

TREASURY BOARD OF CANADA SECRETARIAT DETAILED ACTION PLAN
to the recommendations of the Independent Auditor's Report of the Modernizing Information Technology Systems

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)
20	The Treasury Board of Canada Secretariat should consult with departments and agencies to determine and establish realistic targets and timelines for modernizing applications in poor health. The targets and timelines should be based on a documented methodology that considers factors such as priorities, the critical importance of applications, and the availability of skilled personnel and funding for departments and agencies.	<p>Agreed.</p> <p>TBS has already begun consultations with departments to update methodologies and data to develop a comprehensive view of application health. Beginning in 2024-25, TBS will work with departments to determine targets and timelines for addressing unhealthy applications, including modernization where appropriate.</p>	<p>Departments and agencies will have identified targets and timelines for addressing unhealthy applications, including modernization where appropriate.</p> <p>TBS will provide enterprise guidance and direction on application health and regularly review departmental plans.</p>	Q2 2024/25	<p>Q1 2024/25 – Departments and agencies will begin to provide TBS with roadmaps for their application and technology portfolios.</p> <p>Q2 2024/25 – TBS will establish a revised methodology for calculating application health supported by current industry standards.</p>	Chief Technology Officer of the Government of Canada	
37	<p>In coordination with Shared Services Canada and in consultation with departments and agencies, the Treasury Board of Canada Secretariat should finalize and implement a comprehensive strategy for addressing the information technology modernization needs of departments and agencies. The strategy should</p> <ul style="list-style-type: none"> - identify and control the costs of maintaining legacy information technology systems - estimate the costs and time frame for modernizing or decommissioning information technology systems - re-evaluate the governance mechanisms in place for prioritizing information technology systems that are to be modernized - address the scarcity of personnel with the needed skills to support information technology modernization 	<p>TBS has already begun work in coordination with SSC and departments to define a strategy to address IT modernization across government, particularly in relation to governance and funding models for improving and modernizing legacy IT systems. The strategy will include options analysis and investment scenarios for IT modernization and decommissioning of legacy systems, based on available funding sources.</p> <p>In 2024-25, TBS will continue this work to consider options for identifying and controlling legacy IT systems costs. TBS will also review existing frameworks and mechanisms for the prioritization of departmental plans for shared IT services and include considerations for small departments and agencies, as well as improving engagement of departmental senior officials in the planning and prioritization process to increase knowledge and understanding of IT projects and modernization strategies.</p>	<p>GC Cloud strategy that addresses application hosting spend controls, modernization, upskilling, and governance will be published and communicated.</p> <p>Published guidance documents for spend controls, costs and legacy IT system decommission.</p> <p>Enhanced governance for IT system prioritization in place.</p> <p>GC IT professional receive skills they require to support IT modernization.</p> <p>Senior officials will be engaged in governance and decision-making to help improve their knowledge and</p>	Q4 2024/25	<p>Q4 2023/24 – TBS will publish an updated GC Cloud Strategy which includes enhancements to the funding, procurement, and governance of application hosting.</p> <p>Q1 2024/25 – TBS will publish guidance documents for spend controls, costs and legacy IT system decommission.</p> <p>Q4 2024/25: TBS will establish a GC-wide vehicle to provide IT professionals enterprise-wide with simplified access to learning programs and certifications.</p>	Chief Technology Officer of the Government of Canada	

	<ul style="list-style-type: none"> - improve senior department and agency officials' knowledge and understanding of information technology projects 		understanding of IT projects.				
47	<p>The Treasury Board of Canada Secretariat should consult with departments and agencies to determine the tools and resources it needs to support government information technology projects, including appropriate funding. The secretariat should</p> <ul style="list-style-type: none"> - request and gather accurate and complete data on the status of information technology projects undertaken by departments and agencies - identify high-risk information technology projects undertaken by departments and agencies, including modernization projects - increase its capacity and oversee all high-risk government information technology projects 	<p>Agreed.</p> <p>In 2023-24 TBS will consult with departments on the capabilities, resources and funding needed for TBS to support government IT projects including IT modernization efforts. This would include a more fulsome approach for the collection, management, and analysis of departmental data on IT systems, planned investments, projects and modernization activities. A revised risk framework that allows for the effective identification and monitoring of all high-risk GC IT projects would be used. Input from the consultation will support determination of a timeline for fully acting on this recommendation.</p>	TBS determines and obtains the resources and system capabilities to identify and oversee IT projects, activities and their supporting resources including high-risk initiatives, using accurate, current, and reliable data and information from departments and agencies and effectively correlate them to services.	Q4 2024/25	<p>Q1 2024/25 – Departments and agencies will begin to provide TBS with roadmaps for their application and technology portfolios.</p> <p>Q2 2024/25 – TBS will establish a revised methodology for calculating application health supported by current industry standards.</p>	Chief Technology Officer of the Government of Canada	
52	<p>The Treasury Board of Canada Secretariat, in consultation with relevant stakeholders, should revise current funding mechanisms or develop new funding mechanisms to help departments and agencies modernize their information systems. The revised or new funding mechanisms should</p> <ul style="list-style-type: none"> - be timely, adaptable, and efficient and consider the immediate and future modernization needs of departments and agencies, including considering information technology modernization projects that span multiple years 	<p>Agreed.</p> <p>TBS has already begun work, in consultation with relevant stakeholders, to define a strategy to address IT modernization across government, including funding models and mechanisms for modernizing legacy IT systems. The strategy and funding model seek to address current and future modernization needs and will include timely and adaptable governance mechanisms to support departments and shared services organizations in efficient delivery. An option for consideration in the proposed model will include centralized control and management of modernization investment funding and regular</p>	<p>GC Cloud strategy that addresses application hosting spend controls, modernization, upskilling, and governance will be published and communicated.</p> <p>TBS will centralize control and management of modernization funding and set direction and prioritization for application hosting (data centres and cloud) using insight into IT spend, application health, capacity and usage.</p>	Q4 2024/25	<p>Q4 2023/24 – Departments and agencies will begin to provide TBS with roadmaps for their application and technology portfolios.</p> <p>Q4 2023/24 – TBS will publish an updated GC Cloud Strategy which includes enhancements to the funding, procurement, and governance of application hosting.</p> <p>FY 2024/25 - Improvements to governance of IT spending.</p>	Chief Technology Officer of the Government of Canada	

	<ul style="list-style-type: none"> - centralize the control and management of allotted funding to help prioritize and coordinate information technology modernization spending - require departments and agencies receiving funding to regularly report back on their information technology modernization efforts and results 	<p>departmental reporting on progress and results.</p>	<p>IT rationalization and optimization incentives across the GC.</p> <p>Departments will report to TBS quarterly on modernization efforts.</p>				
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