

## VEDP MANAGEMENT ACTION PLAN STATUS

NUMBER	FINDING	RECOMMENDATION	MANAGEMENT'S RESPONSES	DUE DATE	CURRENT STATUS
H-1 (HR)	DHG researched industry standards and found that according to the "2018 HR Benchmarks Report" issued by Bloomberg Law, the current industry ratio is 1.5 HR staff per 100 workers supported by an HR division. As of the date of our audit, VEDP had 122 employees and VTC 174, for a total of 296 employees supported by two HR staff. Based on this information, the HR division should have at least four employees to fully support the needs of VEDP and VTC employees. This is further supported by the exceptions and lack of documentation found during this audit and suggests insufficient staff capacity is the root cause of many other issues.	DHG recommends that VEDP should consider the HR staffing industry standards to determine the number of additional HR employees needed. This will help ensure that the division can fully support the organization and better remediate the issues found during this audit.	VEDP concurs with the finding and recommendation, and will: <ul style="list-style-type: none"> <li>Expand VEDP's HR team by adding (1) a new senior-level position focused on "talent management" and related activities and (2) at least one additional support position</li> </ul>	September 30, 2020	Closed
L-1 (BI)	Call Center User profiles in Salesforce have deletion capabilities for fields and information relating to Campaigns, Employees, Incentives, and Leads (potential contacts - individual call records that are part of calling lists). VEDP confirmed that Call Center users should not have those capabilities and have since restricted this access.  All other profiles reviewed had reasonable access to create, read, edit, delete, and modify data and fields in Salesforce.	We recommend implementation of a regular review of Salesforce access profiles, to ensure that roles have the correct capabilities based on any updates to job roles and responsibilities.	VEDP concurs with the finding and recommendation, and will: <ul style="list-style-type: none"> <li>Work with the Salesforce Administration team to develop Salesforce access permission profiles for each BI team member</li> <li>Conduct an annual review to ensure correct access levels for BI team members</li> </ul>	March 1, 2021	Closed

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L-2 (BI)	Leads Converted data used for the FY21 VEDP Annual Marketing Plan and the FY20 VEDP Lead Generation Effectiveness report was not archived after preparation of these reports.	We recommend that all data used for reporting be saved and archived at the time it is pulled to ensure there is support for VEDP reports.	<p>VEDP concurs with the finding and recommendation, and will:</p> <ul style="list-style-type: none"> <li>• Work with the Salesforce Administration team to develop a converted lead report that automatically archives the data</li> <li>• Manually archive monthly data until the new converted lead Salesforce report is completed</li> </ul>	March 31, 2021	Closed

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NUMBER	FINDING	RECOMMENDATION	MANAGEMENT'S RESPONSES	DUE DATE	CURRENT STATUS
L-3 (BI)	<p>We tested a sample of 25 Leads Generated and found that eight leads did not have timely follow-up as stipulated in the BI Handbook. Per inquiry with VEDP management, VEDP noted that a new exceptions report was created in September 2020 to identify projects with status updates outside the established timeframes. BI Managers with projects on this exceptions report will receive an email alerting them to review and update the opportunity record. We deem this to be a suitable measure to ensure appropriate follow-up occurs.</p> <p>Additionally, of the five projects tested with a closed status, three were not sent the project management survey following the closure of the project. Per VEDP Management, the survey process was automated in August 2020 to be automatically issued once the project opportunity is closed. We deem this to be a suitable measure to ensure surveys are sent on all closed projects.</p>	<p>For both exception items noted, we recommend that the BI Handbook be updated to include the new automated processes. Additionally, we recommend that the BI Handbook cover instances where a closed project may not receive a survey (i.e., closed projects due to client disengagement, or projects beneath a certain threshold).</p>	<p>VEDP concurs with the finding and recommendation, and will:</p> <ul style="list-style-type: none"> <li>• Update the BI Handbook to reflect the new automated processes</li> <li>• Update the BI Handbook to note when a closed project may not receive a survey</li> </ul>	January 15, 2021	Closed

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NUMBER	FINDING	RECOMMENDATION	MANAGEMENT'S RESPONSES	DUE DATE	CURRENT STATUS
L-1 (TS-VJIP)	Customer surveys are not utilized for determining satisfaction with processes related to VJIP incentives nor with Workforce Consultation that team members provide.	We recommend that VEDP create surveys and distribute them to customers to obtain feedback related to VJIP incentives and Workforce Consultation.	VEDP concurs with the finding and recommendation, and will: <ul style="list-style-type: none"> <li>• Develop a VJIP client survey and implementation process</li> <li>• Modify Salesforce to enable survey administration</li> </ul>	June 30, 2021	Closed
L-2 (TS-VJIP)	There is no review or approval by the Project Review and Credit Committee (PRACC) of VJIP-only incentives. Having PRACC approval of VJIP-only funds would be consistent with how other VEDP incentives are handled.	We recommend that the PRACC approve the commitment of VJIP-only funds as is done for other VEDP incentives.	VEDP concurs with the finding and recommendation, and will: <ul style="list-style-type: none"> <li>• Continue cross-divisional work that is already underway to incorporate VJIP-only projects into the PRACC process</li> <li>• Update related Policy and Procedures</li> </ul>	June 30, 2021	Closed

**VEDP MANAGEMENT ACTION PLAN STATUS**

NUMBER	FINDING	RECOMMENDATION	MANAGEMENT'S RESPONSES	DUE DATE	CURRENT STATUS
L-1 (M&C)	<p>During FY21, M&amp;C was piloting a few processes to track their marketing projects, one of which included a software tool, Asana. Of the 98 marketing projects included in the Asana tracking report, 75 did not have a start date listed, 39 did not have a due date listed, three did not have a division listed, and one did not have an updated status. As a result, there was inconsistency in how M&amp;C was tracking projects and the amount of detail documented across projects varied as they were testing these various methods.</p> <p>However, within Asana each project had a tracking stage, and for the ones indicated as being "In Progress" there was evidence that projects were being monitored throughout the life cycle to ensure timely completion of the project. DHG found no evidence that project deadlines were not being met.</p> <p>It should be noted that M&amp;C has decided to discontinue using Asana as a tool to track marketing projects since it was not deemed effective or efficient.</p>	<p>We recommend that VEDP determine the best processes to track their marketing projects and ensure these are used consistently across the M&amp;C Division.</p>	<p>VEDP concurs with the finding and recommendation, and will:</p> <ul style="list-style-type: none"> <li>Periodically assess the best project tracking tool(s) for each M&amp;C function (e.g., announcements, events, marketing collateral) and will ensure each selected tool/platform is utilized in a consistent manner.</li> </ul>	June 30, 2021	Closed