages for submissions and evaluation. The software will provide a checklist for mandatory requirements, assist with centralized documentation and reporting.	Q4 2018 Q1 2019 - Software
Evaluation Plan	8 As recommended in the Procurement – Capital Projects and Single Source Internal Audit, RMWB should develop proposal evaluation plans for competitive procurements that include evaluation of criteria other than price / cost. This requirement is aligned with leading practice and SOP 6: Competitive Bid and will ensure the evaluation of proposals is thorough, complete, documented and defensible.	Medium	Upon RFX creation, SCM staff work with departments to create evaluation criteria, scoring and weighting. These are provided in the RFP / RFQ package and a panel of evaluators are provided by the department for evaluation of the submissions upon receipt.	SCM is finalizing a Procurement Evaluation Handbook, which outlines: • Role of the Evaluation Committee, Committee Leader, Evaluators, and Buyers • Guiding Principles (Such as consistency, confidentiality, conflict of interest, etc.) • Suggested timeline for completion of tasks • Detailed step by step descriptions of the evaluation steps and roles • Evaluating responses guidelines, criteria, and sample of scoring submissions • Technical submission scoring with rankings • Examples of evaluation templates A training plan will be developed.	Q4 2018

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Evaluation Committees	9 Evaluation Committee members should formally confirm and document that they are conflict free in relation to the assessment of submissions to ensure the evaluation is unbiased.	High	SCM does have a conflict of interest form; however, it is currently only signed if there is a conflict identified.	• SCM will make this a requirement for all evaluators. • SCM is currently researching software packages for submissions and evaluation process which will require completion of the conflict form upon committee selection, prior to receiving the tender package.	Q2 2018 to Q1 2019 - Software
Evaluation Criteria	10 SCM and the procuring department should document discussions surrounding the development and approval of the evaluation criteria. Evidence of the procuring department's approval should be maintained on file through completion of the Procurement File Checklist.	High	SCM works with departments to create evaluation criteria, scoring and weighting. These are provided in the RFP / RFQ package and a panel of evaluators are provided by the department for evaluation of the submissions upon receipt. A final review of the RFX is required by the department, approvals are obtained through email.	SCM will implement a checklist to align with RMWB processes, ensuring consistency in files. In addition, research is underway to implement software to enhance the consolidation of documentation and streamline the process.	Q4 2018 to Q1 2019 - Software
	11 RMWB should consider weighting evaluation criteria in terms of procurement type, complexity and size. For example, a proposed procurement with a simple, clearly defined scope of work include evaluation criteria more heavily weighted towards price. Proposed procurement with highly complex or vaguely defined scopes of work should include evaluation criteria weighted toward business requirements (e.g. project understanding, methodology, similar experience, etc.).	High	SCM provides a standard template and adjusts the weighting and criteria based on discussions with the departments who play a critical role in providing documentation and technical expertise.	SCM is finalizing a Procurement Evaluation Handbook, which outlines: • Role of the Evaluation Committee, Committee Leader, Evaluators, and Buyers • Guiding Principles (Such as consistency, confidentiality, conflict of interest, etc.) • Suggested timeline for completion of tasks • Detailed step by step descriptions of the evaluation steps and roles • Evaluating responses guidelines, criteria, and sample of scoring submissions • Technical submission scoring with rankings • Examples of evaluation templates A training plan will be developed.	Q4 2018

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12	RMWB should include the evaluation criteria, the weighting thereof and the scoring methodology within the RFx to provide proponents with information on how submissions will be evaluated.	High	As of September 2017, a breakdown of evaluation criteria and weighting is provided in all Request for Proposals and Request for Quotations. SCM staff work with departments to create evaluation criteria, scoring and weighting. • Detailed step by step descriptions of the evaluation steps and roles • Evaluating responses guidelines, criteria, and sample of scoring submissions • Technical submission scoring with rankings • Examples of evaluation templates A training plan will be developed. SCM will research best practices from a Public Procurement perspective to ensure all vendors have a competitive opportunity to participate	SCM is finalizing a Procurement Evaluation Handbook, which outlines: • Role of the Evaluation Committee, Committee Leader, Evaluators, and Buyers • Guiding Principles (Such as consistency, confidentiality, conflict of interest, etc.) • Suggested timeline for completion of tasks	Q4 2018
13	RMWB should request proponents provide at least three references for previous, similar work completed. SCM should contact the references, confirm the details contained in the proponent's submission and validate the quality of the project and vendor for which / whom the reference was provided. When required (i.e. SCM intends to ask questions pertaining to technical aspects of previous projects), SCM should include a representative from the procuring department to assist in the reference checks. SCM should forward the results of the reference checks to the Evaluation Committee for consideration in the overall evaluation.	High	Request for Proposals require three references in most incidences and reference checks are performed. SCM sends packages to departments for evaluation and if the department is not familiar with the work of the proponents, they will contact SCM to perform reference checks. The procuring department will provide a list of questions to ask the proponents. Upon completion the results are forwarded to the evaluation committee for review through email.	Continue performing reference checks when required.	N/A

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	14 The results of the reference checks should be documented through completion of the Procurement File Checklist.	High	Request for Proposals require three references in most incidences and reference checks are performed. SCM sends packages to departments for evaluation and if the department is not familiar with the work of the proponents, they will contact SCM to perform reference checks. The procuring department will provide a list of questions to ask the proponents. Upon completion the results are forwarded to the evaluation committee for review through email and then uploaded to OpenText.	SCM will continue performing reference checks when required and save documents in a centralized location.	Q2 2018
Evaluation of Submissions	15 SCM should consider establishing minimum targets for expected number of responses to RfX to help ensure the most qualified firms are selected to complete projects at optimal value for the Municipality. (Also See recommendation #7 above for the recommendation pertaining to the Procurement File Checklist.	High	When bid opportunities are posted on the Alberta Purchasing Connection (APC), they are open to any company wishing to submit a bid. SCM has no control over the number of bids received and is unaware of how many responses will be received until the posted opportunity is closed. To re-open the opportunity after closing because a minimum number of bids have not been received could be perceived as bid shopping; which contravenes public procurement / contract law.	The criteria outlined in the Municipality's Request for Proposal / Information / Quote (RfX) templates today will continue to be used as the "flexible" mechanism allowing the Municipality the right to eliminate vendors that do not meet minimum expected thresholds, based on both the individual and overall criteria levels which are "Project Specific". For example, one RfX may have a high weighting on the specific qualifications of individuals assigned to a project, but a lower weighting on price. Another RfX may be more of a commodity purchase and have a high weighting on price, with a lower weighting on qualifications. The Municipality has elected not to include a minimum number of bids; the existing internal control structure at the Municipality is appropriately designed and a minimum bid requirement cannot be applied based on the reasons summarized.	N/A

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Training and Awareness	16 SCM should work closely with the LEARN branch at RMWB to determine the best way to disseminate training to impacted employees. Options for training include working with SCM to develop the course content and then training individual(s) from SCM to deliver the courses to employees (i.e. "train the trainer"), engaging external consultants to develop and deliver training, developing on-line training tools such as webinars, etc. As noted above, the training should include information on key processes including required documentation and approvals (along with timing of those approvals). Training should be provided to all new employees along with annual "refresher training" to remind employees of procurement-related responsibilities.	High	SCM staff currently attend webinars presented by external professionals and utilize internal training offered by Learn. SCM professional staff hold SCM formal education and are aware of their procurement-related responsibilities. SOP's are accessible to all staff on SCM processes. The LEARN Branch offers online or class training on CORE Portal SCM to everyone involved in obtaining goods or services on behalf of RMWB. Presentations have been provided to the Senior Leadership Team, Managers and departments on legislation and Trade Agreements.	SCM will work with the LEARN Branch to develop and deliver training on SCM processes and procedures, this will include refresher training.	Q1 2019
	17 Council Members should be provided detailed training on RMWB procurement obligations under trade agreements and the requirement for the Municipality to adhere to the principles of public procurement. As with employees, the training to Council Members should be provided as part of the orientation process and on an as needed basis.	High	Council currently receives an orientation at the beginning of their term of office by internal staff.	A high-level overview of the foundational laws behind Public Procurement with emphasis on competitive contracting, identifying key risk areas in the procurement process and outlining the critical role of Council in Public Procurement will be delivered by an external training resource.	Q2 2018
Contractors' Perspective	18 SCM should develop online guides to competitive procurement at the Municipality for contractors that provide information on trade agreement obligations of RMWB, key steps in the competitive procurement process, how to obtain a vendor debriefing, process for reporting concerns (e.g. whistleblower complaint), guidance on how to prepare a successful bid submission, etc. The guides should be brief (e.g. one to two pages), written in plain language, posted to the RMWB website and contain links to more detailed information and contacts, where applicable.	Medium	RMWB currently post the Annual Capital Budget and Plan on the RMWB website. There are annual budget workshops held to discuss the capital needs. The public are invited to attend and provide feedback.	Once the annual Capital Budget and Plan is approved by Council, a list of capital projects will continue to be posted on the RMWB website for information purposes. In addition, contact information will be provided if further clarification is required. SCM will continually post opportunities on APC with the appropriate timelines in relation to the scope of work. In collaboration with Economic Development, a training program for contractors will be developed and delivered.	Q1 Annually

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19	SCM should consult with its Legal Department on its procurement related obligations under domestic and international trade agreements to determine if there are restrictions to implementing procurement strategies that, where appropriate, favour local and Indigenous vendors. Upon further clarify being provided, RMWB should communicate the restrictions in the online guides recommended above to assist in managing expectations of local businesses and Indigenous vendors.	Medium	As in Management Observation #6, the Council Policy is due for review and alignment with updated legislation and best practice.	SCM will develop a work plan and allocate resources to review and update Council Policy, Administrative Procedure and SOP's.	Q1 2019
20	SCM should conduct an annual briefing session with contractors to present and discuss the current capital plan and obtain industry input on project delivery, procurement / contracting strategy and estimated timing for each project. Contractors should be provided with the opportunity to provide comments and feedback at the briefing session or in writing for a specified time after the session. Where applicable, SCM and Engineering can use the information provided by the contractors in the development/finalization of its project delivery, procurement/contracting strategy and RFx documents while also ensuring and balancing the requirements of an independent procurement process. SCM should issue public invitations to the briefing session using APC.	Medium	SCM post results within three to five days of receipt of a signed contract award letter from the successful proponent. It would be difficult to reduce the timeline. Until an award letter is signed, we are unable to notify any successful proponents.	Continue with current process.	Q2 2019
21	RMWB should publish the names of successful bidders and the subsequent contract value to APC, on a timely basis following the award of the contract (e.g. within 1 to 2 days of awarding the contract).	Medium	SCM post results within three to five days of receipt of a signed contract award letter from the successful proponent. It would be difficult to reduce the timeline. Until an award letter is signed, we are unable to notify any successful proponents.	Continue with current process.	Q2 2018

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	22 If RMWB receives a submission with a price that is significantly lower than the prices in other submissions, the Evaluation Committee should verify with the proponent that it is capable of delivering the project as described in the RFX document. This may involve checking references, meeting with the proponent and discussing in more detail how the project will be delivered, obtaining more information such as previous work experience, etc. All steps taken to verify the capability of the proponent should be documented. If the Evaluation Committee determines the proponent is not able to complete the work at the price included in the proponent's submission, consideration should be given to other compliant bids received.	Medium	SCM currently reviews any substantial variances between lowest price and next price. The review includes experience, references where applicable, pricing model, and etc. In partnership the department and SCM conduct this review.	SCM will define and document the process as part of Policy and Procedures to ensure consistency.	Q4 2018
	23 SCM should stagger the posting of opportunities, where possible, to provide proponents with sufficient time to prepare submissions. SCM should also consider establishing minimum timelines for the length of time between opening date of the RFX and the closing date depending on the type and complexity of the proposed procurement.	Medium	Determining the RFX opening and closing dates prior to issuing the RFX is taken into consideration on an ongoing basis. The Trade Agreements give a minimum amount of days that an RFX must be opened. SCM works with the applicable departments to determine if the Municipality should post longer due to technical requirements and overall complexity.	Continue with current process.	N/A
	24 Through completion of the Procurement File Checklist, SCM, in consultation with the procuring department, should document the rationale for the RFX opening and closing dates prior to issuing the RFX.	Medium		SCM will research best practices from a Public Procurement perspective to ensure all vendors have a competitive opportunity to participate.	Q2 2019

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	25 To reduce the amount of time and effort associated with the competitive procurement process, RMWB should pre-qualify contractors for Municipal projects from various fields (e.g. water and sewer, bridges, roads, etc.). Pre-qualification would have to adhere to trade agreements and SCM should consult with its Legal Department to ensure any trade agreement restrictions are applied. Once the Municipality has a list of pre-qualified contractors, opportunities should be forwarded to the applicable contractors. Contractors can then provide the Municipality with an estimate of price and other required information such as WCB coverage, insurance, performance bonds, etc.	Medium	In the past SCM has performed prequalification for specific types of work, such as directional drilling and engineering consulting.	SCM will research best practices from a Public Procurement perspective to ensure all vendors have a competitive opportunity to participate.	Q2 2019
Results of Phase 2 Project Reviews	26 The Engineering Department filing system on the internal H drive needs to be fully utilized by all stakeholders who have access. Before a project is closed by RMWB, a review of the project files should occur by the Project Manager to ensure all required documentation is in the files. On this project, documentation on safety, quality, RFIs, final contractor evaluation report and daily field construction reports were missing.	High	Project Managers are required to file documentation.	Engineering will work with the LEARN Branch to develop and deliver training on processes and procedures. Project close-out reviews will be undertaken. Update the Project Management Manual to include a file checklist.	Q1 2019
	27 Although we believe the quality of the finished project was acceptable, there should be more emphasis placed on ensuring that the RMWB Project Manager was monitoring the quality of the work on an ongoing basis. The fact that there was no quality documentation in the project files may be interpreted as an indicator that quality is not a high priority for the RMWB project team.	High	Quality checklists, control and assurance related items are dispersed amongst existing contract specifications. In addition, commissioning plans are created and reviewed. Warranty period provides time to monitor an asset's performance.	Quality Assurance and Quality Control plans for contracts will be reviewed. Update the Project Management Manual to include a file checklist.	

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28	The RMWB filing system on the internal Engineering Department H drive needs to be fully utilized by all stakeholders who have access. Before a project is closed by RMWB, a review of the project files should occur by the Project Manager to ensure all required documentation is in the files. On this project, documentation on safety, quality, RFIs, final contractor evaluation report and daily field construction reports is missing. Safety information located in various files on the H drive should be consolidated in one place to enable easy reference as required.	High	Project Managers are required to file documentation.	Engineering will work with the LEARN Branch to develop and deliver training on processes and procedures. Project close-out reviews will be undertaken. Update the Project Management Manual to include a file checklist.	Q1 2019
29	A more serious focus needs to be put on safety. Safety accountability should be made a key part of every RFT contractor package and every RFP consultant package.	High	Quality checklists, control and assurance related items are dispersed amongst existing contract specifications. In addition, commissioning plans are created and reviewed. Warranty period provides time to monitor an asset's performance.	Quality Assurance and Quality Control plans for contracts will be reviewed. Update the Project Management Manual to include a file checklist.	Q1 2019
30	Engineering should provide training to its employees to ensure they are aware of all key safety requirements such as the authority to shut down a construction project due to safety concerns.	High	Staff have the authority to shut down construction projects due to safety concerns; they have done so when needed.	Project Managers will be reminded of authority to halt unsafe work. Engineering will work with the LEARN Branch to develop and deliver specialized training to the Engineering Department.	Ongoing
31	RMWB should update its Project Manager Handbook and SOPs to include the need for RFIs to support change order requests.	High	A robust process for change order review and approval is in place. A Request for Information (RFI) is not the only communicate that may trigger a change order. Contemplated Change Notices (CCN), Change Notices (CN), Site Instructions (SI) and Change Directives (CD) may also be utilized.	The Project Management Manual will be reviewed and updated. Use and tracking of RFI, CCN, CN, SI, and CD will be included.	Q1 2019
32	There should be more emphasis placed on ensuring that the RMWB Project Manager is monitoring the quality of the work on an ongoing basis. The fact that there was no quality documentation in the project files may be seen as an indicator that quality was not a high priority for the RMWB project team.	High	Quality checklists, control and assurance related items are dispersed amongst existing contract specifications. In addition, commissioning plans are created and reviewed. Warranty period provides time to monitor an asset's performance.	Quality Assurance and Quality Control plans for contracts will be reviewed. Engineering will review the benefit of accepting as-builts (record drawings) through and from consultants to determine if they should be validated in-house.	Q1 2019

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33	The addition of an ITP for future projects would be of value. This plan would summarize all the required testing required by the project specifications and detail who was responsible for ensuring that accurate testing and documentation was done. The ITP, once completed, would provide a record of all the quality tests and documentation for a project in one place. The system currently in use by RMWB does not provide that, and it is difficult to determine if the required testing has taken place.	High	Inspection and Testing Plan (ITP) requirements are already in place and dispersed amongst existing contract specifications.	Inspection and Testing Plan (ITP) requirements for contracts will be reviewed for consistency.	Q1 2019
34	"Lessons Learned" meetings should be held at the completion of each project. Minutes should be documented, maintained on file and circulated to Engineering Department employees as required. Project Managers should ensure the Lessons Learned are incorporated into the project management processes of subsequent projects.	High	Lessons Learned are shared in regular meetings. Vibration Monitoring is a recent example; this was not included in contracts in the past and, as of 2017, is now a requirement.	Lessons Learned will be documented and circulated.	Ongoing
35	Prior to recommending the payment of a claim to a contractor, the Project Manager should consult with the Engineering Consultant and the RMWB Legal Department to ensure the claim is valid and not covered under warranty. Subject matter advice should also be obtained if necessary.	High	Project Managers contemplate the validity of claims and work with RMWB colleagues, including those from Finance, Procurement and Legal Services, to approve or deny.	Continue current practice of working with RMWB colleagues on all claims.	Ongoing
36	For projects that involve specialized areas of construction, such as fusion welding, the RFP package to the bidding consultants should request details on the experience of the proposed project manager in the specialty areas involved. In addition, RMWB should consider developing a bidder recommendation template for use by Engineering Consultants to document their assessment of bids and rationale for their award recommendation.	High	Prequalification for consultants is currently undertaken. Detailed bid analysis and recommendations are received by RMWB following bid evaluations.	Develop a bid recommendation template.	Q4 2018

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	37 RMWB qualifies contractors for each project on a project by project basis. Although this can be effective, a more efficient method would be to use 'discipline based' qualification. This would involve qualifying a group of contractors for various scopes of work, such as road construction, underground utilities, structural steel, etc. This would reduce the time spent on each project deciding if the bidders were all qualified. New contractors could apply at any time (or a certain time of year annually) to be added to the list for their particular specialty or specialties.	High	The number of contractors available to qualify is limited and contractors' personnel changes frequently which may put the RMWB at risk of prequalifying a vendor who may not have the necessary skills year over year.	Engineering will consult with Procurement.	Q4 2018
	38 Recommendations for improving the change order process were also included in our Previous Report as follows:				
	38a - Appropriate RMWB personnel should approve change orders using the Supply Change Management – Non-competitive Selection / Change Order Approval Form prior to the vendor commencing the work related to the change.	High	Change Orders require written approval, and approval through SAP, before going to SCM. Variability of projects and emergent needs sometimes requires timely action.	Review and revise the change order process to ensure oversight and timely decision making; train staff accordingly.	Q4 2018

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38b	- SCM and/or other authorities should not approve change orders if the work has already been completed. If the contractor completed the work prior to approval, SCM should return the Supply Change Management – Non-competitive Selection / Change Order Approval Form to the employee who initiated the change order request. The employee should be required to complete a request for approval for non-compliance with policies and SOPs (e.g. email or newly developed form) to facilitate payment of the contractor invoice related to the change order. This request should be forwarded for approval to an official with sufficient authority to approve payment and authorize non-compliance with policies and SOPs, while also addressing the non-compliance directly with the appropriate employee(s). RMWB may also want to consider whether disciplinary actions against employees who do not comply with RMWB SOPs is appropriate in addressing the concern over change orders not being approved prior to the work being completed by the contractor.	High	Change Orders require written approval, and approval through SAP, before going to SCM. Variability of projects and emergent needs sometimes requires timely action.	Review and revise the change order process to ensure oversight and timely decision making; train staff accordingly.	Q4 2018
38c	- SCM should document instances of non-compliance to determine their causes and undertake further root-cause analyses, while also providing regular summary reporting to the RMWB executive team for transparency and support in reducing the frequency of change orders being authorized after the work has been completed.	High	Change Orders require written approval and approval through SAP before going to SCM. Emergent issues sometimes require timelier turnaround. Therefore, charges can occur outside the process. By having a review of metrics by SCM, these occurrences will be monitored to ensure they do not become common practice.	Continuous review of metrics and change order process to ensure oversight and timely decision making; train staff accordingly.	Q1 2019
38d	- SCM should then develop and deliver formal training to RMWB employees on the change order process. The training should include information on key processes including required approvals and documentation.	High	Change Orders require written approval and approval through SAP before going to SCM. Emergent issues sometimes require timelier turnaround. Therefore, charges can occur outside the process. By having a review of metrics by SCM, these occurrences will be monitored to ensure they do not become common practice.	Continuous review of metrics and change order process to ensure oversight and timely decision making; train staff accordingly.	Q1 2019