PSPC MANAGEMENT ACTION PLAN
to the recommendations from the Audit of Building and Implementing Phoenix – Spring 2018 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)
48	PSPC should, for government-wide IT projects under its responsibility, ensure the following: I. Its project managers understand and communicate to concerned stakeholders the impacts of any changes to functionality, including impacts of the cumulative effect of all changes, II. The project complies with relevant legislative and policy requirements, III. The project includes plans for keeping software current, and IV. The project includes a complete contingency plan.	Agreed. Moving forward, PSPC will ensure that, for all government-wide IT projects under its responsibility, it will seek appropriate authorities to define and assign roles and responsibilities of concerned stakeholders. This will permit PSPC to measure and report on collective efforts with regard to project management, and to ensure that implicated partners and stakeholders participate in, and support the assessment of, the cumulative impacts of key decisions and risk mitigations, including changes to functionality. PSPC's National Project Management System requires compliance with legal and policy requirements related to project management. PSPC will ensure project managers understand and respect these requirements. PSPC will also ensure that requirements	PSPC already has rigorous and effective processes in place to manage large-scale projects. Our experience with Phoenix has highlighted the need for an enhanced approach for the management of complex enterprise-wide IT projects. To fill this gap, PSPC, working with partners will develop the following: • A gating tool to determine if a specific project should be managed through department specific project management practices/processes or through an enhanced government-wide IT project management approach.	March 31, 2019 and ongoing	**Key interim milestone A:** Review departmental project management instruments, as informed by the OAG's recommendations and Goss Gilroy's lessons learned, to identify gaps in the project management framework, in particular in relation to project management requirements for government-wide IT projects. Date of completion: December 31, 2018 **Key interim milestone B**: Develop a plan to address the gaps identified in milestone A, including identifying the need for new/updated departmental project management instruments and/or new/updated government project management instruments, as required. Date of completion: December 31, 2018 **Key interim milestone C:** Implement the plan developed in milestone B by updating existing and/or developing new departmental project management instruments, as well as supporting the update of existing	Marty Muldoon, Chief Financial Officer, 819-420-5660	

for project managers to prepare a stakeholder engagement plan, a formal software upgrade plan, and a comprehensive contingency plan that covers government-wide systems, processes and impacts for all government-wide IT projects under its responsibility are well understood. PSPC will integrate the lessons learned from Phoenix into Project Management practices and training and support Government-wide efforts to strengthen the capacity of the Project Management Community.	• An enhanced project management "playbook" detailing how government-wide IT projects are to be managed, clearly laying out the roadmap of what has to be done and by whom (e.g. governance / oversight, project management, OGD roles and Audit roles).		and/or development of new government project management instruments. These revisions will ensure the overall framework for initiatives identified as government-wide IT projects by a "gating" decision process, includes the following elements: • a mechanism for seeking appropriate authorities to define and assign roles and responsibilities of stakeholders implicated in the government wide IT project; • a mechanism for measuring efforts to discharge those responsibilities; • a mechanism for assessing the cumulative impacts of key decisions and risk mitigations; • a stakeholder engagement plan; • a roadmap for system stability and currency; and • a contingency plan that considers the full scope of all points of failure government wide. • clear paths for CIO approval and IM/IT governance oversight and decision-making within PSPC, and at the GC level, as appropriate. Date of completion: March 31, 2019 **Key interim milestone D:** Review and re-define PM training program as necessary to ensure: • emphasis on PM capabilities for government-wide IT projects in line with TBS guidelines; • lessons learned are incorporated.	

					Date of completion: March 31, 2019	
					Key interim milestone E: Declare NPMS as the mandatory Project Management Framework for government-wide IT projects for all PSPC-led projects. Date of completion: March 31, 2019	
					Key interim milestone F: Ensure active participation of PSPC project managers in the government-wide community of practice by fostering participation in central agency initiatives to strengthen project management capacity. Date of completion: Ongoing	
61	PSPC should, for government-wide projects under its responsibility: I. Ensure that requirements to move to a new system are defined and implemented with the active participation of all concerned departments and agencies, and II. Ensure that all concerned departments and agencies are consulted and actively participate in the project's design and testing.	Agreed. Moving forward, PSPC will ensure that for all government-wide IT projects under its responsibility, it seeks authority to: • Clearly define, in consultation with concerned departments and agencies, roles and responsibilities of PSPC as the lead organization and concerned departments and agencies, as well as Treasury Board Secretariat. Such authorities will ensure active participation and collaboration of concerned departments and agencies and Treasury Board Secretariat in defining business requirements and designing and testing of any new system, as well as implementation of	Refer to final expected outcome under recommendation 48 (pgs. 1-2)	Ongoing	**Key interim milestone A:** Prior to launching a government-wide IT project, ensure the project team has a clear understanding of the scope of the project and the implicated stakeholders. Date of completion: Ongoing **Key interim milestone B:** In consultation with stakeholders, define roles and responsibilities of PSPC, as lead organization, as well as stakeholders, and central agencies. Date of completion: Ongoing **Key interim milestone C:** In consultation with stakeholders, establish a performance measurement framework that measures the effective discharge of the assigned roles and responsibilities of each organization.	Milestone A: Marie Lemay, Deputy Minister, PSPC, 819-956-1706 Milestone B to E: Responsible ADM for delivery of the government wide IT project, in consultation with the CIO.

				Date of completion: Ongoing		
	requirements related to change management, departmental readiness, data quality, and revised business and technical processes and controls; • Develop a performance measurement framework that measures the effective discharge of the assigned roles and responsibilities, of the lead organization, concerned departments and agencies, and Treasury Board Secretariat; • Independently validate the performance of the lead organization, concerned departments and agencies, and Treasury Board Secretariat, and report the results of performance to a government-wide deputy head oversight committee; and • In accordance with established authorities, in conjunction with the Treasury Board Secretariat, take appropriate action where performance is lacking.			**Key interim milestone D:** In consultation with Stakeholders, establish a process to independently validate performance, including readiness to onboard, facilitate sharing of performance results, and take action on non-performance. Date of completion: Ongoing **Key interim milestone E:** Milestones A-D are to be incorporated into project approval documentation and approved by a TBS-approved oversight mechanism. Date of completion: Ongoing		
103	For all government-wide IT projects under its responsibility, PSPC should ensure that an effective TBS-approved oversight mechanism that includes the heads of concerned departments and agencies is in place, is documented, and is maintained.	Agreed. Moving forward, PSPC will ensure that for all government-wide IT projects under its responsibility, it puts in place, documents, and maintains an effective TBS-approved oversight mechanism, whose membership includes the Treasury Board Secretariat and representation from a selected group of deputy heads of	Refer to final expected outcome under recommendation 48 (pgs.1-2)	March 31, 2019 and ongoing	**Key interim milestone A:** Update existing project management instruments and/or develop new project management instruments, as required, to ensure the framework includes the requirement for a TBS-approved oversight mechanism that includes senior management of concerned department and agencies for all government-wide IT projects under PSPCs responsibility. Date of completion: March 31, 2019	Milestone A and B: Marty Muldoon, Chief Financial Officer, 819-420-5660	

		concerned departments and agencies. Terms of reference approved by the TBS, PSPC and in consultation with the PCO will clarify the roles and responsibilities of the committee participants in regard to the government-wide IT project and to colleague deputy heads of departments and agencies not specifically represented on the oversight committee.				**Key interim milestone B:** Develop a Terms of Reference template for the TBS-approved oversight mechanism. Date of completion: March 31, 2019 **Key interim milestone C**: Ensure early establishment of oversight that includes stakeholders, such as a government-wide deputy-head committee. Date of completion: Ongoing	Milestone C: Marie Lemay, Deputy Minister, PSPC, 819-956-1706	
104	For all government-wide IT projects under its responsibility, PSPC should ensure that its internal audit function provides the Deputy Minister with assurances regarding the project's governance, oversight and management.	Agreed. Moving forward, PSPC will ensure that the internal audit function provides the Deputy Minister with the appropriate assurances regarding project governance, oversight and management on government-wide IT projects under its responsibility. It will accomplish this by working with other internal audit functions of concerned departments and agencies to develop an audit strategy that will provide a holistic view of project governance, oversight, and management risks. PSPC will support Government-wide initiatives to strengthen the capacity of the Internal Audit community to provide assurance regarding major transformation initiatives.	For enterprise-wide IT projects under its responsibility, PSPC's internal audit function will have a process in place to share and collaborate early on and throughout these projects with partners in order to provide the Deputy Minister with assurance on governance, oversight and risk management.	Sept. 30, 2018 and ongoing	**Key interim milestone A:** PSPC's internal audit function will define the Department's IT universe of auditable units. The universe will include PSPC's government-wide IT-enabled projects as individual auditable units. These auditable units will be prioritized in terms of risk, complexity, significance, and public visibility, as well as shared accountability and government-wide impact. The IT universe will be refreshed on an annual basis and shared with the OCG. Date of completion: September 30, 2018 and ongoing **Key interim milestone B:** PSPC's annual Risk-Based Audit and Evaluation Plan that will be informed by the IT universe and will include government-wide IT projects that merit internal audit oversight based on the risk analysis and prioritization process. Where the IT enabled	Linda Anglin, Chief Audit and Evaluation Executive, 819-420-5909	

| | | | | | projects include shared accountabilities with other government entities, other internal audit functions may be engaged. The annual plan will be refreshed on an annual basis. Date of completion: September 30, 2018 and ongoing

Key interim milestone C:
PSPC's internal audit function will conduct assurance engagements of government-wide IT projects identified in its annual risk-based audit plan. For government-wide IT projects that include shared accountabilities with other government entities, it will engage other internal audit functions, where and when applicable, and will work collaboratively with other audit functions to develop an audit strategy to provide assurance of governance, oversight, and management risks. Further, it will participate in government-wide horizontal engagements, when and where appropriate.
Date of completion: September 30, 2018 and ongoing

Key interim milestone D:
PSPC's internal audit function will actively participate in initiatives to strengthen internal audit capacity and explore innovative approaches to provide assurance regarding government-wide IT projects and other major government-wide transformation initiatives that involve multiple departments and agencies. Date of completion: April 17, 2018 and | | |

				ongoing		