

A Governance Redesign Eliminates Monitoring Deferrals and Strengthens Institutional Oversight



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Background

Monitoring review completion is critical for compliance and oversight. Prior to intervention, deferrals increased:

2021: 5/50 (10%)

2022: 18/69 (26%)

This backlog reflected:

- Reactive scheduling
- Limited workload visibility
- Lack of real-time tracking

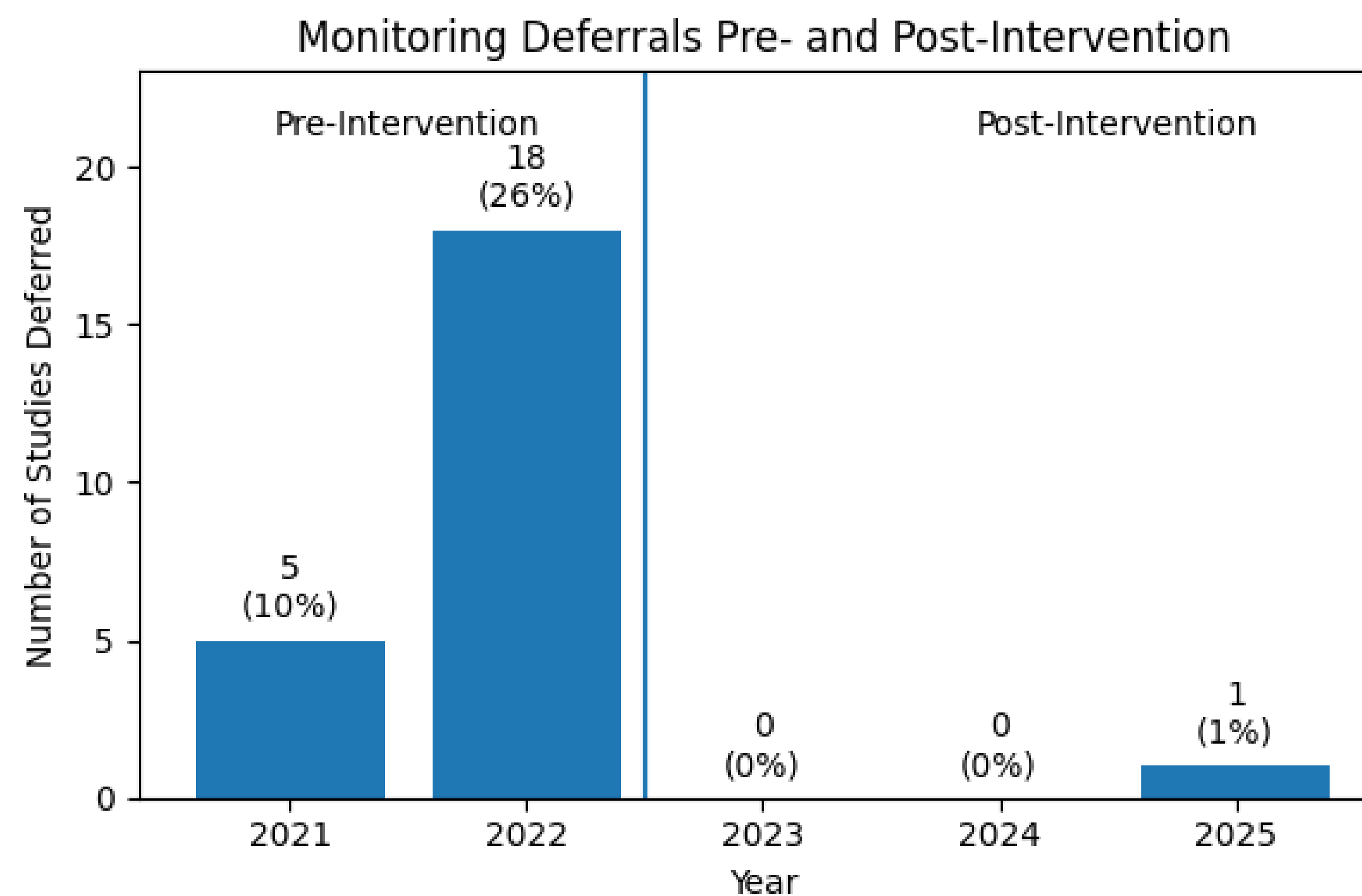
➔ Increased compliance risk and reduced transparency

Redesign (Jan 2023)

- Quarterly Planning: reviews pre-assigned
- Monthly Tracking: QA progress review
- Dynamic Review: monitoring reassessed monthly
- Early Escalation: proactive redistribution

➔ No additional staffing required

Results



Backlog reduced from 26% to near-zero without increasing staffing

Key Impact

- ≥94% reduction in monitoring backlog (vs. 2022 baseline)
- Sustained near-zero deferrals over 3 years
- Achieved despite:
 - Staff turnover (2 departures, 2 new hires in 2023)
 - Increased monitoring volume
- ➔ Demonstrates durability and scalability of governance model

Lessons Learned

- Structured planning + real-time tracking eliminates backlog
- Transparency drives accountability and performance
- Governance, not staffing, infrastructure is the key lever
- System remained stable despite workforce disruption

Future Direction

- Develop interactive dashboards for real-time workload visibility
- Introduce risk-based prioritization to further optimize resource allocation
- Expand framework to other oversight domains