

TREASURY BOARD OF CANADA SECRETARIAT DETAILED ACTION PLAN
to the recommendations of the Report 1 – Phoenix Pay Problems of the Fall 2017 Reports of the Auditor General of Canada

Report Ref. No.	OAG Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact (Name, Position, Tel #)	Indicator of Achievement (For Committee Use Only)
1.73	<p>The Treasury Board of Canada Secretariat should:</p> <ul style="list-style-type: none"> • establish with Public Services and Procurement Canada timelines for departments and agencies to submit accurate pay information that will enable them to meet the terms and conditions of employment; and • support Public Services and Procurement Canada and departments and agencies in the development of performance measures to track and report on the accuracy and timeliness of pay. 	<p>Agreed. As part of the HR-to-Pay Integrated Plan, the Treasury Board of Canada Secretariat, in collaboration with Public Services and Procurement Canada, will establish standardized timelines for human resources transactions leading to a pay action by 30 June 2018. The Treasury Board of Canada Secretariat, in collaboration with Public Services and Procurement Canada, will concurrently work with departments and agencies to establish and implement standardized HR-to-pay business processes going forward.</p> <p>The Treasury Board of Canada Secretariat, in collaboration with Public Services and Procurement Canada, will establish performance measures to be implemented starting in the 2018–19 fiscal year, which will assist in the tracking and reporting of pay actions. The Treasury Board of Canada Secretariat will collaborate with Public Services and Procurement Canada and departments and agencies to further refine the tracking and reporting of key human resources metrics, including the timeliness of pay.</p>	<p>Reporting capacity will be in place to inform decision-making.</p> <p>Standard, public service-wide performance measures and timelines will be in place.</p>	June 2018	<p>This work will involve all departments and agencies. Given the Government of Canada has 32 different human resources (HR) systems with different reporting configurations, the work has to be organized horizontally through various interdepartmental working groups.</p> <p>Work will focus on two areas:</p> <ul style="list-style-type: none"> • Data, reporting, and analytics. • Performance measures and service standards. <p>For each area:</p> <ul style="list-style-type: none"> • A workplan will be developed (November – December 2017). • Government-wide implementation approaches will be formulated (January 2018). • Concrete steps will be taken in all departments (January – June 2018). 	<p>Assistant Deputy Minister, Human Resources Management Transformation (HRMT) Sector, Office of the Chief Human Resources Officer (OCHRO)</p> <p>613-960-9441</p>	

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1.112	<p>The Treasury Board of Canada Secretariat, with the support of Public Services and Procurement Canada, and in partnership with departments and agencies, should track and report on the cost of:</p> <ul style="list-style-type: none"> resolving pay problems; and implementing a sustainable solution for all departments and agencies. 	<p>Agreed. The Treasury Board of Canada Secretariat, with the support of Public Services and Procurement Canada, and in partnership with departments and agencies, will establish a cost estimate for the Government of Canada for the Phoenix pay system by the end of May 2018. The cost estimate will consist of costs incurred to date (September 2017), and the design and implementation of a framework to track costs for resolving pay problems and implementing a sustainable solution.</p>	<p>Final report, data, and cost estimation model will be posted on the Open Government portal.</p>	<p>May 2018</p>	<p>Surveys and Data Gathering – December 2017</p> <ul style="list-style-type: none"> Launch questionnaire for departments. <p>Ground Rules Documentation – January 2018</p> <p>Cost Modeling – February 2018</p> <ul style="list-style-type: none"> Build the model and assess the financial risk and uncertainty in the inputs. <p>Validation – March 2018</p> <ul style="list-style-type: none"> Quality control through various methods, such as reference class forecasting, benchmarking and potentially engage a 3rd party, such as the US General Accountability Office (GAO), to review the cost estimate <p>Final Report – May 2018</p> <ul style="list-style-type: none"> Submit final report to the Standing Committee on Public Accounts and the Standing Committee on Government Operations and Estimates. Post report on TBS website. 	<p>Assistant Comptroller General, Financial Management Sector, Treasury Board of Canada Secretariat</p> <p>613-369-3118</p>	