

TREASURY BOARD OF CANADA SECRETARIAT DETAILED ACTION PLAN
to the recommendations of Report 1, Procuring Complex Information Technology Solutions of the 2021 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)
1.47	The Treasury Board of Canada Secretariat (TBS), Public Services and Procurement Canada (PSPC), and Shared Services Canada (SSC) should develop more comprehensive guidance and training for employees to improve understanding of agile procurement and how to apply collaborative methods.	<p>Agreed. TBS will continue to work with PSPC, SSC, and other key stakeholders to develop, deliver and promote formal and informal learning focused on agile procurement as well as develop and promote policies, guidance and tools that support capacity building in the procurement community.</p> <p>TBS will do this by:</p> <ul style="list-style-type: none"> • Completing the proposed reset of TBS' procurement policies, including a proposed <i>Directive on the Management of Procurement</i> to replace the TB <i>Contracting Policy</i> and modernize and streamline policy requirements with outcomes-based, agile approaches, and support for the development of procurement capacity. • Working with departmental experts (via working groups and other consultation forums) to support the implementation of the new policies if approved, with new guidance and tools. • Ensure that procurement professionals are aware of agile procurement and how to apply collaborative methods. 	<p>All federal procurement professionals are aware of agile procurement and how to apply collaborative methods.</p> <hr/> <p>Modernized & streamlined procurement policy instruments with outcomes-based, agile approaches, and support for the development of procurement capacity.</p> <p>This will enable a more strategic, whole of government, integrated procurement framework for planning and decision making and support for the professionalization of the procurement workforce.</p>	<p>Winter 2022</p> <hr/> <p>Summer 2021</p>	<p>Summer 2021 - Establish Capacity Working Group to evaluate procurement required training curriculum at the Canada School of Public Service (chaired by TBS).</p> <p>Fall 2021 - Capacity Working Group produces report & develops recommendations (e.g. update the curriculum).</p> <p>Winter 2021-2022 - Review, accept & plan implementation of Working Group recommendations.</p> <p>Throughout Fiscal Year 2021-2022 - Promote professional development that supports agile procurement and how to apply collaborative methods.</p> <hr/> <p>Summer 2021 - Seek approval of Phase 2 of the Policy Suite Reset, including the <i>Directive on the Management of Procurement</i>.</p>	<p>Treasury Board of Canada Secretariat, Office of the Comptroller General / Samantha Tattersall, Assistant Comptroller General, 613-369-9433</p> <hr/> <p>Treasury Board of Canada Secretariat, Office of the Comptroller General / Samantha Tattersall, Assistant Comptroller General, 613-369-9433</p>	

1.47 (cont.)			<p>A strengthened and engaged procurement community supporting the shift to a more principles-based policy framework via sharing and collaborating across the Government of Canada.</p> <p>Practical advice and guidance to support senior designated officials, business owners and contracting authorities to implement flexible, agile, outcomes-based procurements over the lifecycle of the procurement process.</p>	Winter 2022	<p>Summer 2021 - Establish consultation plan and parameters based on subject matter.</p> <p>Fall 2021 - Policy Working Groups start to meet and collaborate on specific subject matters.</p> <p>Winter 2022 - Guidance completed.</p>	<p>Treasury Board of Canada Secretariat, Office of the Comptroller General / Samantha Tattersall, Assistant Comptroller General, 613-369-9433</p>	
1.47	<p>TBS, with input from PSPC and SSC, should also assess what skills, competencies, and experience procurement officers need to support agile approaches to complex information technology (IT) procurement.</p>	<p>Conducting a review of the updated procurement competencies in order to determine if they specifically support agile procurement and the application of collaborative methods.</p>	<p>Federal procurement officials have modern procurement competencies that will enable them to support modern procurement practices.</p>	Winter 2022	<p>Summer 2021 - Establish Capacity Working Group to review federal procurement competencies (chaired by TBS) and ensure that they reflect the skills and experience procurement officers need to support agile approaches to complex IT procurement.</p> <p>Fall 2021 - Working Group produces report & develops recommendations e.g. if necessary, update competencies to reflect required skills and experience, identify how the existing competencies support agile procurement and the application of collaborative methods, increased promotion of new or updated competencies.</p> <p>Winter 2021-2022 - Review, accept and plan implementation of Working Group recommendations.</p>	<p>Treasury Board of Canada Secretariat, Office of the Comptroller General / Samantha Tattersall, Assistant Comptroller General, 613-369-9433</p>	
1.53	<p>The TBS, Employment and Social Development Canada, and SSC should ensure that governance mechanisms are in place to engage senior representatives of concerned departments and agencies for each of the complex IT procurements we audited. This will be particularly important to support agile procurements of complex IT initiatives and their successful achievement of business outcomes.</p>	<p>The TBS's response. Agreed. For the Next Generation Human Resources (HR) and Pay initiative, the Office of the Chief Human Resources Officer (OCHRO) in the TBS will continue to work with SSC and departments and agencies at senior levels as well as users from the HR, pay, and manager communities to define business needs and anticipate change management requirements.</p>	<p>Definition of Business Needs</p> <p>Expected outcome: A standard set of HR and pay business requirements and rules that has been validated by departments, agencies, and policy centres.</p>	Q4 of 2022-2023	<p>1. <i>Strategic HR and pay business outcomes are defined.</i></p> <p>High-level outcomes that serve as the overall direction for business modernization and transformation efforts, including NextGen.</p> <p>These outcomes were defined in Q3 of 2020-2021.</p> <p>2. <i>Core HR and pay business requirements are identified.</i></p>	<p>Treasury Board of Canada Secretariat, Office of the Chief Human Resources Officer / Stephanie Poliquin, Assistant Deputy Minister, People Management</p>	

<p>1.53 (Cont.)</p>		<p>As the initiative moves on from the discovery phase, decision makers will be required to be engaged thoroughly. A review of existing governance to align it with upcoming phases is underway.</p> <p>SSC's response. Agreed. SSC is please to report that processes are already in place.</p> <p>SSC's Project Management Framework, in place since 2017, guides the effective management and delivery of the department's projects throughout the project life cycle. The framework consists of tools such as a project control framework, integrated plans, risk registers, and the stakeholder's responsibility and accountability matrix, which ensures continued alignment between all stakeholders to support the achievement of the desired business outcomes. The department's Project Governance Framework documents and communicates the role of the various governance committees in providing effective oversight and a challenge function.</p>	<p>This includes a definition of the strategic business outcomes, business requirements and derived from relevant legislation, regulations, policies, collective agreements, etc. to support consistent design and testing of digital solutions.</p>		<p>An initial set of business requirements, including controls, will be identified for the core capabilities in-scope for NextGen Pilot 1. These business requirements will be identified during the Exploratory phase and further refined and validated by departments, agencies, and policy centres throughout the design of the NextGen solution.</p> <p>The target completion date for this milestone is Q4 of 2020-2021.</p> <p><i>3. Pay rules consolidated in a central inventory.</i></p> <p>The rules that determine employee pay are found in multiple documents, including collective agreements and terms and conditions of employment. The OCHRO is developing an inventory of these rules to support the design of digital solutions (including NextGen).</p> <p>The target completion date of this milestone is Q4 of 2021-2022.</p> <p><i>4. HR and pay standards are applied at subsequent phases of the NextGen solution development.</i></p> <p>Building on work done in milestones #2 and #3, the OCHRO will work with departments, agencies, and policy centres to develop the business requirements, rules, data, and controls required to support the future phases and subsets of business capabilities required beyond NextGen Pilot 1.</p> <p>The target completion date of this milestone is Q4 of 2022-2023.</p>	<p>Systems and Processes Sector, 613-240-9407</p>	
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<p>1.53 (Cont.)</p>		<p>SSC also has a Procurement Governance Framework since July 2019, which was developed, implemented, and communicated, as appropriate, to provide procurement oversight, control, integration, risk management, and decision making for greater transparency and accountability. This framework tailors the required stakeholder oversight levels in relation to the size, scope, complexity, and risks of the procurements.</p> <p>For the NextGen initiative, SSC will continue to work with the OCHRO at the TBS as well as senior officials and users in other departments and agencies to define business needs and anticipate change management requirements. As the initiative moves on from the discovery phase, decision makers will be required to be engaged thoroughly. A review of existing governance to align it with upcoming phases is underway.</p>	<p>Anticipation of Change Management Requirements</p> <p>Expected outcome: A change management plan that identifies and addresses anticipated changes resulting from the NextGen solution.</p> <p>The NextGen team will work with departments, agencies, and policy centres to identify potential change impacts that could result from a NextGen go-live. The team will develop plans to address these impacts and support employees through the change.</p>	<p>Q4 of 2022-2023</p>	<p>1. <i>Initial change management plan drafted.</i></p> <p>An initial change management plan will be developed during the NextGen Exploratory phase. This includes stakeholder identification, a communications plan, and a training and monitoring approach.</p> <p>The target completion date of this milestone is Q4 of 2020-2021.</p> <p>2. <i>Final change management plan complete.</i></p> <p>The NextGen team will work with departments, agencies, and policy centres throughout the design of the NextGen solution to identify and address change impacts on people and business. The initial change management plan will be updated to include these impacts and plans to address them.</p> <p>The target completion date of this milestone is Q4 of 2022-2023.</p>	<p>Shared Services Canada / Shereen Miller, Assistant Deputy Minister, NextGen, 613-298-6205</p> <p>Treasury Board of Canada Secretariat, Office of the Chief Human Resources Officer / Stephanie Poliquin, Assistant Deputy Minister, People Management Systems and Processes Sector, 613-240-9407</p>
			<p>Governance</p> <p>Expected outcome: A governance structure that enables inclusive and timely decision-making for NextGen.</p> <p>This governance structure will be anchored in defined accountabilities and include participation from a broad range of decision makers and stakeholders to support NextGen.</p>	<p>Q1 of 2021-2022</p>	<p>1. <i>Third-party review of NextGen governance proposal complete.</i></p> <p>A third-party review of the proposed NextGen governance structure is underway. Once completed, it will provide recommendations on next steps.</p> <p>The target completion date of this milestone is Q4 of 2020-2021.</p> <p>2. <i>NextGen governance structure and committees established.</i></p> <p>Following the third-party review, the NextGen governance structure, and its committees, will be established to support the initiative.</p> <p>The target completion date for this milestone is Q1 of 2021-2022.</p>	<p>Shared Services Canada / Shereen Miller, Assistant Deputy Minister, NextGen, 613-298-6205</p> <p>Office of the Chief Human Resources Officer / Stephanie Poliquin, Assistant Deputy Minister, People Management Systems and Processes Sector, 613-240-9407</p>