Employment and
Social Development Canada

Emploi et
Développement social Canada

Now and Tomorrow
Excellence in Everything We Do

Employment and Social Development Canada Investment Plan

2018-2019 to 2022-2023

Canada

Publication History

Version	Date	Description
0.08	2017-12-12	Updates made based on comments from Director and Director General.
0.09	2017-12-21	Updated based on comments received after Submission Control Unit consultation and feedback.
0.096	2018-01-02	Updated based on comments from stakeholders; reorganized to reduce duplication of information.
0.097	2018-01-10	Reorganization to improve the flow of information. Updated Service Strategy, Benefits Delivery Modernization (BDM) and Data Strategy information based on updates received. Considered reducing anticipated project costs based on BDM numbers, but kept as is. BDM rough order of magnitude costs added to BDM section.
1.0	2018-01-19	First draft for Treasury Board Secretariat (TBS).
1.1	2018-01-26	Updates made to Organizational Project Management Capacity Assessment methodology – sent to TBS.
1.2	2018-03-06	Updates made to project financials based on P10 updates and to overall Investment Plan based on draft Departmental Plan. Additional changes based on feedback received from TBS on 2018-02-23.
3.0	2018-04-03	Third draft for TBS based on comments received from Major Projects and Investments Board co-chairs and TBS on second draft.
4.0	2018-04-16	Fourth draft for TBS based on comments received from TBS.
4.1	2018-04-19	Final document.

EXECUTIVE SUMMARY

In compliance with Treasury Board's Policy on Investment Planning, Employment and Social Development Canada (ESDC), including the Labour Program and Service Canada, has completed its third Departmental Investment Plan, for the period of 2018-2019 to 2022-2023. In addition to chronicling our progress toward the goals of the previous plan, this document outlines the Department's expected investments over the next five years and describes the mechanisms in place to ensure that investment decisions are aligned at an enterprise level to ESDC's and the Government of Canada's (GC) strategic priorities.

During the past three years, ESDC has continued to improve its project management capacity by onboarding project management advisors; improving its Project Management Information Solution (PMIS); and increasing the Department's capacity in project assurance, benefits management, risk management, enterprise architecture and investment planning to better support departmental project leaders and executives. In addition, ESDC established the Transformation and Integrated Service Management Branch (TISMB) to enable the Department to align with the Government of Canada's priority of delivering citizen-focused services and to achieve the outcomes of ESDC's Service Strategy. TISMB will enable the Department to improve service delivery in a way that responds to the needs of clients while providing employees with modern tools.

ESDC has an established process in place to identify, evaluate, rank, and recommend investments including a governance framework to ensure projects exercise sound stewardship and deliver the benefits expected. The Portfolio Management Board (PMB) is the established governance body whose responsibilities include determining strategic directions and priorities; approving portfolio-wide plans and strategies; and making decisions on strategic issues that affect the portfolio as a whole. The PMB is supported by the Major Projects and Investments Board (MPIB) who approves and oversees the Department's investments in projects, assets, and acquired services. The MPIB ensures that investments are aligned with departmental and GC-wide priorities, that business owners exercise sound stewardship and that programs and projects deliver the intended benefits. The MPIB is also supported by other levels of governance such as project steering committees.

Since the last Investment Plan, the Department was able to make significant progress through the completion of many key investment projects which supported its mandate. The result was benefits delivered to Canadians as well as internal operational efficiency gains. In addition, a number of improvements to investment management have been made in the Department. The following are some highlights:

- ESDC has continued to improve services to Canadians through additional online portals. The My Service Canada Account (MSCA) Expansion project redesigned the users' experience. Ensuring that usability and user experience is modern increased the likelihood that users will find information quickly and easily and return more often. In addition, the project implemented a Rapid Registration portal at Service Canada centres. This allows clients to obtain a personal access code for their MSCA in person instead of waiting for the mail.

- The Department made a number of updates to the Canada Pension Plan (CPP) through a series of completed projects. As part of the Bill C-51 amendments, the Department successfully implemented the Post-Retirement Benefit (PRB), the first new benefit to be added to the CPP since its inception.

- The Department improved Employment Insurance (EI) services to Canadians with the measure for vulnerable workers. This allows eligible Canadians to receive temporary relief during economic downturns and receive ongoing support when needed. Internal tools to better and more easily monitor the productivity of processing EI claims were also developed and implemented.

- ESDC strengthened the integrity of the Social Insurance Registry (SIR). Agreements have been signed with all ten provinces to validate birth data found on Social Insurance Number (SIN) applications and share historical and ongoing death records to increase the accuracy and integrity of the Department's SIR.

- Updates were made to the online Wage Earner Protection Program (WEPP) application. The changes have improved the user-experience and service for clients and as well as for operational processing, including the reduction in paper processes. Prior to this update clients were sent a questionnaire in hard copy format and they had to mail back the completed form. The process is now automated to improve service delivery.

Over the next five years, ESDC, including the Labour Program and Service Canada, will invest $2.36 billion in projects, assets and acquired services. This is approximately $472.71 million annually and represents approximately 15.7% of ESDC's annual gross operating costs of $3.01 billion. ESDC's approach to investment planning for this cycle required consideration for the current fiscal climate and funding pressures of the Department. Planned investments have increased in comparison to the $1.98 billion in the previous Departmental Investment Plan (2015-2016 to 2019-2020) due to: an increase in project costs for increased project capacity and the introduction of a number of transformational projects; a growth in real property assets related to the number of

investments for the Service Canada Centre network; and an upsurge in acquired services costs from higher software support services contracts introduced over the last three years, as well as a significant increase in the contracts to administer the Canada Student Loans Program. The proposed investment amount includes $702.54 million in projects to modernize service delivery, not including an additional $723.89 million anticipated for the modernization of benefits delivery implement new policies, and increase the effectiveness and efficiency of its operations,. Another $250.01 million will be spent to maintain our asset base and support core programs and service delivery. Finally, ESDC will invest more than $1.41 billion in acquired services in support of our mandate. The Department continues to mature its investment planning processes, governance and project management. The Department's increased sophistication in managing projects is further evidenced by fostering Program Management as a means of leading large transformational initiatives, such as Service Transformation and Benefits Management to ensure investments lead to tangible results and provide value to Canadians.

As with the last Investment Plan, ESDC completed the Organizational Project Management Capacity Assessment (OPMCA) which is a self-assessment of the Departments' capability in project management. The self-assessment has resulted in a rating of Level 2. Therefore, ESDC is requesting approval to maintain their Class 2 as the Department continues to mature its project management processes and capacity. This level signals that the Department continues to have the capacity to successfully deliver projects to adjust its operations to meet planned objectives. This Investment Plan lays out a five-year horizon that responds to the Government's priorities and addresses areas of greatest risk to the Department within the departmental reference levels. Material high-level risks that could significantly impede ESDC's ability to deliver on its strategic investments are identified, prioritized and monitored in a Corporate Risk Profile (CRP). Specific mitigation strategies have been developed to minimize the impact or reduce the likelihood of each risk occurring. The CRP will be updated annually to ensure appropriate responses are developed to address any emerging risks to ESDC's Investment Plan.

This is a critical time in the evolution of ESDC's investment portfolio, as it seeks to transform internal and external service delivery operations and realize the benefits of innovation in technology through new systems and modern infrastructure in collaboration with its technology partner in Shared Services Canada (SSC). ESDC will remain aligned to the evolving government direction, and will reshape and reposition its investment strategies through the options and strategies considered in the course of its project work and asset planning.

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1 INTRODUCTION

1.1 Background

In compliance with the TBS *Policy on Investment Planning – Assets and Acquired Services* and the TBS *Policy on the Management of Projects*, Employment and Social Development Canada (ESDC) prepared its second Investment Plan for the period covering 2015-2016 to 2019-2020, which received approval by Treasury Board (TB) in May 2015 on the condition that ESDC would provide an update to its project list planned for spring 2016 and spring 2017. The 2015-2020 Investment Plan:

- provided a picture of the major investments over the covered five years with highlights on the areas of strategic importance and/or greatest risk to the Department;
- was reflective of government-wide directions;
- described the governance, systems, process, and capacity for ongoing investment management established within ESDC's governance;
- assessed at a holistic level the risk and complexity of the project investments which is key to developing a balanced portfolio; and
- described the overall financial requirements associated with the plan within the Department's planned reference levels.

In particular, the approach and capacity needed for the planned project investments in the last plan were established based on the Department's self-assessed and Treasury Board approved Organizational Project Management Capacity Assessment (OPMCA) rating of Class 2.

1.2 Purpose and Scope

This ESDC Investment Plan sets out the planned investments in projects, assets and acquired services over the next five fiscal years until 2022-2023. This plan provides a strategic and tactical view of how these investments are to be undertaken, advances Government direction and addresses the areas of most strategic importance and greatest risk to the Department.

This document is the third ESDC Departmental Investment Plan and covers the period of 2018-2019 to 2022-2023. This plan describes the process and governance elements of how project, asset and acquired services-based investment decisions are aligned at an enterprise level to the strategic priorities established by the Deputy Minister led Portfolio Management Board (PMB). It describes the Department's investment planning and project capacity and demonstrates its ability to manage risk and complexity in project investments over this planning period.

The Plan that follows is holistic in view. It is clearly grounded in strategic priorities at the corporate level, including alignments to key enterprise-level plans in the areas of Real Property, Information Management and Information Technology, Fleet, Acquired Services and all projects undertaken across the department. It is developed with an informed understanding of risk, adherence to policy management standards, life cycle principles, and best practices, and is framed in a well-constructed strategy of investments in assets, acquired services, and projects over the planning period. The Plan also demonstrates how ESDC's planned investments are aligned with its procurement strategy and plan for the planning period.

This plan also provides key details on past accomplishments in investments that have occurred since the previous Investment Plan (2015-2016 to 2019-2020).

At the approval of the Investment Plan for fiscal years 2015-2016 to 2019-2020, the Department had a portfolio of 74 projects with a value of $280.33 million. Planned investments were estimated to bring the value of the portfolio to $595.08 million over the plan's fiscal years. At the end of 2017-2018, the value of the portfolio for fiscal years 2015-2016 to 2019-2020 was $517.23 million.

1.3   Definition of Terms

Departmental investment planning is the function of allocating and reallocating all resources associated with new and existing assets and acquired services that are essential to program delivery. Departmental investment planning is a key element in achieving value for money and demonstrating sound stewardship.

To apply the requirements of the *Policy on Investment Planning – Assets and Acquired Services*, it is important to understand the meaning of the following terms:

Table 1: Definition of Terms

Terms	Definitions
Investment	The use of resources with the expectation of a future return of value (quantitative and qualitative), such as an increase in outputs, revenue or assets, or the acquisition of increased organizational capacity (knowledge, expertise or training).
Asset	Are both tangible and intangible items of value with a future life beyond one year, whether they are Crown-owned, leased or accessed through other arrangements. While assets can have a broader meaning in accounting terms, for the purpose of this policy, assets are only those considered to be long-term assets in the Government of Canada's financial statements that have a future life beyond one year (with the exception of prepaid expenses). Assets such as cash, receivables and prepaid expenses are not covered in this policy. Examples of assets include: • Land • Buildings • Machinery and equipment • Works and infrastructure • Computer hardware • Computer software • Motor vehicles
Acquired Service	Obtained through formal arrangements, such as Crown procurement contracts, memoranda of understanding and letters of agreement (between representatives of the Crown), to support internal or external clients or stakeholders in achieving specific outcomes. These services do not include arrangements for or in support of Grants and Contributions activities. Acquired Services are provided by individuals with significant training, qualifications and expertise in a professional, scientific, technical or managerial field. These services can be used to outsource certain operational functions (such as a call-centre support service), to provide training, or to provide knowledge and expertise not available in the organization.
Project	Is a temporary endeavour undertaken to create a unique product, service or result. The temporary nature indicates that a project has a definite beginning and definite end, which is reached when the project's objectives have been achieved. The outcomes of a project can be tangible or intangible. Some examples include: • a new or upgraded information technology (IT) system to automate or enhance business processes; • a new service or program, prior to transitioning it into operations; • re-engineered or changed business processes, services or programs to gain efficiency and/or improved delivery within a specific timeframe (e.g., not ongoing) or for a specific objective; • a new enterprise tool (e.g. SAO, web site or web service); • new infrastructure and/or unique fit-up components for an office space.

2   DEPARTMENTAL CONTEXT

2.1   Raison D'Être, Mandate and Role

The mission of Employment and Social Development Canada (ESDC), including the Labour Program and Service Canada, is to build a stronger and more inclusive Canada, to support Canadians in helping them live productive and rewarding lives and improving Canadians' quality of life.

ESDC delivers a range of programs and services that affect Canadians throughout their lives. The Department provides seniors with basic income security, supports unemployed workers, helps students finance their post-secondary education and assists parents who are raising young children. The Labour Program contributes to social and economic well-being by fostering safe, healthy, fair and inclusive work environments and cooperative workplace relations in the federal jurisdiction. Service Canada helps citizens access ESDC's programs, as well as other Government of Canada programs and services. Appendix C provides a list of the Department's Core Responsibilities, Program Inventory and Departmental Result Framework.

In particular, the Department is responsible for delivering over $120 billion in benefits directly to individuals and organizations through such Government of Canada programs and services as Employment Insurance, Old Age Security, the Canada Pension Plan and the Canada Student Loans Program. The Department also provides $1.8 billion in funding to other orders of government, educators and organizations in the voluntary and private sectors.

To fulfill its mission, the Department is responsible for:
- developing policies that ensure every Canadian can use their talents, skills and resources to participate in learning, work and their community;
- delivering programs that help Canadians move through life's transitions, from school to work, from one job to another, from unemployment to employment, and from the workforce to retirement;
- providing income support to seniors, families with children and Employment Insurance (EI) beneficiaries;
- fostering inclusive growth by providing opportunity and assistance to Canadians with distinct needs, such as Indigenous people, official language minority communities, persons with disabilities, the homeless, and recent immigrants;
- overseeing labour relations, occupational health and safety, labour standards,

employment equity and workers' compensation in the federal jurisdiction; and

- delivering programs and services on behalf of other departments and agencies, such as passport services delivered on behalf of Immigration, Refugees and Citizenship Canada and services to veterans delivered on behalf of Veterans Affairs Canada.

In addition, ESDC will contribute to the Government's commitment to increasing ease of access to government services online and establishing new performance standards for federal services.

Some well-known Government of Canada programs and services that ESDC is responsible for the design and delivery of include:

- Old Age Security (OAS);
- the Canada Pension Plan (CPP);
- Employment Insurance (EI);
- the Canada Student Loans and Grants and Canada Apprentice Loans Program;
- the Canada Education Savings Program;
- the Wage Earner Protection Program; and
- Passport Services.

2.2 Financial Profile

For 2018–2019, the Department has planned expenditures on programs and services of $132.19 billion. Of that amount, $125.36 billion directly benefit Canadians through statutory transfer payment programs such as Employment Insurance, the Canada Pension Plan, Old Age Security, the Canada Loans and Grants and Canada Apprentice Loans Program. These planned expenditures are depicted graphically in the following pie chart:
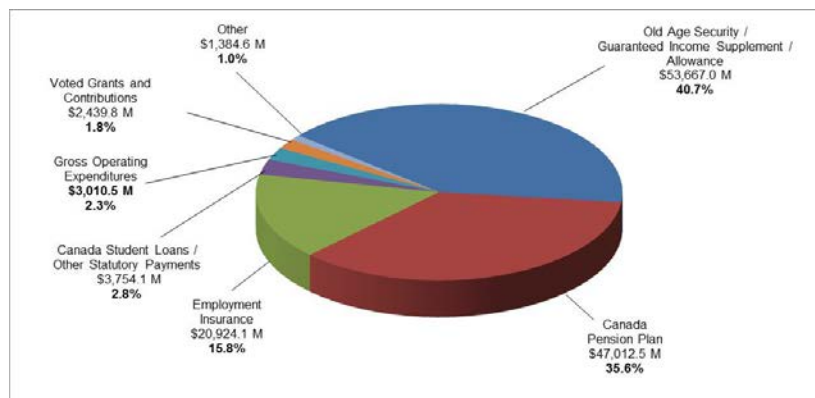
Figure 1: Departmental Planned Spending

Table 2: Employment and Social Development Canada 2018–2019 Consolidated Planned Spending

Gross Expenditures 2018-2019 ($ millions)		
Budgetary		
Net Operating Costs		$1,083.3
Add Recoveries in relation to:		
Canada Pension Plan	$331.2	
Employment Insurance Operating Account	$1,272.4	
Workers' Compensation	$124.7	
Passport Services	$192.0	
Other	$6.9	$1,927.2
Gross Operating Costs		**$3,010.5**
Voted Grants and Contributions		$2,439.8
Total Gross Expenditures		**$5,450.3**
Other – Workers' Compensation and EI/CPP Charges and Recoveries		$1,384.6
Consolidated Sub-Total		**$6,834.9**

Gross Expenditures ($ millions)		
Statutory Transfer Payments		
Grants and Contributions:		
Old Age Security		$40,845.8
Guaranteed Income Supplement		$12,262.0
Allowance		$550.2
Other Statutory Payments:		
Canada Student Loans and Grants And Canada Apprentice Loans Program	$1,934.4	
Canada Education Savings Grant	$912.0	
Canada Disability Savings Program	$668.7	
Canada Learning Bond	$159.0	
Wage Earner Protection Program	$49.3	
Universal Child Care Benefit (UCCB)*	$12.0	**$3,735.4**
Sub-Total		**$57,402.4**
Canada Pension Plan Benefits		**$47,012.5**
Employment Insurance Benefits		
Part I	$18,585.0	
Part II	$2,339.1	**$20,924.2**
Other Specified Purpose Accounts		**$18.7**
Total Statutory Transfer Payments		**$125,357.7**
Consolidated Total		**$132,192.6**

*Budget 2016 introduced the new Universal Canada Child Benefit (UCCB). The new income-tested Canada Child Benefit came into effect and replaced the UCCB on July 1, 2016. The UCCB payments were made to eligible recipients only for the months of April, May and June 2016. ESDC is still disbursing payments for retroactive claims, and other adjustments, and this responsibility has not been transferred to any other department.

2.3   Departmental Reference Levels

The table below provides ESDC's reference levels for the next five years beginning 2018-2019:

Table 3: 5-Year Reference Levels

($ million)	2018–2019	2019–2020	2020–2021	2021–2022	2022–2023
Voted	$3,116.6	$2,897.8	$1,868.6	$1,815.5	$1,806.9
Statutory	$57,808.9	$60,954.1	$64,480.1	$68,078.6	$71,752.9
Approved Reference Levels	$60,925.5	$63,851.9	$66,348.8	$69.894.1	$73,559.8
FTEs	22,187	18,076	17,626	17,605	17,604

2.4   Current Asset Base

The asset base at ESDC consists of leasehold improvements, furniture, machinery and equipment, motor vehicles, IT hardware and software and assets under construction. Supporting the delivery of programs and services, ESDC's capital asset base presented in the previous Investment Plan was a value of $833.04 million (net book value $214.63 million) as of March 31, 2010, and as of March 31, 2013, was $806.92 million (net book value $298.41 million). The following table provides the value of ESDC's asset base March 31, 2015, and 2017:

Table 4: Current Asset Base and Comparison to Previous Investment Plan (IP)

($ million)	March 31, 2015			March 31, 2017		
Asset Type	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Leasehold Improvements	$364.25	$265.67	$98.58	$313.27	$249.62	$63.65
Furniture	$6.60	$4.82	$1.78	$4.63	$3.91	$0.72
Machinery and Equipment	$2.39	$2.21	$0.18	$1.61	$1.53	$0.08
Motor Vehicles (Fleet)	$2.95	$2.21	$0.74	$2.73	$1.87	$0.86
IT Assets - Hardware	$30.20	$28.63	$1.57	$0.14	$0.09	$0.05
IT Assets - Software (purchased and developed software)	$423.11	$267.51	$155.60	$468.25	$321.89	$146.36
Assets under construction						
IT Assets Software - Work in Progress	$43.25		$43.25	$21.71		$21.71
Other Construction or Work in Progress	$0.53		$0.53	$3.94		$3.94
Total	**$873.28**	**$571.05**	**$302.23**	**$816.28**	**$578.91**	**$237.37**

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The most significant changes to the Department's capital assets include a decrease in the net book value of leasehold improvements due to write-offs of assets no longer in use, as well as the aging of current assets. Write-offs of assets no longer in use as well as the transfer of ownership of hardware assets to Shared Services Canada explains the significant reduction in IT Assets from 2015 to 2017.

2.5 Operating Context

2.5.1 Governmental Operating Context

ESDC operates in a constantly evolving environment, characterized by significant demographic changes and difficult global/domestic economic conditions that affect the socio-economic opportunities of Canadians. The Government of Canada's policy agenda, as announced in the Speech from the Throne and mandate letters, responds in many ways to these external pressures.

In 2015, a new government that campaigned on growth for the middle class and fair economic opportunities for all Canadians was elected. The Government's commitment to help and to grow the middle class has implications for ESDC, whose programs provide a variety of means for addressing the challenges that face the middle class and those working hard to join it. In support of this commitment, ESDC will use data as an asset to support evidence-based decisions and will advance an open government approach through greater access to its data.

Although the Canadian economy may be slowly improving, it is likely that the government will continue to push an agenda focused on continuing to support the middle class. This will likely have an impact of future investments for the Department.

2.5.2 Departmental Operating Context

Since November 2015, the Government has tabled two budgets containing a number of measures re-affirming its commitment to improve services to Canadians and modernize its operations. These commitments link directly to the work and responsibility of ESDC, Service Canada and the Labour Program.

Budget 2017 presented a plan to create jobs and strengthen the middle class. It focused on innovation, skills, partnerships and fairness to give Canadians the skills they need to drive industries and companies forward and invest in their well-being through a focus on mental health, home care and Indigenous health care.
Budget 2017 announced several key measures for ESDC with investments to:

- Develop a National Framework for Early Learning and Child Care and an Indigenous Framework on Early Learning and Child Care;
- Support the National Housing Strategy to improve affordable housing and reduce homelessness;
- Development of the Innovation and Skills plan that includes the modernization of the Labour Market Transfer Agreements and creates the Workforce Development Agreements;
- Expand eligibility for Canada Student Grants and Loans for adult learners, part time students, and Indigenous Peoples to create and support training and post-secondary education opportunities; and
- Provide greater flexibility and inclusiveness of EI maternity, parental and caregiver benefits.

Figure 2 – Budget 2017 Highlights

2.5.3   Strategic Objectives and Priorities

The lives of Canadians are touched on a daily basis by Employment and Social Development Canada (ESDC). The Department's program and policy agenda focuses on delivering high-quality policies and programs to meet the current and future needs of the Canadian population and ensures that Canadian taxpayers receive value for money. This approach supports the Government of Canada's commitment to help and grow the middle class as announced in mandate letters and budgets.

Strategic Framework

The Department of ESD's Strategic Framework was developed based on content of the Speech from the Throne, departmental mandate letters and Budget announcements. This past planning cycle, the Strategic Framework played a significant role in influencing the approach and direction of other planning functions with the Department, including the Investment Planning process. The Strategic Framework draws on key service priorities from the Department of ESD's Service Strategy, which is aligned to the Government of Canada Service Strategy. Following the establishment of the Service Strategy, the Department initiated development of a Service Transformation Plan to detail how its services would evolve to realize the Service Strategy goals. This work has also been an important input to the Investment Planning process. Together, these are useful tools to understand the Department's priorities, determining where gaps are and where investments should be made to fulfil the Department of ESD's priorities, and to assist with monitoring progress and performance.

Policy Strategic Directions:
- Develop economic and social policies and programs that support and improve the well-being of families, children and vulnerable groups.
- Transform employment, workforce development and labour policies and programs to address the needs of all Canadians and support inclusion.

Policy Strategic Priorities (3 years):
1. Strengthen income security programs and services, and work with provinces and territories in reducing poverty.
2. Develop social policy initiatives that address the needs of families and of vulnerable groups, support communities in the development of social infrastructure, and advance solutions to social issues through innovative approaches.

3. Develop and implement policies, programs and services that support workers and employers, and work with provinces, and territories to respond to the evolving realities of the labour market and federally-regulated workplaces of today and the future.

4. Strengthen training and access to post-secondary education and support individuals, including youth and those from vulnerable groups, in acquiring the skills and information they need to participate in the labour market.

Service Strategic Direction:

- Design and deliver client-focused, convenient and secure services.

Service Strategic Priorities (3 years):

5. Develop and implement digital tools and automate processes wherever possible across all ESDC services so Canadians have timely, accurate and responsive access to the services they need and can access all services using digital self-service.

6. Explore and develop opportunities to provide clients with access to bundled or related services across departments and jurisdictions and leverage the information already provided for other related services.

7. Ensure clients have access to easy to use, timely and secure services.

8. Ensure clients are notified of potential services for which they are eligible and are auto-enrolled when applicable.

Internal Services Strategic Direction:

- Strengthen internal infrastructure to support efficient, cost effective and secure operations within the organization.

Internal Service Strategic Priorities (3 years):

9. Strengthen planning and performance via continuing the integration and utilization of Business Architecture and business process mapping across the enterprise.

10. Emphasize departmental management excellence and accountability by working effectively and efficiently.

11. Develop people and foster a productive and effective workplace.

12. Foster a positive and productive workplace through promoting communication, networking and relationship building.

13. Develop and implement modern IT infrastructure and platforms that enable effective, efficient and timely availability of information.

14. Manage information and data to ensure their usability and accessibility.
15. Emphasize a systematic process for converting raw data into usable information that aids in decision making and knowledge management.

2.5.4 ESDC Service Strategy

Transforming Service Delivery

The Government of Canada Service Strategy serves as a broad framework to guide departmental efforts on service modernization and provides clarity around the results to be achieved.

As a leader in service excellence, ESDC is committed to adopting world class service delivery models enabled by modern technologies to provide more services online and deliver services in a way that responds to its clients' current and emerging needs. ESDC is working collaboratively with its partners across the federal government, provinces and territories to re-orient its services to be more client-focused and to leverage best practices and engagement opportunities with Canadians as it moves forward to improve services.

ESDC is building on its innovation and engagement practices to advance new ideas from the concept to every-day use. ESDC's vision to anchor service delivery is simple – "Now and Tomorrow: Excellence in Everything We Do."

By listening to feedback from its clients and employees, ESDC is positioning itself to better design and deliver programs and services that meet Canadians' expectations for service excellence.

To achieve this, the Department launched the ESDC Service Strategy in 2016-2017 to serve as a department-wide modernization plan of action which embraces its commitment to service excellence and transforms the way services are delivered to clients, employers, communities and organizations.

The ESDC Service Strategy in Action

At the core of the ESDC Service Strategy are five principles that will guide the Department's service delivery modernization efforts:

1. **Client-centric** – Responsive to current and emerging client needs.
   Clients are at the centre of everything the Department undertakes. ESDC needs to ensure clients are engaged and involved in the design and development of services. This involves collecting and analyzing client and employee feedback as services are provided and ensuring the best feedback and ideas inform implementation on the ground.

2. **Digital** – Secure and easy to use.
   Clients expect secure and easy-to-use online options to access services—from the information and application stage up to a decision on their file. ESDC is committed to providing Canadians with access to high-quality online services, while ensuring that those who require additional assistance to access services online receive it.

3. **Collaborative** – Connected through integrated and seamless collaboration and partnerships.
   Collaboration and partnerships are at the heart of our approach to service delivery. Clients expect seamless access to a suite of integrated programs and services that places their needs front and centre. The Department is working cooperatively and drawing on collective expertise across the federal government, with provinces and territories and stakeholders to provide responsive, adaptable, open and networked services.

4. **Efficiency and effectiveness** – Providing value for money.
   ESDC is committed to providing online services to Canadians and drawing on effective and efficient processes, while maintaining the quality of service experienced through other channels. These improvements will save Canadians time when they access ESDC's services enabled by a user-friendly approach.

5. **Service excellence** – Based on a strong innovative service culture and engaged workforce.
   The Department's commitment to service excellence calls for all employees—as individuals and as a collective—to continue to innovate and meet new standards of excellence. Engagement, collaboration, effective teamwork and professional development are all essential to a high-performing organization. The Department must find ways to encourage innovation that makes smart use of

new technologies and ensure that ESDC has the tools, systems, competencies and leadership skills needed to harness the best talent and the brightest ideas, wherever they may be found, to meet the evolving needs of Canadians.

The guiding principles will advance the achievement of five aspirational goals resulting in important services changes for Canadians:

Goal 1: Clients can complete services using digital self-service.
Self-service will be the preferred option and clients will be able to complete transactions online for ESDC programs and services through multiple devices. Clients will receive real-time application statuses and obtain timely and reliable information so that they can make informed choices.

Goal 2: Clients can access bundled and connected services seamlessly across channels.
Clients will access bundled, related services across departments and jurisdictions to meet their needs. Services will be user-friendly, with faster support through connected interactions across delivery channels.

Goal 3: Clients receive high-quality, timely and accurate services.
Upfront quality and integrity measures will ensure clients receive accurate and timely services and benefits. ESDC will provide access to service standards and real time service delivery information. Clients will be able to verify their identity once, enabling access to multiple services and benefits, and information will continue to be protected as it is leveraged across the enterprise.

Goal 4: Clients' needs are anticipated.
A predictive and proactive approach will allow clients to obtain services and supports they need without having to ask for them. Clients will be engaged in the design of services that respond to their changing needs.

Goal 5: ESDC is organized to efficiently and cost-effectively deliver on the Strategy.
ESDC will ensure employees have a safe, inclusive and innovative work environment where they feel valued and motivated. Through a responsive structural model, employees will have clearly defined roles and competencies. A strong performance management program will support a high-performing organization.

To move from the Service Strategy to implementation, the Department developed a Service Transformation Plan. These measures will be implemented over the next several years using an innovative co-design approach that brought together employees, clients and business experts that will evolves over time as technology and the world around changes. Additional details regarding planned and anticipated investments to help implement the Department's Service Strategy can be found in Section 4.2.3.

3   SUMMARY OF PROGRESS SINCE LAST INVESTMENT PLAN

3.1   Actual Versus Planned

Through investments over the last three years, the Department has realized a number of significant changes and improvements. ESDC has completed a number of projects that have improved services to Canadians, enhanced internal capabilities, created more efficient ways of doing business and improved the integrity of the Department.

Table 5 provides an overview of the planned spending versus actuals for the past three years. A significant portion of the variance between planned and actual costs can be attributed to IT asset costs. This can be attributed to an increase in hardware costs due more mobile devices being purchased for the Department and increases in software maintenance costs due to large service oriented contracts such as Oracle, Microsoft and Unisys. The lack of need for other assets as well as the transfer of ownership of assets to other departments such as Shared Services Canada explains the reduction. See Appendix A for more detailed historical information on each of the investment types, including highlights of completed projects and additional details on the variance between planned and actual spending.

Table 5: Planned versus Actual Investment Costs

Investment Type	2015-2016 to 2017-2018		
($ million)	Planned	Actual	Variance
Projects	$360.11	$355.16	-$4.95
Assets – Accommodations / Leasehold Improvements	$66.21	$68.80	$2.59
Assets – IT	$66.51	$106.71	$40.20
Assets – Fleet	$1.59	$1.31	-$0.28
Asset - Others	$4.04	$0.09	-$3.95
Total Assets	$138.35	$176.91	$38.56
Acquired Services (non-Projects)	$693.22	$699.93	$6.71
Total	$1,191.68	$1,232.01	$40.33

3.2   Lessons Learned

Over the last three years, the Department has conducted a number of lessons learned sessions to help determine what improvements can and should be made to the Investment Management Process.

The governance structure within ESDC is complex and projects often have to navigate to various committees before obtaining approval to move forward.

- A client journey map (see section 5.2.1) has been created for the various governance committees to ensure no duplication in effort and clear decisions points. This clarifies the journey for projects heading to the Service Transformation Committee (STC), the Enterprise Architecture Review Board (EARB) and GC EARB in addition to the Major Projects and Investments Board (MPIB).

- A Lite Project Process has been established to help streamline the governance journey for low risk investments. Projects with planned cost of under $250 thousand and with a solution that has already been implemented elsewhere within ESDC or other departments can fall within this process.

Due to growth and increasing complexity of the Investment Portfolio, ESDC will require focussing its efforts, prioritizing how resources are allocated and new ways of approaching work.

- Portfolio Management will continuously be enhanced to provide better understanding of how investments are prioritized, how resources are allocated, what value is expected and what level of risk the organization is taking on and enhance the information available to make results-driven and risk-based decisions. Professional schedulers have joined the Department and are available to work with branches to improve scheduling practices throughout the organization.

ESDC will undertake many transformation projects over the upcoming year which will demand a higher level of project management maturity and enhanced portfolio management tools to ensure the Department can successfully deliver on the investments portfolio. Many ongoing projects will be required to redesign/realign their projects, which cause delays, making it difficult to manage the portfolio.

- Director General (DG) and Assistant Deputy Minister (ADM) level workshops were held to review the Investment Planning approach used to define the 2017-2018 portfolio of projects and discuss the composition of the portfolio.

- These workshops will now take place twice a year to keep senior management apprised of how the project list is prioritized and to adjust the list as required.

More projects want to adopt a more nimble approach, such as the Agile Methodologies to accelerate planning and execution. Although the Agile approach to project management requires discipline, it can be a powerful tool to achieve project success if used correctly. ESDC has begun adding Agile certified resources to its project management teams and is incorporating the agile approach to project management as part of its framework and governance.

- New approaches will be explored to provide the right level of diligence based on complexity and risk. This will include Program Management, Agile Methodologies and the creation of new roles such as Epic[1] Leads and Business Change Managers.

- ESDC is working on a Project Management Professional Development Program. This development program will include a training roadmap, requisite experience and assessments to determine the Project Complexity Risk Assessment (PCRA) Level a project manager can support. This work also demonstrates evidence of qualifications and experience of Project Managers (PMs) prior to their assignment to manage investment projects.

- The new assurance framework standardizes the quantitative measurement of project performance and provides project owners with clear next steps and opportunities for corrective actions when required.

- Continuous improvements in cost-estimating, requirements management and scheduling will help grow organizational capabilities, improve accuracy of information and improve successful delivery.

Due to market availability, ESDC continues to see evidence of projects experiencing challenges in acquiring personnel with specialist skills and greater levels of experience. These projects often supplement with personnel from Programs of Operations who have contextual expertise but do not always possess the technical project management expertise. These resources are also often asked to perform both their Program or Operational duties in addition to project duties, putting successful delivery and timelines at risk.

- When hiring Project Management capacity, increasing emphasis will be put on proper resourcing levels within Branches to ensure projects have the right amount of technical, subject-matter and project management expertise.

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[1] The term "Epic" is standard terminology in the Agile methodology and refers to a large body of work that can span more than one project.

4   INVESTMENTS

4.1   Summary of Planned Investments

When making decisions to approve investments, the Department looks at planned outcomes and benefits for alignment to the Strategic Framework. Pre-defined outcomes and benefits allow the Department to identify the success of completed investments. Table 6 provides an overview of ESDC's planned investments over the next five years. Each of the investment types (Projects, Assets and Acquired Services) will be discussed in more detail in the following sections.

Table 6: 5-Year Investment Summary

Investment Type ($ million)	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	5-Year Total
Projects	$167.75	$105.37	$140.05	$143.25	$146.12	$702.54
Assets – Accommodations / Leasehold improvements	$34.80	$39.80	$36.60	$36.90	$37.80	$185.90
Assets – IT	$12.15	$8.67	$12.63	$12.60	$15.27	$61.32
Assets – Fleet	$0.49	$0.49	$0.49	$0.49	$0.49	$2.45
Asset - Others	$0.06	$0.07	$0.07	$0.07	$0.07	$0.34
Total Assets	**$47.50**	**$49.03**	**$49.79**	**$50.06**	**$53.63**	**$250.01**
Acquired Services (non-Projects)	$273.36	$279.85	$284.86	$284.07	$288.89	$1,411.03
Total	**$488.61**	**$434.25**	**$474.70**	**$477.38**	**$488.64**	**$2,363.58**

*Rent not included as investment.
*Other Assets include Equipment, Machinery and Office Equipment that are not part of a Leasehold improvement.

As indicated in Table 7, ESDC is planning to invest approximately $378.38 million more over the current investment planning cycle compared to the previous cycle. A number of investments for the Service Canada Centre network are expected over the next few years, leading to an increase in planned Real Property spending. The costs associated with Assets-Others (Furniture, Machinery and Equipment) have decreased due to the existing asset base being amortized over time and fewer assets in this category being acquired. With regards to the Acquired Services investment category the difference can be related to significantly higher support services contracts for software that has been introduced over the last three years and a significant increase in the contracts to administer the Canada Student Loans Program. Additional details on each of the investment types can be found further in this section.

Table 7: Investment Comparison against Previous Plan

Planned Investments ($million)	Current Plan 2018-2019 to 2022-2023	Previous Plan 2015-2016 to 2019-2020	Difference
Projects	$702.54	$595.08	$107.46
Assets - Accommodations	$185.90	$109.29	$76.61
Assets – IT	$61.32	$110.85	-$49.53
Assets – Fleet	$2.45	$2.65	-$0.20
Assets - Others	$0.34	$6.98	-$6.64
Acquired Services	$1,411.03	$1,160.35	$250.68
Total	**$2,363.58**	**$1,985.19**	**$378.38**

*Other Assets include Furniture, Machinery and Office Equipment that are not part of a Leasehold improvement.

4.2 Project Investments

4.2.1 Planned Project Investments

To address departmental priorities and goals over the next three to five years, ESDC has approved a number of projects that take place during this Investment Plan timeline. The approved projects identified in Table 8 represent only a portion of the portfolio that will be delivered by ESDC. The Department will continue to identify investments and prioritize them on an ongoing basis. Reinvestment and annual internal reallocation requirements if necessary will be documented and will continue to be monitored through the supporting financial strategy required to realize this Plan.

In comparison to the last Investment Plan, the Department plans to increase its project investment spending. This is due in large part to major transformational initiatives beginning in the short term and to the improvements made to ESDC's investment management process. That being said, the Department continues to use an approval process that allows for revisiting of approved projects and the assignment of resources closer to when resources are available - rather than years in advance. The approach not only increases flexibility but ensures that the investment projects that the Department undertakes is closer aligned to the current priorities thus increase efficiency and effectiveness under a tight fiscal environment.

During the past five years, the Department has spent between $73 million to $140 million per year on project investments with the majority of initiatives being IT enabled, and a large portion of this amount being for direct IT work. The Department recognizes that all else being equal $135 million per year (plus inflation) roughly associates the capacity the Department has for investment opportunities and projects.

Thus far, $199.10 million of the $702.54 million investment capacity over the next five years has been assigned to the 65 approved projects in the portfolio (79% of which are IT enabled). Another $234.37 million in projects costs are currently being planned to begin over the next two years. The estimated project costs are at varying levels of precision depending on where they are at in the project life cycle. In addition to the approved and planned investments in projects, ESDC is embarking on a transformational initiative to its service delivery. The Benefits Delivery Modernization Program has been presented to Treasury Board and received program authority. However, as funding has not been secured for this initiative, it is currently not included in ESDC's project investment totals. The Department will update the Investment Plan for BDM in the future, when more information becomes available and the Department obtains further funding and project authorities. Please see section 4.2.3 for additional details.

Should a project or program (such as Benefits Delivery Modernization) require funding outside of the departmental reference level; it will be requested through the appropriate channel (e.g. Treasury Board submission) in consultation with Central Agencies.

Table 8: Total Current Project Investments

($ million)	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	5-Year Total
Approved Project Investment	$140.89	$44.51	$7.79	$3.36	$2.55	$199.10
Projects Currently Being Planned	$26.86	$60.86	$54.69	$52.06	$39.90	$234.37
Anticipated Investment Projects	$0.00	$0.00	$77.57	$87.83	$103.67	$269.07
Total Projects	$167.75	$105.37	$140.05	$143.25	$146.12	$702.54
Benefits Delivery Modernization Program		$239.90	$145.89	$161.13	$176.97	$723.89
Total incl. BDM		$345.27	$285.94	$304.38	$323.09	$1,426.43

* Although costs for Benefits Delivery Management Program as of 2019-2020 are listed above, they have not been included in the total investment amount as planned costs have not yet been approved.

* Project costs in 2019-2020 are significantly lower than other years due to the number of projects that are being planned for 2018-2019. Once additional project planning details are developed and confirmed and the portfolio is re-prioritized, some projects will likely be moved to the 2019-2020 year. This will increase the project costs in 2019-2020 to be more even with the other years in this Investment Plan.

Projects at ESDC are categorized into one of five investment categories as shown in Figure 3. The investment category is extremely important, as it may influence whether a proposal shall move forward to the business case and onward, toward recognition as a project and inclusion within the portfolio. See section 5.3.1 for additional details on how project investment proposals are prioritized based on investment category.
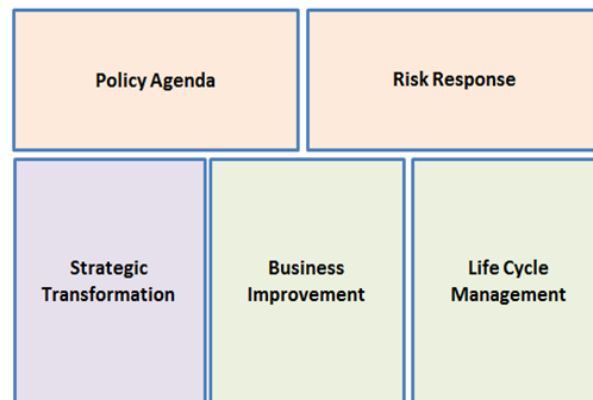
Figure 3: Investment Categories

Table 9a: Approved Project Investments by Investment Category – Total Project Cost

Investment Category	Over $1M		Under $1M		Total	
($ million)	#	$	#	$	#	$
Policy Agenda	6	$61.75	7	$1.21	13	$62.96
Risk Response	5	$17.75	2	$0.96	7	$18.71
Strategic Transformation	17	$235.82	0	$0.00	17	$235.82
Business Improvement	11	$79.08	13	$2.67	24	$81.75
Life Cycle Management	4	$18.15	0	$0.00	4	$18.15
Total Value of Current Projects	**43**	**$412.55**	**22**	**$4.84**	**65**	**$417.39**

Table 9b: Approved Project Investments by Investment Category – 5 Year IP Timeline

Investment Category	Over $1M		Under $1M		Total	
($ million)	#	$	#	$	#	$
Policy Agenda	6	$31.48	7	$0.26	13	$31.74
Risk Response	5	$4.40	2	$0.00	7	$4.40
Strategic Transformation	17	$116.69	0	$0.00	17	$116.69
Business Improvement	11	$38.35	13	$1.12	24	$39.47
Life Cycle Management	4	$6.81	0	$0.00	4	$6.81
Total Value of Current Projects	**43**	**$197.73**	**22**	**$1.38**	**65**	**$199.11**

Based on planned departmental project spending capacity of approximately $135 million per year and the historical average of spending on each investment category, Table 10 provides a planned breakdown over the 5-year period of this Investment Plan. It is possible that some of the funding within the Strategic Transformation investment category will be used for work done to support the Benefits Delivery Management Program that will begin in 2019-2020.

Table 10: Anticipated Investment Projects by Investment Category

($ million)	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	5-Year Total
Policy Agenda	$0.00	$0.00	$23.27	$26.35	$31.10	$80.72
Risk Response	$0.00	$0.00	$3.88	$4.39	$5.18	$13.45
Strategic Transformation	$0.00	$0.00	$38.78	$43.92	$51.84	$134.54
Business improvement	$0.00	$0.00	$7.76	$8.78	$10.37	$26.91
Life Cycle Management	$0.00	$0.00	$3.84	$4.39	$5.18	$13.45
Total	**$0.00**	**$0.00**	**$77.57**	**$87.83**	**$103.67**	**$269.07**

Policy Agenda Investments

Much of the Department's ongoing investments in projects are mandatory under the policy agenda. On average close to 30% of ESDC's project portfolio comprises projects required to deliver on legislative and mandatory regulatory changes. These types of projects seek to implement regulatory, legislative or departmental requirements and commitments in order to deliver a service that is under the purview of the Department.

Risk Response Investments

These types of projects address a serious and current risk to the organization. They are generally reactive in nature and their main goal is to completely eliminate a confirmed risk for the affected business line. The Department initiates these projects when there is a serious risk to the health and safety of employees, or to the integrity and the reputation of the GC. Responding to departmental risks has been attributed to approximately 5-10% of ESDC's total portfolio.

Strategic Transformation Investments

These types of investments seek to more effectively deliver on a specific departmental strategy by transforming or significantly altering current practice. They take direct aim at the current business model, for the purpose of introducing significant and fundamental change to the manner in which the Department operates, or streamlining and strengthening services.

With the Department's Service Strategy to deliver faster and more modern services, ESDC is working toward solutions under multiple major transformational projects. Over 50% of the planned investments will be attributed to strategic transformational investments, which are expected to be commensurate with other major modernization projects in terms of cost and will require considerable investments in years 3 to 5 and beyond.

Business Improvement Investments

These projects seek to improve on existing and measurable performance indicators or operational challenges. They may also help mitigate important risks to the organization, whether perceived or confirmed. Where the latter is the case, they are distinct from Risk Response investments, in that they are proactive; with no immediacy to the risk and that they mainly represent a mitigation strategy without the assurance that the risk will be completely eliminated at the enterprise level. The Department is encouraged to pursue this type of investment when there is a benefit in seizing an opportunity to improve. On average, 10-15% of ESDC's project portfolio comprises projects to innovate the business of the Department.

Life Cycle Management Investments

As with most departments, ESDC relies on a number of systems and applications to perform day to day activities internally and with Canadians. It is expected that 5% of the total planned amount of project spending will support life cycle management investments, aimed at ensuring that existing systems remain functional.

As part of the Department's investment management processes explained in Section 5, ESDC will monitor and stage-gate ongoing projects to review progress and ensure their continued alignment to departmental priorities within the investment portfolio. On a yearly basis, investment decisions will be done in accordance with ESDC's investment planning process and will ensure a thorough review to rank and reprioritize investments, identify new ones and allocate resources within the limited change capacity, risk tolerance and funding constraints.

4.2.2   Approved Investment Project Highlights

The following section provides a synopsis of some of the Department's currently approved projects from each investment category. All of ESDC's approved projects that are complex, high risk or sensitive investments (PCRA 3 or above) are included. All financial estimates exclude employee benefit plans (EBP) and taxes unless otherwise stated. Additional details can be found in Appendix A.

Policy Agenda Investments

Canada Pension Plan Enhancement (201600016): While all working Canadians covered by the core CPP will benefit from its enhancement, the CPP enhancement is designed to target middle income Canadians. The CPP enhancement will increase income replacement from one quarter to one third of pensionable earnings, from the first dollar earned up to a higher earnings threshold—the maximum amount of earnings covered by the CPP will be increased by 14 percent, which is projected to be equal to roughly $82,700 in 2025. This design generates the greatest improvement in retirement outcomes for modest- and middle income families, as enhanced CPP benefits will accrue over their full range of earnings.

The total estimate of the initiative is $32.84 million. It is expected to be completed by summer 2025.

Employment Insurance (EI) Measures – Budget 2017 (201600026): The project will implement new policy and supporting procedures to a modified approach to the caregiving commitment that would: provide EI benefits for a wider range of caregivers through the introduction of a new 15-week Medical Care Benefit and more inclusive Parents of Critically Ill Children benefit open to any family member that would be renamed the Medical Care Benefit for children.

The total estimate of the initiative is $11.93 million. It is expected to be completed by fall 2018.

Risk Response Investments

Canada's Volunteer Awards (16-9008-001): The online nomination and assessment system for the Prime Minister's Volunteer Awards (PMVA) was completed in 2012 to meet immediate requirements for the nomination and assessment processes for the Awards program. Improving the PMVA Online Nomination and Assessment Application involves adding new functionality to enhance accessibility and outputting of live data for external stakeholders and add reporting and filtering functionality to the online system to increase user satisfaction and ongoing involvement, reduce human error and provide timely access to data for planning and decision-making purposes.

The total estimate of the initiative is $2.94 million. It is expected to be completed by spring 2019.

Emergency Management Application System (16-9125-008): This project will create a single-source of truth for emergency information (emergency management, evacuation, business and IT service continuity) building on already existing departmental databases.

The total estimate of the initiative is $1.56 million. It is expected to be completed by winter 2019.

Strategic Transformation Investments

Old Age Security (OAS) Service Improvement Strategy (OAS-SIS) (12-9010-012): There is a need to develop an online self-service delivery method for clients thus making program service delivery cost-effective and ensuring personal information is secure and safeguarded. The OAS program is the first pillar of Canada's retirement income system and is funded from general tax revenues. The basic OAS pension is a monthly benefit available to most Canadians 65 years of age or over, based on age, legal status and residence. The OAS/Guaranteed Income Supplement (GIS) Service Improvement Strategy is intended to improve service and introduce administrative efficiencies. Remaining aspects of this multiyear Strategy include the migration of OAS to the Canada Pension Plan (CPP) technology platform, business process re-engineering, enhanced e-Services, as well as future phases of proactive enrolment including streamlined enrolment.

The total estimate of the initiative is $60.91 million. It is expected to be completed by winter 2020.

Canada Pension Plan Service Improvement Strategy (15-9010-002): Workload funding to support the administration of the CPP program by Employment and Social Development Canada has not been adjusted since the 2004-2005 baseline funding was established. With workload pressures mounting since that time due in particular to an increase in the number of beneficiaries and the related processing workload, even with incremental productivity gains, the Department has needed to seek Treasury Board funding each year since 2008-2009 in order to address the workload pressures. A Service Improvement Strategy (SIS) for CPP (including CPP-Disability) would generate efficiencies to stabilize the CPP operational funding requirements going forward and be accompanied by a rebasing of the funding for the delivery of the CPP program. The proposed CPP SIS will seek to:

- enhance e-Services for all CPP clients, including increasing the number of application forms online;
- leverage governmental data holdings and information sharing with partners to streamline processes and increase automation; and
- modernize policies, procedures, processes and business tools, including a modern workload management system.

The total estimate of the initiative is $42.87 million. It is expected to be completed by fall 2019.

Tell-Us-Once – Direct Deposit and Address Information Sharing Initiative (DAISI) (16-7498-004): The ability of Canadians providing the GC their change of address and direct deposit information once, for all departments, represents the most requested service improvement identified through discussions of interdepartmental service collaboration. The proposed investment would take a critical first step towards this goal by establishing two-way exchange of this information between the two largest federal departments, Canada Revenue Agency (CRA) and ESDC.

The total estimate of the initiative is $10.78 million. It is expected to be completed by fall 2019.

Integrated Labour System (ILS) (15-8200-003): This initiative will see the integration of the various systems and databases used today to support and enable the delivery of the Labour Program mandate. While work progresses on the integration and updating of the Labour Program systems and technical infrastructure, necessary maintenance development of enhancements to the current "legacy" systems would be continued. In addition, enhancements that will facilitate migration to the new enterprise database/systems will also be underway.

The total estimate of the initiative is $18.92 million. It is expected to be completed by winter 2020.

Business Improvement Investments

NOC Modernization 2.0. (16-7582-002): The National Occupational Classification (NOC) provides a standard taxonomy for dialogue on the world of work and a Canadian framework for collecting, analyzing and disseminating occupational data for Labour Market Information (LMI) and employment-related program administration. It currently gathers more than 40,000 occupational titles into 500 Unit Groups ("NOC Codes"), organized according to skill levels and skill types. Each Unit Group describes Main Duties and Employment Requirements as well as providing examples of occupational titles.

Following recent investment in the NOC 2011 application infrastructure, an opportunity has presented itself to leverage the new, consolidated NOC data structure to further modernize the delivery of the NOC 2016 architecture and NOC products and services to Canadians. This project focuses on integrating the NOC application with the enterprise Departmental Services Bus (DSB) solution, as well as on the development of new functionality to provide a more dynamic user experience and to position the NOC as an integrated component of an LMI Hub.

The total estimate of the initiative is $5.18 million. It is expected to be completed by winter 2020.

Job Bank 2.0 (12-7582-003): The purpose of the Job Bank 2.0 project is to implement Budget 2014's commitment to build an enhanced Job Match Service (JMS) that will connect Canadians to available jobs through a secure authenticated process while supporting other labour market programs. This project, combined with changes to the Temporary Foreign Worker Program (TFWP), will help to ensure that Canadians are considered first for available jobs. In addition, it will enhance Job Bank services for employers and transform Job Bank into Canada's centralized platform for supplying Canadians with timely and relevant labour market information (LMI).

The project costs are estimated at $9.72 million. It is expected to be completed by fall 2018.

Job Bank 3.0 (201600007): This project builds on the in-flight Job Bank 2.0 (set to end in March 2018) project in order to meet evolving program expectations while leveraging the modernized technological capabilities now in place. It targets new priorities such as the ESDC Service Strategy, interoperability with other programs and services such as employment initiatives for Veterans, Indigenous peoples, Newcomers and Persons with Disabilities, and pursues alignment with Departmental Treasury Board Secretariat (TBS) standards.

The project costs are estimated at $12.50 million. It is expected to be completed by summer 2022.

Departmental Accounts Receivable System (DARS) Replacement Project (15-9006-004): The project will enhance and modernize the processing of Accounts Receivable within the Department. In addition, the project will provide a single, cross-program client record for debts owed and recovered by user departments. This consists of implementing an accounts receivable sub-ledger/collections solution capable of interfacing with multiple partners.

The total estimate of the initiative is $30.76 million. It is expected to be completed by summer 2019.

Life Cycle Management Investments

ESDC Desktop 2020 (16-9007-001): Replace the Windows 7 Operating Systems with Windows 10. The project will need to work with Shared Services Canada (SSC) to implement across ESDC. Microsoft is engaging in a significant change as it is preparing to change its product release strategy and support model for desktop products. While doing so, Windows 7 will reach its "end of life" in January 2020: it will no longer be supported by Microsoft or receive the necessary security patch upgrades that protect the Department from IT security threats.

The total estimate of the initiative is $12.30 million. It is expected to be completed by spring 2019.

4.2.3 Projects Currently being Planned and Anticipated Investment Projects

ESDC's Strategic Framework plays a significant role in the development and approval of projects. The Strategic Framework captures Departmental priorities and key strategic directions that will guide ESDC's change agenda. This section highlights a number of initiatives the Department is undertaking over the next five years to help achieve its goals, including those to help with the implementation of the ESDC Service Strategy.

Service Transformation Plan

Worldwide organizations, in both the public and private sectors, are adopting innovative ways to understand and connect with clients, leveraging new technologies and raising the bar for quality and timely service delivery. As a result, the needs of ESDC's clients are evolving. In order to meet their expectations, the Department must be able to offer: easier-to-use online services, 24/7 self-service, a consistently excellent service experience, and services that better anticipate clients' needs.

ESDC has a vision to meet client expectations and embed service excellence in everything we do. The principles and goals of this vision are articulated in the ESDC Service Strategy, and support the achievement of service priorities at the Government of Canada level.

As an initial step towards ensuring that the Department is well-organized and prepared to deliver on the ESDC Service Strategy and respond to the Employment Insurance Service Quality Review (EI SQR) Report recommendations, Transformation and Integrated Service Management Branch (TISMB) was created as the focal point within the Department to provide the horizontal and integrated business planning required to deliver on the goals of this service strategy.

To inform ESDC's way forward, TISMB launched a multi-year planning exercise to take a holistic and comprehensive approach to service transformation at the departmental level. Through this exercise, employees from across the Department were brought together with private sector experts to co-design a multi-year Service Transformation Plan (STP) that will achieve the goals set out in the ESDC Service Strategy. Citizen engagement was also undertaken to validate problems and test proposed solutions.

The Service Transformation Plan represents a new way of working that will deliver real solutions of high value to Canadians, as quickly as possible. An iterative and agile process will be used to drive transformation and innovation at each phase of the Service Transformation Plan – engaging employees, clients, and everyday Canadians to find innovative solutions and improve services. Through engagement with clients, employers, and ESDC employees, the Department has identified complex policy and legislation that have been shown to result in processing delays, increased administrative costs, administrative burden for employers, and impediments to modernize benefit delivery. Policy simplification (reduction in program complexity, processing delays and administrative burdens) will be pursued to maximize outcomes of medium and long-term initiatives, where possible, through the use of a client-centric perspective. The Through the development of the Service Transformation Plan, the Department has ensured that "smart" investments will be made. These are investments that leverage existing resources in the short-term, while building the capacity and ability to succeed in the medium and long-term.

The STP serves as the roadmap, over the next 5 years, for the transformation and modernization of services responding to ESDC's vision for improved service delivery, aligned with Government-wide direction, and recommendations from the EI SQR report. The solutions within the STP have been grouped into three potential investments (Short-Term [0 to 18 months], Medium-Term [18 to 36 months], and Long-Term [3 to 5 years]).

Short-term (0 to 18 months):
Goal: Clients will have easier access to services through the online and telephone channels, as well as improved services to vulnerable clients.

Example: ESDC will move ahead with projects to provide clients with the option of uploading documents for a sample of programs and services, enhancing the benefits finder tool and piloting with one municipality, the use of reloadable debit cards for benefit payments to vulnerable clients.

Medium-term (18-36 months):

Goal: More consistent and integrated service across ESDC programs and channels with modernized telephone channel and enhanced mobile service workforce.

Example: ESDC will enhance tools and expand partnerships to improve access in remote regions, providing the ability for clients to receive ESDC services via a secure mobile app, and provide clients with the ability to authenticate and to conduct transactions via ESDC's telephone services.

Long-term (3-5 years):

Goal: Modernized service experience including proactive, bundled service across the GC and Federal/Provincial/Territorial and optimized channel mix including omni-channel experience.

The development of the STP represents a new way of working to deliver real solutions of high value to Canadians as quickly as possible while transforming to deliver world class service. Smart investments are made to leverage existing resources in the short-term while building our capacity to plan and succeed in the medium and long-term. Supported by dedicated employees across Canada, ESDC aims to provide world class, high quality and timely service over the long-term.

Benefits Delivery Modernization

Benefits Delivery Modernization (BDM) is an investment program that will enable ESDC to provide a seamless client experience to Canadians seeking Employment Insurance, Canada Pension Plan (CPP) and Old Age Security (OAS) benefits regardless of the program or service they wish to access.

The BDM investment represents a significant opportunity to transform the way that clients and employers interact with the Government. The objectives are aligned with the Department's Service Strategy, launched in October 2016, to effectively deliver a more open, agile and digital experience to Canadians with bundled and connected services across channels, access to digital self-service, and high quality, timely and accurate service.

BDM represents the longer-term view and value added component of the service transformation approach and is focused on improving client service through business process reengineering, the implementation of a modern Commercial-Off-The-Shelf

based application technology suite and a modernized service delivery model designed upfront for EI, CPP and OAS which will allow the Department to profit from standardization of technologies, processes and operational models across multiple benefits programs while increasing efficiencies through economies of scale and re-use of investments. Investments in business process re-engineering, technology suite renewal and policy simplification, will help deliver on commitments to streamline applications and reduce wait times. BDM will also improve the Department's ability to meet service standards and increase agility, enabling ESDC to be more responsive to the changing needs of Canadians.

In order to achieve the BDM vision in the long term, six outcomes have been defined:
1. Enhance client service;
2. Manage efficiency and costs;
3. Increase agility;
4. Maintain and enhance quality and project integrity;
5. Lessen the burden on employers; and
6. Develop and support high-performing talent.

Over the last three years, the Department has completed extensive planning to develop a Concept of Operations as well as conducted change impact assessments and portfolio analysis that led to the development of a preliminary roadmap for the modernization. As a result of this work, ESDC received Program Approval and Expenditure Authority for $25 million from Treasury Board in October 2017 to move into the Program Definition phase.

During the Program Definition phase, ESDC will work with the Transformation Program Office (TPO) to deliver:
• Designs for modernized service delivery co-developed with citizens and employees;
• Detailed planning required to successfully implement modernized technology solutions;
• The procurement for a solution that will launch the implementation phase of work; and
• Final preparations for implementation including assembling the core team.

Based on industry advice and the lessons learned from other major transformation projects, BDM will follow a phased approach to implementation. Each phase will be followed by a short plateau, designed to allow for the realization of business value, for the stabilization of the organization and preparation activities for the next phase of work or the decision to conclude or pause the journey. This will also allow the BDM program to ensure that any issues or risks are addressed on a smaller scale and will provide the program with the opportunity to course-correct or off-ramp (if necessary).

A phased approach to implementation is aligned to core BDM guiding principles, namely a commitment to demonstrate value early and enhance standardization of operations, technology and processes requiring similar services. Further, this incremental approach will allow the modernization to occur while maintaining operational continuity and avoiding business disruptions.

In addition, based on industry feedback and advice from Public Services and Procurement Canada (PSPC), BDM has engaged the services of a TPO for the duration of the modernization journey to mitigate risk by providing strategic advice and guidance with respect to service delivery transformation and assisting with pre-implementation planning, program management, value management, preparation of solicitation material, supplier management and departmental readiness assessments. The TPO will strengthen ESDC's capacity to deliver the BDM program. Engaging a transformation partner will allow the Department to benefit from industry tools, methodology, and expertise; build internal capacity through knowledge transfer from leading industry experts; and build a long term partnership with a supplier who remains on board for the duration of the program.

The rough order of magnitude cost for the end-to-end BDM implementation, based on jurisdictional research and benchmarks from other transformation programs of similar scope and scale, is estimated to be approximately $1.75 billion over 10 years. This number remains notional and will be refined as the Program Definition work progresses and the solution options for BDM are identified. The funding for the transformation will be split across three sources of funds: the Consolidated Revenue Fund (CRF); the CPP Account and the EI Account. TB Authorities will be sought prior to each phase of the implementation in accordance with the Project Complexity Risk Assessment rating and departmental authority.

Table 11: Rough Order of Magnitude cost for the end-to-end BDM implementation

($million)	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Total	$239.90	$145.89	$161.13	$176.97	$179.32	$229.65	$232.89	$179.00	$181.34
Grand Total	$1,726.09								

Source of Funds	EI (56%)	$966.62	CPP (25%)	$431.53	OAS (19%)	$327.96

Call Centre Improvement Strategy

The Department has developed a Call Center Improvement Strategy (CCIS) to frame the transformation work in call centres resulting from the procurement of new call centre technology (Hosted Contact Centre Solution), Budget 2016 investments, and the recommendations stemming from the EI Service Quality Review. The Strategy will result in an enhanced client experience by implementing ongoing improvements to increase accessibility and reduce call demand. Furthermore, the introduction of advanced tools and technologies will result in a more client-centric service delivery model.

During the next two fiscal years (2018-2019 – 2019-2020), the Department will continue consulting with other government departments and the private sector on best-in-class operational practices, and undertake preparations for the eventual migration of Specialized Call Centres to a new Hosted Contact Centre Solution (HCCS) platform. This new platform will provide ESDC with access to new functionalities, such as client call-back and enhanced Interactive Voice Response (IVR) systems, with the potential to enhance the client experience, reduce wait times and increase self-serve opportunities. As part of this work, the Department will conduct citizen and employee engagement on the redesign of the IVR systems and the proposed automated self-serve and navigation menu for Specialized Call Centres.

Pre-migration readiness activities will continue in support of the HCCS migrations for the Specialized Call Centre network. Consultations with industry experts and other government departments will inform the Department's future adoption of new telephony functionalities and support continuous improvement of both the client and employee experience.

As of Budget 2017, approximately $83 million had been earmarked to be used for the Call Centre Improvement Strategy.

Integrated Service Management Strategy

The Integrated Service Management (ISM) agenda aims to establish a new departmental culture and way of operating to ensure that the delivery of services is managed holistically, at the same time as delivering on the objectives and client management priorities of ESDC as a whole. The advancement of the ISM agenda is critical to the success of the departmental service transformation agenda, considering that ISM defines the enabling environment within which transformation would be most effective.

The ISM agenda would mature seven departmental capabilities to pave the way for the future Service Transformation Plan (STP) implementation. These are:
1.   Integrated resource planning;
2.   Integrated workload management;
3.   Integrated view of all operations;
4.   Integrated quality management;
5.   Integrated performance reporting and analysis;
6.   Integrated change management; and
7.   Horizontal leadership and governance.

During the next two fiscal years (2018-2019 – 2019-2020), the ISM agenda aims to implement initiatives related to the first three capabilities as well as develop initiatives to support the remaining four.

Departmental Data Strategy

In the spring 2016 report, the Auditor General stressed the importance of the proper collection, sharing and use of data to ensure the ability of departments and organizations to serve Canadians. As a Department that serves millions of Canadians each year through the development and delivery of programs and services, ESDC recognizes the importance of unlocking the business value of its data assets while protecting the privacy and security of its clients.

To support the management of data, ESDC has developed an enterprise-wide Departmental Data Strategy. The Strategy outlines an organization-wide plan for enhancing data and data analytics capabilities through Data Management and enterprise Data Governance, innovative recruitment and retention approaches, data skills training, Data Science projects (topic modeling, natural language processing), and initiatives that increase access to data (Statistics Canada – ESDC roadmap for data sharing and exploration) while improving security and privacy of data.

ESDC is making progress towards enhancing the Department's capacity to leverage data for the benefit of clients and is achieving several significant milestones:

- Establish Chief Data Office: ESDC has moved forward with the establishment of ESDC's first Chief Data Office (CDO), the mandate of which includes leading the implementation of the enterprise-wide Data Strategy.

- Architecture and Infrastructure: ESDC has developed and approved an analytics reference architecture that will be used to put in place the next generation analytics platform for enhanced business intelligence and reporting, as well as enable increased data science and advanced analytics capabilities. This marks an important step in putting in place enterprise data architecture.

- Strengthening our partnership with Statistics Canada and academic partners: ESDC is working closely with our academic partners and Statistics Canada to explore and better leverage our data assets. The ESDC- Statistics Canada roadmap advances partnerships with academics and researchers, while aligning with both the ESDC Data Strategy and Statistics Canada's modernization agenda.

- Applying Data Science and Advanced Analytics: ESDC is using advanced techniques in data science, such as machine learning and text mining, to solve business problems with partners across the organization. Projects to date have included application of machine learning to optimize and triage high priority workflow (e.g., email triage to improve processing for Old Age Security clients); and the use of natural language processing algorithms to support decision making. The Chief Data Office is also developing an Analytics Program for the Department.

- Privacy Framework: ESDC is working with Justice Canada, Treasury Board Secretariat, and leading federal service organizations to identify solutions supporting *Privacy Act* Reform and the enablement of data sharing required to support improvements to programs and services, including digital service delivery.

The Department intends to continue to leverage best practices from both governments and private sector and to explore innovation projects that break new ground in the use of data to improve services and reporting to Canadians.

The ESDC Data Strategy is expected to roll out over a five-year horizon, with a cost of almost $50 million. The first year will focus on the development of a road map and investment planning in parallel with the implementation of selected projects designed to demonstrate the business value of improved data access, data stewardship, data analysis, and investing in people. Over the next two to three years, work on the Data Strategy will progress within the Department alongside other major departmental initiatives, including the implementation of the Service Transformation Plan, Benefits Delivery Modernization, and Information Management (IM) and Human Resources (HR) Modernization. The CDO is currently working with partners across the organization, including ESDC's Innovation, Information and Technology Branch (IITB) and the Transformation and Integrated Service Management Branch (TISMB), to develop cost estimates for data strategy implementation and to identify potential links to existing projects and initiatives. This will likely lead to the development of major investments required to advance the six Data Strategy work streams and the projects dependent on the development of critical data foundations. The Chief Data Office will continue to work with stakeholders across ESDC to identify links to existing projects and initiatives, and to ensure that cost estimates are captured appropriately in investment and project planning and reporting exercises.

Accounts Receivable Modernization

The Department has taken a multi-year initiative to modernize and enhance the processing of Accounts Receivable (AR) to improve the accuracy, completeness, consistency, timeliness and reliability of AR information. In order to achieve this objective and meet its accountability on the processing of AR, ESDC will review, streamline and standardize its business process and ensure data integrity between its accounts receivable Sub Ledger and Program systems.

The Accounts Receivable Modernization (ARM) initiative will promote consistent practices among Programs impacting supporting documentation, timeliness in establishing overpayments and overall consistencies in business processes. The main component of the ARM initiative calls for the replacement of the Departmental Accounts Receivable System (DARS), which is the national client service delivery system that provides generic online accounts receivable and collection functionalities.

DARS' purpose is to provide a single, cross-program client record for debts owed to and recovered by user departments. It currently contains over $3 million active accounts with a balance of $5 billion and has approximately 4,000 active users. In preparation for the replacement of DARS, the ARM initiative will also focus on the integrity of AR information being converted to DARS. DARS' mainframe application was developed in the 1990's. Given the advanced age of DARS' technological infrastructure, it cannot actively address the accounts receivable and collection requirements of ESDC.

From a broad strategic perspective, the project is fully aligned with ESDC's business objective to modernize and integrate internal services functions and systems, which would improve the Department's ability to deliver results for Canadians.

The project consists of implementing an AR sub-ledger/collections solution integrated to the SAP General Ledger, capable of interfacing with multiple partners, processing and accounting a high volume of transactions, providing for a single client-centric master data view with visibility into the various statutory programs and provide adequate collection management capabilities for the purpose of improved accounts receivable management. By building on its existing SAP landscape, the Department will leverage its existing solution, resources and knowledge and minimize costs. Total project costs are currently estimated at $30.76 million.

The initiative overall will allow the Department to decrease administrative burden and processing costs related to outdated business processes and work-around. Rendering the recovery process more efficient will also allow the Department to reduce the number of write-offs related to its accounts receivable. Finally, an increase in data integrity and financial controls will allow the Department to move towards control based auditable financial statements.

Information Management Modernization (ActionIM)

ActionIM is a Program with a series of projects and activities to improve the management of information at all levels within ESDC. ActionIM will bring changes in thinking and culture, changes in information handling, and changes in technology. A major part of ActionIM will be the implementation of GCDocs. GCDocs is the Government of Canada standard for Information Management (IM). Due to the size of the Department, this will require multiple years to fully implement:

- 2018-2019: Establish the foundations of the program and the GCDocs project, including governance, secure resources, develop the implementation strategy and roadmap, directives, etc.
- 2019-2020: Start implementing GCDocs business processes.
- 2020-2021: Continue to implement the GCDocs 2-3 business processes and close the project.
- 2021-2022 to 2022-2023: Continue to implement GCDocs.

Change management, training and awareness will be ongoing throughout the years of the ActionIM Program.

It is anticipated that the ActionIM program will cost over $24 million over its five-year lifespan.

Human Resource Services Modernization

ESDC is committed to improving services for Canadians by working with partners to provide access to the full range of government services and benefits that Canadians want and need through a robust service delivery model.

As part of its efforts to support the Department through these various ongoing transformation initiatives, the Human Resources Services Branch (HRSB) is undertaking work to modernize its services and processes to support ESDC now and into the future by:

- redefining strategic HR;
- entrenching HRSB's position as a strategic partner;
- embedding enabling technology to support HR services and processes for increased functionality (e.g. automation, improved reporting capabilities and reducing the need for manual intervention); and
- re-designing business processes to deliver HR services to meet clients' needs.

In order to consolidate a variety of efforts across the Branch, HRSB has captured its project initiatives under one program to demonstrate how HRSB's project work supports the broader vision of HR transformation. The HR transformation is planned to begin in 2018-2019 and continue for three years, with an indicative cost of $7.5 million.

4.3   Asset Management

While ESDC is not an asset intensive Department, it is however asset-enabled, and as such has in place an asset replacement strategy that proactively addresses rust-out issues in the asset base through cyclical refit that is aligned to established standards. This ensures budgeting and forecasting predictability for asset investment and replacement as well as continual operational integrity. There are three main categories of assets in the Department – Real Property (Accommodation), IT and Fleet.

4.3.1   Real Property (Accommodations)

National Real Property (RP) planning (regarding occupancies and real property investment) and implementation is conducted in a holistic manner, driven by an approach that ensures collaboration across the organization, joint accountabilities, and transparent implementation backed by close monitoring and regular updates.

Within the Chief Financial Officer Branch (CFOB), Real Property Change Management and Regional Services (RPCMRS), Corporate Accommodations Management (CAM) is responsible for providing control and oversight of the real estate portfolio and management of accommodations funding, as well as the monitoring, program performance assessment and reporting. While National Real Property Management (NRPM) has the financial authority and oversight role of departmental RP management, the Regional CFOB Directors and their Real Property Senior Managers are responsible financially for Regional Real Property and for delivering the annual National Accommodation Program (NAP) of work in their respective region. The Passport Real Property funds are centrally managed and delivered in collaboration with the regional CFOB Real Property teams.

The Western and Territories, Ontario, Quebec and Atlantic regions manage all of our Service Canada Centres, the majority of the contact and processing sites as well as any regional office space. The space in the National Capital Region (NCR) is managed by the NCR Accommodation and Asset group.

The Department utilizes a three-tiered committee governance structure (described below) to ensure Real Property investment receives the necessary management oversight. The three levels are: ESDC ADM Real Property Steering Committee; Director General Real Property Committee (DG RPC); and Regional Real Property Management Committee. The Real Property governance structure is defined in further detail:

- The *ESDC ADM Real Property Steering Committee* is a senior management level committee that is co-chaired by the Chief Financial Officer (CFO) and the Senior Assistant Deputy Minister (ADM) of TISMB and meets bi-annually. The committee is responsible for the alignment between ESDC's Management of real property and annual programs of work to the overall strategies of the Department. The committee's main objective is to review proposed investment and approve future fiscal year investments (NAP and Passport Program Transformation [PPT]).

- The *Director General Real Property Committee (DG RPC)* is co-chaired by the Director General of National Real Property Management and the Director General of TISMB. This committee is a forum to engage DGs on Real Property strategies and to encourage horizontal governance for the development and implementation of regional projects and programs of work. The committee fosters information sharing, discussion and collaboration with key stakeholders aimed at providing strategic advice and recommendations to the ADM Real Property Steering Committee.

- The *Regional Real Property Management Committees* are co-chaired by the regional CFOB Directors and the regional executives. These committees are responsible for developing and managing their respective Regional Real Property plans and ensuring value for money, sound stewardship, and alignment with the department's priorities and initiatives.

ESDC is a non-custodian fully reimbursing Department to PSPC, and is PSPC's second largest client department. As per the 1997 Full Funding Regime Memorandum of Understanding (MOU) with PSPC, ESDC holds the funds for the real property budget and is responsible for reimbursing PSPC for actual rent and real property services on a market comparable basis. Any variation positive or negative is the responsibility of ESDC. ESDC space holdings and investments are managed and paid for through the NAP.

Due to a July 2013 machinery of government change, the accountability for the Passport Program was transferred from the Department of Foreign Affairs, Trade and Development Canada (DFATD) (now Global Affairs Canada or GAC) to Citizenship and Immigration Canada (now Immigration, Refugees and Citizenship Canada or IRCC). Under this realignment, ESDC and GAC assist in delivering passport services, while the revolving fund remains the financial responsibility of IRCC. As of April 1, 2014, the

Passport Program operational real property holdings were transferred to ESDC. As was the case prior to the realignment, ESDC fully reimburses PSPC for actual rent and real property services of the Passport Program through the Revolving Fund.

The following graphs illustrate the square meter distribution of the total ESDC Space Portfolio (Rentable square meters - Rm^2) by fund source (NAP vs PPT revolving fund), by region and by space segment as of March 31, 2017 (end of 2016-2017 fiscal year (FY)).

NAP
562,086
93%

Passport
41,193
7%

2016-2017: 603,279 Rentable Square Metres
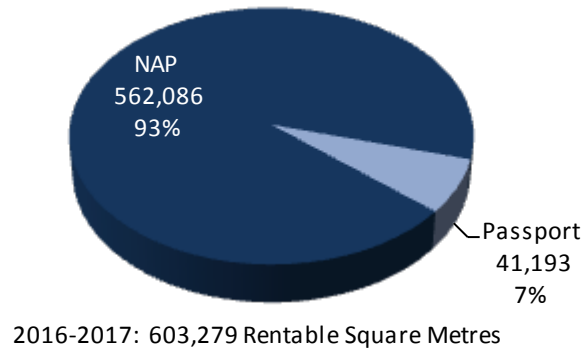
Figure 4: Departmental Distribution of Square Meters by Funding Source (as of March 31, 2017)

W-T
130,472
23%

NCR
141,463
25%

ON
127,764
23%

QC
95,719
17%

ATL
66,668
12%

2016-2017 = 562,086 rm2 (excluding PPT)
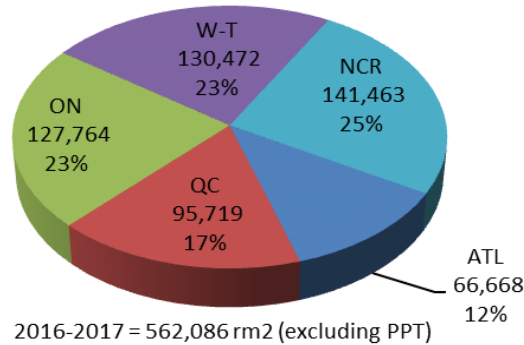
Figure 5: Regional Distribution of Square Meters (as of March 31, 2017)

Warehouse
5,897
1%

Service Canada
(SC) + Passport
(PPT)
161,239
27%

Special Purpose
Space (SPS)
17,422
3%

General Office
Space (GOS)
256,130
42%

Call Centre
(CC)
38,522
6%

Processing (PRC)
124,069
21%

2016-2017 = 603,279 Rentable Square Metres - Rm2 (incl. PPT)
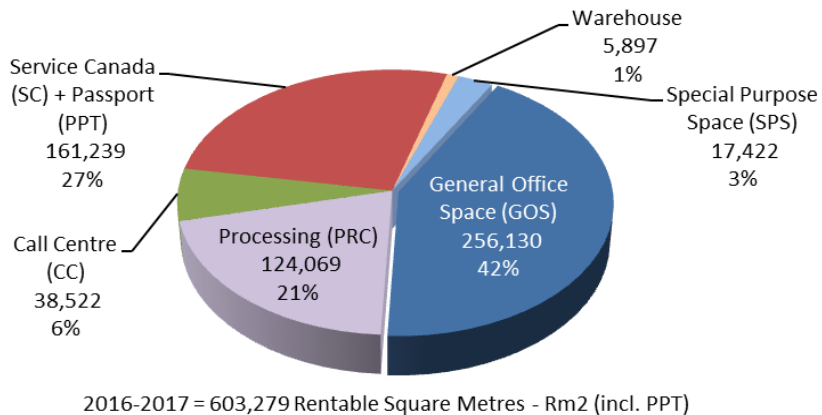
Figure 6: Distribution of Square Meters by Space Segment (as of March 31, 2017)

The ESDC NAP budget remains funded based on rental rates applicable to 1997-1998 market rates and is not incremented for increased real property costs. Further, rent and fit-up expenses have increased yearly by a proportion somewhat equal to the rate of inflation while funding levels have remained stable. Consider that rental rates continue to increase and erode base funding with the current average rental rate per m^2 being $311/$m^2$, representing a rental rate increase of 51% since 1997.

The initial funding conditions and assumptions determined at the outset to provide savings to the Department, such as reducing the total space envelop through a number of measures, proved to be too ambitious and were never fully realized.

Based on the legacy of the fully reimbursing model from 1997 and 2017-2018 forecasts, the cost of rent has increased by $35.60 million, while ongoing or A-base funding has only increased by $1.40 million due to permanent reductions and space transfers to other departments, the shortfall is mainly addressed by B-based funding through Treasury Board submissions and Departmental allocation from the Corporate reserve account.

4.3.1.1 Planned and Anticipated Investments

During the next five years the Department will continue to focus investments on areas with the largest expected savings and benefits to Canadians. In the last three years, there has been under-investment in the Service Canada Centre (SCC) network as many short-term lease renewals were negotiated. As a result, there is a spike in future years' demand to reinvest in the SCCs as the short-term lease renewals expire. In addition, over the next investment period, WorkPlace 2.0 and SCC improvements in-line with footprint reduction will be the driving focus of the investment. NRPM is committed to working with partners in IITB and Human Resources (HR) to modernize the workspace so as to create a flexible workspace with growth capacity so that Real Property can react quickly to departmental and government priorities. ESDC's work on Service Network Optimization will ensure that all real property investments are assessed relative to broader departmental transformation.

Activity-Based Workplace Strategy

The Activity-Based Workplace (ABW) design is an approach that encompasses space, technology, and people and aligns with Blueprint 2020's goal of a modernized public service. ABW is a holistic approach that brings together the built environment, the information technology devices, and the human resource strategies into a cohesive set of tools that allow knowledge workers to productively and collaboratively perform their duties.

Activity-based workplaces are designed on:
- *Right space for the work* which allows employees to perform their work in the space that best suits the task. This ranges from unassigned work points (formerly referred to as workstations or offices), to opened or enclosed collaborative areas, to areas outside the workplace.
- *Mobility* which includes mobile devices and wireless accessibility as a default. This allows employees to seamlessly move between different *right spaces for the work*.
- *People-centric approach* which focuses on the directives, including management practices, which allow employees the flexibility and autonomy to choose how, where, and when they work to create improved work-life balance and support mental health initiatives.

With a strong change management plan to prepare employees for the transition to ABW, ESDC can use a work point to employee ratio of 0.8 or less to regain some of the estimated 30-40% underutilized office space currently seen across the Government of Canada (GC) and other organizations across the world.

Part of GC's workplace modernization initiative, led by PSPC, includes ABW and, in the long term, interdepartmental GC workplace hubs designed to provide more flexibility, freedom, and reduce real property costs. Investments in assets, applications, and through projects are currently in the early planning stages. ESDC is in the planning stages of determining an initial client and site for an activity-based workplace pilot in 2018-2019 at an estimated cost of $4 million.

Table 12: Real Property (Accommodations) 5-Year Forecast

($ million)	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	5-Year Total
Planned Investment	$34.80	$39.80	$36.60	$36.90	$37.80	$185.90
Rent	$191.90	$201.20	$202.30	$203.20	$206.70	$1,005.30
Total	**$226.70**	**$241.00**	**$238.90**	**$240.10**	**$244.50**	**$1,191.20**

4.3.2 Information Technology (IT) Assets

ESDC's operations are extensively technology enabled. The Department relies upon a mix of direct ownership, common service provider, and outsourcing in meeting its IT asset requirements. While Shared Services Canada (SSC) provisions the services and maintain the assets related to email, telecommunications, data centres, and some common workplace technology, the Department will continue to have IT assets directly under its ownership and control so the need for effective asset management and sound investments in technology will continue.

4.3.2.1 Planned and Anticipated Investments

The IT asset base is described and managed through an IT Asset Plan. The Department relies upon a mix of direct ownership, common service provider, and outsourcing in meeting its IT asset requirements.

While SSC provisions the services and maintain the assets related to email, telecommunications, data centres and some common workplace technology, the Department will continue to have IT assets directly under its ownership and control so the need for effective asset management and sound investments in technology will continue.

Over the next five years, emphasis will be placed on:
- Looking at ways to use open source technologies as a way to reduce our software maintenance costs;
- making investments in information management, social media, collaboration tools; and
- renewing the infrastructure through the asset renewal plan to ensure continuity of operations and to ensure that the Department has the most up to date technologies to deliver their programs and services.

ESDC's focus for 2017-2020 will be to continue to mature the Application Portfolio Management (APM) processes, such as using the APM data to shape and guide new Information Management / Information Technology (IM/IT) investments in critical IT applications, ensuring the operational environments are adequately funded and identifying areas requiring investments. The APM Program has recommended investments in mission critical applications as part of the annual investment planning. APM data is used to prioritize these investments to reduce the Department's risk profile, and ensure the mission critical applications supporting ESDC strategic business capabilities are kept up to date.

Table 13: IT 5-Year Asset Forecast

($ million)	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	5-Year Total
IT Assets-Hardware						
Desktops, laptops, CAWS	$11.94	$8.47	$12.43	$12.39	$15.06	$60.29
IT Assets-Software Acquisition						
Software	$0.21	$0.20	$0.20	$0.21	$0.21	$1.03
Total	**$12.15**	**$8.67**	**$12.63**	**$12.60**	**$15.27**	**$61.32**

* Hardware includes desktops, laptops and Citizen Access Workstation Services (CAWS).
* Increase in hardware due to change in the ratio of mobile devices, increasing from 30% to 80% over the time period. Excludes services such as wireless and other SSC costs.

Outside of project related investments, assets and acquired services investments in IM/IT over the next five years are forecasted to be $12.26 million per year or $61.32 million over five years. Emphasis will be placed on cost minimization efforts such as:

- lowering device ratios;
- reducing the number of unique commercial-off-the-shelf (COTS) software and using open source products where this is practical;
- diligent execution of procurement to fulfill asset refresh plans;
- ensuring flexibility for any year-end adjustment to funding levels; and
- monitoring and reporting on evolving adjustments to the IT Asset environment.

Projected expenditure for non-project IT asset investment will be based on a consistent annual investment approach. For Hardware, the Department plans to annually refresh its devices based on end of life, planned five years out. On the software side, the focus will be on ongoing licensing costs or associated and related products (e.g. SAP/PeopleSoft). Factors influencing costs include:

- an increased or reduced ESDC employee base;

- changes in departmental accommodation strategy that will lead to a requirement for a higher ratio of mobile friendly devices; and
- cloud computing which will have an impact on how we purchase software and may impact what we need to purchase for hardware.

4.3.3 Fleet

The National Fleet portfolio at ESDC consists of light duty vehicles to conduct government business including: delivery of outreach programs; administrative purposes; services to public for grants and contributions; summer student program; labour mediation, conciliation, workplace safety and labour affairs; visiting employers; EI fraud investigations; integrity services; transportation of departmental assets (equipment, furniture, surplus, communications materials, etc.); mail; and warehouse management operations.

In 2013, a National Fleet Study was conducted which aimed to strengthen departmental policies and practices; improve cost effectiveness and optimize the fleet vehicles, which significantly reduced fleet size (from 197 to 105 vehicles) and with a seven year refresh cycle for all vehicles, thereby lowering maintenance costs. ESDC is continuing to manage the fleet on a seven year replacement cycle in accordance with TB guidance and respecting recommendations as per the 2013 study.

ESDC manages the fleet in accordance with the following principles, respecting management and acquisition costs:
- ESDC will retain vehicles that maintain an annual mileage of 20,000 km (up to 7 years / 140,000 km).
- A vehicle with less than 20,000 km annually will only be retained if in a remote location where rental vehicles are not available.
- An annual capital investment of $250,000 is the current required budget to replace ESDC's fleet level of 105 vehicles on a 7-year cyclical basis.
- Fuel and maintenance costs of $240,000 per year are managed through the regional operational budgets.
- Increasing number of hybrid vehicles from 11.6% in 2013-2014 to 20% by 2020.
- Maintain clear roles and responsibilities for the National Fleet Manager, Regional Fleet Manager and Fleet Administrators.
- Maintain clear Fleet Guidelines, with an update planned in 2018.
- Enforcing monthly odometer readings.
- Add guidance to support low carbon driving practices.
- Improved reporting such as a new report in ARI for vehicle mileage.

4.3.3.1 Planned and Future Investments

Over the next five years, the Department will continue to manage the fleet on a seven year replacement cycle in accordance with TB guidance and respecting recommendations as per the 2013 study.

Table 14: Fleet 5-Year Forecast

($ million)	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	5-Year Total
Number of vehicles to be replaced	16	15	15	15	15	76
Capital cost	$0.25	$0.25	$0.25	$0.25	$0.25	$1.25
Fuel and Maintenance (for entire fleet)	$0.24	$0.24	$0.24	$0.24	$0.24	$1.20
Total	**$0.49**	**$0.49**	**$0.49**	**$0.49**	**$0.49**	**$2.45**

* Note that Capital Cost amounts shown above represent the budget in the centrally management cost pool only. It does not include revenue from the sale of vehicles which are also used to purchase new vehicles. If revenue is included in the amounts, then the actual capital cost for vehicle purchases is about $0.37 million per year for the next five years.

4.3.4 Asset Disposal

ESDC plans and implements asset management according to risk and complexity consistent with the TB *Policy Framework for the Management of Assets and Acquired Services*. As such, operations and maintenance (O&M) and disposal costs are considered in different ways depending on the category of assets. ESDC purchases and uses the following categories of assets; each is planned based on the asset life cycle, as well as the costs and risks.

Real Property (Accommodations) Related Assets

In determining replacement/refit project priorities, performance is assessed by regions in consultation with regional staff, Service Canada branches, etc. The result is a set of priorities based on requirements, performance, etc. The program of work is updated on an ongoing basis to reflect any changes (e.g. changes to programs, leasing strategy, changes in partners' plans such PSPC decisions on real property holdings) and is reviewed by the three tier governance structure to obtain program of work approval.

Revenues from disposal are net of disposal costs. All accommodation-related assets are sent to GC Surplus for disposal. Revenues returned to the Department have disposal costs removed. Revenues from disposal are returned to regional accommodations budget; however, in view of the low dollar value of accommodation-related assets generally, revenue and costs are very low.

Investments in real property accommodations fluctuate from year to year depending on funding availability, leasing expiries, asset life cycles and departmental priorities. Project investment is comprised of furniture and fit-up/re-fit construction.

Fleet

Fleet disposal roles, activities and authorities are clearly described in ESDC's *Asset Management Policy* as well as in the fleet procedural documents. Vehicle disposal is based on the five criteria of: months in service, kilometers, maintenance and repair costs, costs from vehicle accidents, and anticipated repair costs. Disposal of vehicles, which are capital assets, is monitored each year through the annual asset validation process.

Vehicles other than standard sedans have higher O&M costs so are only acquired at certain locations where there is a specific rationale and justification (e.g. labour investigators who need to haul large equipment, or outreach at remote locations where there are no paved roads or winter storms might otherwise leave employees trapped).

IT Assets

An asset refresh plan with consideration of life cycle costs is done annually. Capital IT equipment has been significantly reduced in recent years since the creation of Shared Services Canada (SSC). The vast majority of ESDC IT capital equipment has already been transferred to SSC and more is planned. As a result, ESDC has few IT capital assets remaining.

Non-capital IT equipment (computers, monitors) are expensed and planned on a five year refresh cycle. Purchases include extended warranties for the full five years, and repairs are covered under this warranty. As a result, ESDC maintenance costs are not significant for this portion of the category and are captured in the acquisition costs. Any disposal of IT non-capital has little revenue as we maximize donations to Computers for School. Internal disposal costs are part of the ongoing refresh and included in ongoing materiel management operations.

4.4 Acquired Services Management

ESDC utilizes a four-tiered classification to manage the acquired services based on complexity and risk, as shown in the table below. Spending authority rests with individual operational budget managers across the Department. In response to operationally driven demand and commodity analysis, procurement strategy and plans are developed. Approvals of the plans are dependent on the classification and dollar value.

Table 15: Acquired Services by Classification Type

Project Classification	Definition
Low Dollar Value	• Goods widely distributed in the retail marketplace • Purchases facilitated through acquisition cards
Standard	• Direct purchasing from manufacturing and service providers – commodities
Specialized	• Specialized vendor capacity and track record is key to successful outcomes • Program knowledge is key to an effective procurement
Complex/ Project-Based	• Business Transformations • Major capital and equipment

Given the significant annual investment in acquired services, ESDC has both a rigorous planning process as well as a governance structure in place to support value for money, sound stewardship and service excellence for these investments. Key spending over this period:

- IT Consulting: ESDC spends a significant amount on IT Professionals to help support IT-enabled projects. Categories include, but not limited to, the following: IM/IT consultants, Application Services consultants and Software Architects.
- Administration of Canada Student Loans Program (CSLP): The Department has a multi-year, multi-million dollar contract with Davis & Henderson to administer the CSLP.
- Management Consultants: ESDC leverages PSPC mandatory methods of supply for the services of Non-IT professional Services. Categories include, but not limited to, the following: Statement of Work (SOW) Writers, Facilitators and HR Consultants.
- Health Services: The Department spends a significant amount on vocational rehab services on an annual basis in an effort to reintroduce Canadians into the workforce.
- Legal Services: On an annual basis, the Department enters into Interdepartmental Letters of Agreements (ILAs) with the Department of Justice.

4.4.1 Procurement Planning

Contracts led by ESDC must abide by the detailed suite of federal purchasing policy rules and regulations. Competition is the norm for most federal contracts of significant value (generally all purchases of $25,000 or more, all taxes included), as a way to ensure openness and best value. ESDC must use PSPC's Standing Offers and Supply Arrangements for the list of mandatory commodities established by the Treasury Board *Contracting Policy*, Appendix C, Schedule 4. This list includes office supplies (such as paper) and temporary help services, amongst other goods and services.

ESDC has a centralized procurement function located in the National Capital Region (NCR). A Procurement Planning and Advisory Services (PPAS) team was recently created within the procurement function at ESDC. This team works closely with the branches, as part of the annual operational planning exercise, to identify planned procurements for the following fiscal year. At the same time, the PPAS team works with the projects and programmes, subject to the departmental investment process, to identify their planned procurements.

The output of this relationship is three-fold. The first is the ability to ensure that the procurement team is resourced appropriately to satisfy upcoming requirements. The second is to ensure that the department has adequate procurement vehicles in place that can readily respond to a variety of requirements (including urgent requirements). The third is the creation of a Departmental Procurement Plan (DPP). The DPP is a document that is shared with other government departments and industry to advise them of what ESDC plans to spend on procurement in the upcoming fiscal year. ESDC regularly reviews the commodities purchased with the goal of awarding enterprise-wide contracts that will allow clients more efficient access to securing the goods or services required.

Recognizing an ongoing need for Project Management Services and Business Services, ESDC worked with PSPC to enter into eight Capacity on Demand (COD) contracts. These are multi-year and multi-million dollar contracts that the Department leverages by way of issuing task-authorizations via the Procurement Operations team. The Department has similar COD contracts for IM/IT, Application Services and HR Services. The COD contracts offer the Clients savings in time as the procurement process is limited to the time to issue Task-Authorizations. The COD contracts also offer the Clients monetary savings as the requirements were competed amongst multiple vendors.

ESDC, along with other departments, must now submit the majority of requirements for IT Hardware and Software to SSC or PSPC. The objective of this is to find cost savings by consolidating requirements across the Government. In conducting its purchasing activities, ESDC is guided by the principles of operational readiness, fairness, openness and transparency. As a result, all contracting is conducted in a manner that will stand the test of public scrutiny, consistent with GC legislation, regulation and policy including trade agreements and Comprehensive Land Claim Agreements.

The Treasury Board restricts departmental contracting authority, including ESDC's authority in Appendix C of the Treasury Board *Contracting Policy*. ESDC also obtains the delegation to purchase goods from the Minister of PSPC up to $25,000 or to the call-up limit in PSPC standing offers. Purchases above these amounts are completed by PSPC on our behalf, e.g. any contracts for services awarded through electronic competition (i.e. Buy and Sell) with a total value of $2,000,000 including taxes. Finally SSC purchases IT hardware and software on behalf of government departments including ESDC. In an effort to find efficiencies (cost and time) in the procurement process, clients are advised to use their acquisition cards up to $10,000 where a contract is not otherwise required.

What ESDC Buys

The objective of government procurement (purchasing) is to acquire goods and services in a manner that enhances access, competition and fairness and results in best value or, if appropriate, the optimal balance of overall benefits to the Crown and the Canadian people (Source: Treasury Board *Contracting Policy*). The procurement process can range from the very simple (e.g. Acquisition Cards, standing offers) to the very complex (e.g. major Crown projects). In 2016-2017 the procurement team processed 3,397 contracts and amendments with an estimated value of $295.40 million.

Table 16: Value of Contracts and Amendments by Category in 2016-2017

Commodity	Value	Percentage
Administration of Canada Student Loans	$93,910,461.90	31.79%
IT Consulting	$77,290,583.30	26.17%
Software and Maintenance	$24,858,859.67	8.42%
Management / Other Consultants	$13,308,297.34	4.51%
Commissionaires & Security Systems	$8,143,596.55	2.76%
Training	$3,851,825.75	1.30%
Computer Equipment and Maintenance	$3,710,134.07	1.26%
Office Furniture	$2,569,909.02	0.87%
Vocational Rehabilitation	$2,495,037.36	0.84%
Temporary Help Services	$2,443,617.81	0.83%
Advertising	$2,231,795.54	0.76%
Printing Services	$1,758,534.07	0.60%
Research Services	$1,788,938.80	0.61%
Accounting and Audit Services	$1,152,252.86	0.39%
Warehousing Services	$842,672.30	0.29%
Other (comprised of 60 commodities)	$55,039,485.22	18.63%
TOTAL	**$295,396,001.56**	**100%**

4.4.2 Project Procurement Planning

Approved investment projects have individual project procurement plans that outline requirements to support the realization of the project's goal. The procurement plans also identify the procurement approach that will be used to satisfy the requirement.

Procurement related to projects that are Stage-gated through the Investment Management Process requires focused procurement planning. Project managers with the support of the centralized procurement team must identify the procurement requirements for planning purposes. As the projects move from gate to gate additional procurement requirements are identified and shared with the procurement team.

Goods and services identified in the project procurement plans will be procured through a variety of methods including mandatory standing offers and supply arrangements. Depending on the nature of the requirement they may also be posted on Buy and Sell, the Government Electronic Tendering Service.

Sourcing Strategy

- The Sourcing Strategy is a document that is submitted during Stage 1 for minor (over $250 000 and under $1 million) and large (over $1 million) projects. The purpose of this document is to identify a project's/program's high-level procurement requirements throughout the life of the project/program. This document is used to identify any opportunities for strategic procurement that will allow the procurement operations team the ability to respond quicker to the needs of the project/program.

Project Procurement Plans

- The Project Procurement Plan is a document that is submitted during stage 2/3 for minor projects and stage 3 for large projects that outlines any procurement requirements, in detail, that will be required in future stages of the project/program. The Procurement Planning and Advisory Services team reviews the document and associates a detailed procurement strategy with each requirement identified. When the Client submits a requisition, the procurement operations unit will only action the requirement if it matches what was identified in the approved Project Procurement Plan.

It is important to note that the Project Procurement Plan is an evolving document that can be amended throughout the life of the project/program. However, it is emphasized to projects/programs that detailed planning early on will help ensure that the procurement operations team is best positioned to satisfy their requirements.

Table 17 provides a breakdown on the acquired services that are planned to be used to support project teams to deliver their investment projects.

Table 17: Assets and Acquired Services Project Procurement - 5-year Forecast

Annual Asset and Acquired Services Contract Values ($millions)					
Project Related Acquired Services	**2018-2019**	**2019-2020**	**2020-2021**	**2021-2022**	**2022-2023**	**5-Year Total**
IT Consulting	$56.70	$57.83	$59.03	$60.15	$61.35	$295.05
Management / Other Consultants	$6.85	$7.00	$7.15	$7.30	$7.45	$35.75
Temp Help Services	$0.50	$0.52	$0.52	$0.54	$0.54	$2.62
Grand Total	**$64.05**	**$65.35**	**$66.70**	**$67.99**	**$69.34**	**$333.42**

4.4.3 Planned Acquired Services Investments (Non-Project)

As shown in the Table 18, ESDC will spend on average, over $280 million annually with public and private sector organizations in support of its mandate.

The highest spending categories are to support the Administration of Canada Student Loans, IT Consulting, Management Consultants and Managed Print Services. Below are some of the major acquired services contracts within these categories:

- An estimated contract of $965 million to provide financial and related services for the Canada Student Loans Program (CSLP) that includes option periods until March 31, 2019. There is a subsequent contract that was awarded on April 4, 2016, that has duration of 10 years from date of award and has a value of approximately $960 million.

- 1 800 O-Canada call centre is managed through a three year service contact valued at $66 million plus an additional $74 million for the three one-year options. The total value of the contract does not include the equipment and facilities as these are provided by ESDC. As of October 2017 this contract is in the first option year with two option years remaining. The requirement will likely be retendering in the coming years at a value to be determined.

- ESDC has put in place multi-year, multi-million dollar tasked-based contracts to support the Department with respect to their needs for a Project Management Services and Business Services. The total value of these eight contracts is approximately $43 million which have option periods that last until 2019. ESDC will work with PSPC on a next-generation series of contracts to replace the above mentioned contracts once they expire. The estimated value will be approximately $80-$100 million for five years.

- Software and Maintenance contracts have been put in place to support maintenance costs associated to inclusion of larger service oriented support contracts such as Oracle and Microsoft and Unisys.

- ESDC will continue to look at opportunities for strategic procurement initiatives to reduce the number of smaller Request for Proposals (RFPs) issued by the Department. The categories will include Human Resource Services (approximate value of $2 million) and Project Management Services (non-IT) and Business Management Services (non-IT) each with a value that will exceed $2 million. These contracts will be task-based.

- ESDC has a multi-year contract for Managed Print Services that expires in November 2021. The value of this contract is approximately $30 million.

- On an annual basis the Department enters into Interdepartmental Letters of Agreement (ILAs) with the Department of Justice for legal services.

Table 18: Assets and Acquired Services Non-Project Procurement - 5-year Forecast

| Non Project Related Acquired Services | Annual Asset and Acquired Services Contract Values ($millions) | | | | | |
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	5-Year Total
Administration of Canada Student Loans	$111.71	$113.94	$116.22	$118.54	$120.91	$581.32
IT Consulting	$18.90	$19.28	$19.68	$20.05	$20.45	$98.35
Other Business Services	$61.36	$62.58	$63.84	$65.11	$66.41	$319.30
Software and Maintenance	$31.93	$33.79	$34.15	$28.58	$28.58	$157.03
Management / Other Consultants	$6.85	$7.00	$7.15	$7.30	$7.45	$35.75
Commissionaires & Security Systems	$8.23	$8.39	$8.56	$8.73	$8.91	$42.82
Language Training	$5.29	$5.40	$5.51	$5.62	$5.73	$27.55
Office Furniture	$2.69	$2.75	$2.80	$2.86	$2.91	$14.01
Temp Help Services	$2.00	$2.08	$2.08	$2.16	$2.16	$10.48
Advertising	$2.32	$2.37	$2.42	$2.46	$2.51	$12.08
Printing Services	$1.90	$1.94	$1.98	$2.02	$2.06	$9.90
Heath Services CPP Rehabilitation	$2.68	$2.74	$2.79	$2.85	$2.90	$13.96
Research Services	$1.73	$1.76	$1.80	$1.83	$1.87	$8.98
Accounting and Audit	$1.31	$1.33	$1.36	$1.39	$1.42	$6.81
Warehousing Services	$0.88	$0.90	$0.92	$0.94	$0.95	$4.59
Data Management	$0.88	$0.90	$0.92	$0.93	$0.95	$4.58
Legal Services	$12.70	$12.70	$12.70	$12.70	$12.70	$63.50
Grand Total	$273.36	$279.85	$284.86	$284.07	$288.89	$1,411.03

5   INVESTMENT PLANNING and MANAGEMENT

5.1   Investment Planning and Management Overview

To appropriately and adequately invest in and ensure the correct investment mix that supports ESDC programs, the Department uses a robust process to identify, prioritize, recommend funding and monitor investment projects. This process focuses on achieving strategic alignment between assets (which are primarily technology-based infrastructure), the broader Departmental vision and Government of Canada (GC) priorities. This approach is fully compliant with the *Policy on Investment Planning – Assets and Acquired Services* and includes all investment types (projects, assets, and acquired services).

Investment Planning at ESDC is comprised of the following elements:
- An Investment Management Governance Structure that details the functional committees involved in the investment planning approval process, and their associated roles, responsibilities and accountabilities (Figure 4: Investment Management Governance).
- An Investment Management Process that defines the framework taken to: identify investments, rank and prioritize investments, and allocate investment resources, based on approved reference levels.
- A Stage-Gate process for projects (typically over $1 million) that segments the project life cycle into a series of structured activities (stages) and decision points (gates).

5.2   Investment Governance Structure

At the strategic level, the Investment Portfolio is managed by two executive committees: the Portfolio Management Board (PMB) and the Major Projects and Investments Board (MPIB). The figure below shows the internal investment management governance structure for ESDC.
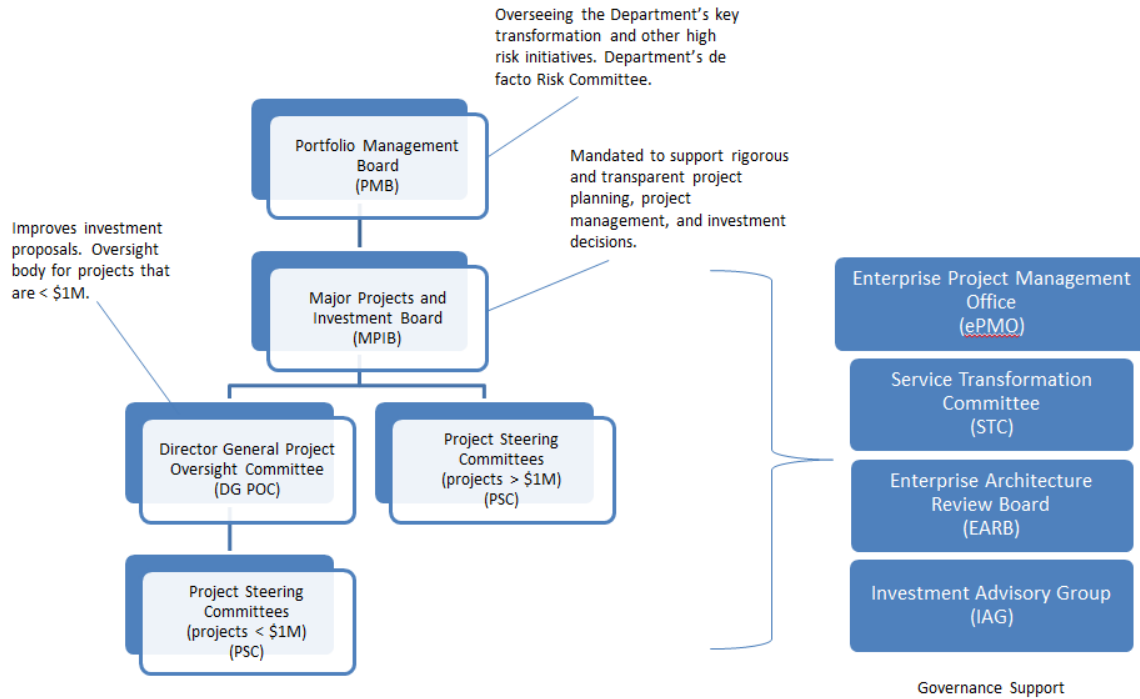
Figure 7: ESDC Investment Management Governance Structure

Portfolio Management Board

The Portfolio Management Board (PMB) acts as the main decision-making body for its portfolio by determining strategic directions and priorities; approving portfolio-wide plans and strategies; and making decisions on strategic issues that affect the portfolio as a whole. In addition, the PMB functions as a key portfolio vehicle for information sharing, consultation and collaboration at the Deputy Minister and Assistant Deputy Minister levels. The PMB is the Department's de facto Risk Committee, overseeing the Department's key transformation initiatives that are deemed high risk and have broad and material consequences for the portfolio. The PMB is chaired by the Deputy Minister (DM) and is comprised of members at the Associate and Assistant Deputy Minister (ADM) level.

Major Projects and Investments Board

The Major Projects and Investments Board (MPIB), co-chaired by the Senior ADM, Strategic and Service Policy Branch (SSPB), the Senior ADM, Transformation and Integrated Service Management Branch (TISMB) and the Chief Financial Officer (CFO), and comprised of members at the ADM level, reports to the PMB and has a mandate to support rigorous and transparent project planning, project/program management, and investment decisions by:

- providing timely, objective oversight of all programs being conducted across the portfolio as they pass through the four stages of the Investment Program Management process;
- providing timely, objective oversight of all major projects being conducted across the portfolio as they pass through the five gates of the Stage-Gate process (Gate 1: Justification; Gate 2: Initiation; Gate 3: Planning; Gate 4: Execution; Gate 5: Closure);
- playing a key role in the context of the annual departmental priority and business planning process, in the development of a multi-year portfolio Investment Plan and the establishment of annual investment priorities; and
- supporting capacity-building across the portfolio with respect to project planning and management.

All major projects and programs (over $1 million) must be brought before MPIB and the Sponsor ADM (supported by the Project Steering Committee) for review. MPIB provides project leads with feedback and recommendations at gate reviews. MPIB also makes decisions on Change Requests that have a significant impact on the project/program portfolio as per the departmental established Change Request Process. Figure 8 provides additional details on each of ESDC's project stages and the deliverables required for MPIB review and approval at each stage gate.

The MPIB is also assisted by individual program and project governance bodies and enabler/support organizations, including:

- Sponsor ADM supported by Project Steering Committee:
  - Supports MPIB by reviewing and making a determination on whether to approve proceeding with the project at Gates 4 and 5. Approved projects are submitted to MPIB for recognition of the Gates 4 and 5 approvals.
  - Can be interdepartmental when multiple departments are stakeholders in the project.

- Sponsor ADM supported by Program Board:
  - Supports MPIB by reviewing and making a determination on whether to approve Program Stages 1 and 2. Programs are then submitted to MPIB for approval.

- Assets and Procurement Plans:
  - ESDC National Accommodation Program (NAP) Steering Committee: Reports to MPIB on the annual NAP as well as year-end review in addition to ad hoc briefing of key accommodation files;

- Chief Information Officer (CIO), Innovation, Information and Technology Branch (IITB) reports to MPIB on the annual IT Asset Plan as well as year-end review;
- Investment, Procurement and Project Management (IPPM), Chief Financial Officer Branch (CFOB) reports to MPIB on the annual Procurement Plan as well as year-end review.

Director General Project Oversight Committee

The Director General Project Oversight Committee (DG-POC) is responsible for approving investment proposals by issuing Gate 0 decisions, regardless of the estimated size and timeline provided within the proposal and also supports the MPIB by providing oversight of projects approved on ESDC's Investment Plan that are less than $1 million (including Employee Benefit Plans [EBP] and taxes) and small projects. (Note: Stage 1 costs are excluded from the total project costs for projects within ESDC's delegated authority. These costs are incurred before a project is formally approved (Gate 1))[2]. The committee provides quarterly reports to the MPIB on the status of the portfolio and supports rigorous and transparent project planning, project management, and investment decisions. Both the MPIB and the DG-POC are supported by the Investment Advisory Group (IAG), which provides advice on the value and risk of an investment, and by the Project Assurance team, which provides advice on project stewardship, compliance, health and readiness.

At any time, the MPIB may decide to delegate oversight of major projects with low risks and complexity (i.e. Project Complexity and Risks Assessment [PCRA] at Level 1) to the DG-POC. The MPIB may also decide to provide oversight on any minor (less than $1 million) projects that have a higher level of risk and complexity. Finally, the MPIB may decide to assume Gate 0 decision authority for any proposal. Recently, DG-POC highlighted the need to streamline the process and governance for Small Projects and critical system enhancements. A Lite Project (LP) Process was developed that adheres to the established ESDC project management framework. Lite projects have planned costs of under $250K and are considered low risk to the Department.

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[2] Formal approval of a project occurs at Gate 1. Stage 1 costs are absorbed by the branch`s operational budget as there is no guarantee the project will be approved past the business case stage (Gate 1).
ESDC begins tracking financials as of Stage 1 and requires actual costs to be +/- 10% of plans. For projects that exceed ESDC's delegated authority or are selected to seek TB project authorities, TB project approval is given at Gate 2. Stage 1 and 2 costs incurred by the Department under its own authority are not included in the total estimated project cost for purposes of TB project approval and expenditure authorities.

Enterprise Project Management Office

The Enterprise Project Management Office (EPMO) enables and supports project work by equipping the organization with methodologies, processes, standards, tools and training to enable project managers to better deliver investment project and program initiatives. The EPMO also provides continuous expert project and program management advice to departmental managers and project managers (PMs) through the Project Management Advisor (PMA) role.

Service Transformation Committee

The Service Transformation Committee (STC) is a standing committee of the Service Management Committee (SMC). The STC is mandated with providing enterprise-wide leadership for the ESDC Service Strategy and the departmental transformation vision and objectives and overseeing the development of the target operating model and enterprise architecture, including the development and oversight of multi-year transformational plans. The STC is chaired by the Senior ADM, Transformation and Integrated Service Management Branch (TISMB); vice chaired by the Senior ADM, Strategic and Service Policy Branch (SSPB) and is comprised of ADMs from branches across the Department.

Enterprise Architecture Review Board

The Departmental Enterprise Architecture Review Board (EARB) provides strategic direction on the current and future state of Enterprise Architecture. ESDC's EARB sponsors, reviews, and approves the departmental architecture program, including approving variances, and overseeing compliance to Enterprise Architecture. Finally, the Departmental EARB approves architectures, architectural exceptions and deviations for projects and initiatives throughout their life cycle, based on alignment with the departmental Enterprise Architecture and GC strategic direction. The Board is chaired by the Senior ADM, Transformation and Integrated Service Management Branch (TISMB); vice chaired by ESDC's Chief Information Officer and is comprised of enterprise architecture subject matter experts throughout the Department and the GC Chief Technology Officer. All projects reviewed by ESDC's EARB will be submitted to the Government of Canada Architecture Review Board (GC EARB). The GC EARB extends the practice of architecture review beyond the departmental level by engaging CIOs and other executives across government. The GC EARB is mandated to further the GC Enterprise Vision by validating, recommending and approving IM/IT solutions that will further the "Whole of Government agenda as one Enterprise".

As of April 2018, the Treasury Board Secretariat (TBS) will introduce a concept case process for projects from all GC departments – initial thoughts on the investment. ESDC projects that have preliminary planned costs over $5 million will be required to submit a concept case to the GC Chief Information Office Branch (CIO) at TBS to receive direction based on the problem it is trying to solve. These projects will also be reviewed and assessed by the GC EARB.

Investment Advisory Group

The Investment Advisory Group (IAG) supports ESDC governance committees and senior management with decision-making authority on project and program investments. The group, comprised of experts from the Chief Data Officer's Office, CFOB, Human Resources Services Branch (HRSB), IITB, SSPB, and TISMB, assesses each investment proposal for its alignment, value and risk, monitors departmental capacity to execute and proposes the way forward. Analysis from this group supports MPIB, DG-POC, Corporate Management Committee (CMC), STC and EARB.

Assessments of proposals by the IAG are predominantly conducted in the earlier stages of the project life cycle, generally during Stages 0 to 2. However, other factors (example: a Change Request for scope, schedule or cost; extended period of time between gate reviews) may prompt a re-assessment by the IAG. Governance committees may also, at their discretion, request or require a re-assessment by the IAG at any time during a proposal or project's life cycle.

For each investment proposal, the IAG validates or recommends an amendment to the investment category and applies pre-established prioritization criteria for the purpose of assessing its overall alignment and priority within the portfolio. The final assessment also includes a project score, which may be used to determine the priority or sequence of the investment, in the event of any known capacity constraints (e.g., scarce skills). With the introduction of GC EARB, a number of new questions relating to Government of wide strategies and cloud computing are now included when an investment proposal is submitted to the IAG.

The IAG prepares and submits its assessment and recommendation to governance committees, for review. These committees will, in turn, uphold or amend the IAG's recommendation. DG-POC's review, in particular with respect to whether the proposal is to move onward to the development of a business case or business needs document, is considered as final or is subject to further review by a separate governance authority, as applicable.

5.2.1   Governance Journey Map

To help illustrate the investment project life cycle to project teams and how projects are reviewed at various committees internal and external to the Department, a journey map has been developed to articulate the journey for Project Sponsors and teams when undertaking an investment.
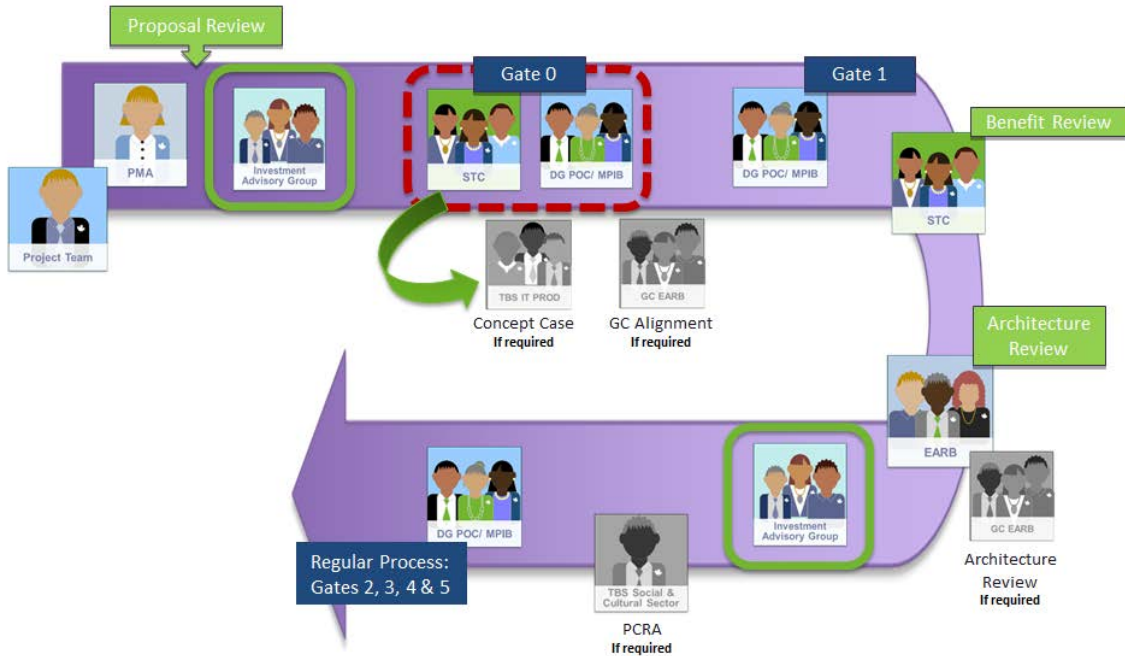
Figure 8: ESDC Investment Project Journey Map

5.3   Investment Management Process

The Investment Plan is an element of ESDC's overall planning regime. It demonstrates that there is enterprise-wide priority setting and investment decision making for projects.

ESDC's planning cycle is framed within the Government's Planning Cycle for the Budget Process. The process begins early in the summer and includes updates to key policy and program priorities, updates to the Corporate Risk Profile (CRP), a semi-annual review of investment portfolio performance and culminates in a direction-setting retreat for the Portfolio Management Board (PMB) in the fall. This is complemented by a series of planning tables that review priorities and operational considerations and identify areas for investment (project, asset and acquired services).

Although, the annual investment planning cycle begins in the fall following the PMB retreat, work is conducted throughout the year to review other plans and priorities within the Department to help determine what investments may be submitted over the upcoming month and years. The Department uses a Business Capability Model (BCM) as a Business Architecture reference model to give the executives of ESDC a horizontal, program agnostic view of what it is that ESDC does and what can be improved. Looking at this information, semi-annual workshops on investments at the Senior Management level are held to bring all branches together to review investment projects, agree on priorities and determine capacity required to complete projects in the Department's portfolio.

As of the fall of 2016, ESDC implemented continuous intake for investment proposals, which is markedly different from the annual intake process. The continuous intake process shifts the Department's investment planning approach to a top-down practice. This methodology allows for strengthened linkages between the Department's Strategic Framework and the Investment Planning process by placing more of an emphasis on planning while ensuring successful delivery of results. Continuous intake also decouples the project life cycle from the planning life cycle and allows projects to focus on greater alignment, improved quality of investment proposals and on ensuring the right level of organizational readiness prior to proceeding with an investment.

5.3.1   Investment Prioritization

Given the size of the Department's mandate and its finite capacity, the overall goal of investment planning is to identify and prioritize investments over the five-year horizon to maximize value, minimize risk and deliver results. To effectively assess, prioritize and select investments, the Investment Prioritization Framework was established. This tool is the base for ESDC's investment portfolio management practice and articulates investment categories, prioritization criteria and funding pillars.

5.3.1.1 Investment Assessment

ESDC has established an assessment process that determines the degree to which an investment proposal is aligned with the Department's current strategic and architectural goals and objectives. This assessment process includes determining the priority of a given investment proposal relative to other proposals and determining whether the proposed investments can be undertaken within approved reference levels or whether they should be deferred to a later time.

Investment Categories

ESDC has identified two different categories for investment projects, which determine how they are assessed and scored:

1) Non-discretionary (mandatory) investments: There are two types of non-discretionary investments - Policy Agenda and Risk Response.

2) Discretionary investments: There are three types, which consist of Strategic Transformation, Business Improvement, and Life Cycle Management.

Policy Agenda	Risk Response	
Strategic Transformation	Business Improvement	Life Cycle Management
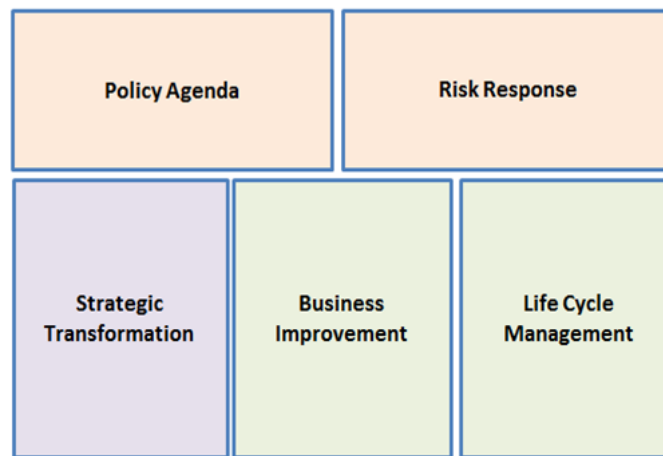
Figure 9: Investment Categories

The investment category is extremely important, as it may influence whether a proposal shall move forward to the business case and onward, toward recognition as a project and inclusion within the portfolio. Investments corroborated as being either Policy Agenda or Risk Response are considered non-discretionary and, as such, are attributed top priority. Funding available for other projects is first allocated to non-discretionary types of investments and remaining funds and capacity are distributed amongst investments considered to be more discretionary. Organizational capacity, both from a financial and human resources perspective, is considered as part of decision-making. For example, a proposal may be deemed a worthwhile investment, but if considered discretionary or non-critical, it may be deferred to a later date.

Assessment Criteria

The Department has developed two types of assessments when assessing discretionary investments within the investment portfolio; alignment and priority. Assessments are conducted by reviewing the investment proposal, business case, costing workbook, executive project dashboards, and other relevant documents.

Figure 10: Investment Assessment Criteria

Alignment Assessment

Alignment assessments are determined by strategic alignment to departmental priorities, business architecture alignment to future-state business architecture, and IT architecture alignment to future–state IT architecture.

The Business Capability Model (BCM) is used in the investment assessment process by mapping each investment proposal to the BCM and assessing whether the proposed investment will contribute to making the impacted business capabilities more standardized. For example, if a proposal is submitted for a project where only one program is the scope of the investment, the assessment will be scored accordingly since it is only looking to change a single program and will have very little impact on the organization. Conversely, if there is a proposal that plans to modernize the way the Department does business for all programs, the investment is likely to be given a higher assessment score as the investment is horizontal in nature and trying to standardize the way the all of ESDC does business.

Priority Assessment

Divided into four criteria, the Priority Assessments produce a score to help prioritize investments within the Portfolio.

- **Criticality:** refers to the organizational or operational level of need to pursue a proposal, considering whether it is a serious risk to the organization.
- **Urgency:** measures the degree of pressing necessity to undertake and complete an investment proposal as communicated by the GC or any other corporate strategy. High-scoring investments may be subject to increased oversight.
- **Value:** serves to inform decision-making authorities as to the estimated or expected expenses in contrast with the projected benefits, for the purpose of providing further clarity as to whether or not a proposed investment is worth pursuing, particularly from a financial standpoint, and deciding on a quantitative basis whether to proceed with an investment.
- **Achievability:** evaluates delivery risk and the likelihood that the organization can deliver what this proposal represents.

An assessment for each of these four criteria is conducted for each project, and given a score of HIGH, MEDIUM, LOW or NONE. When the investment category is confirmed by governance to be of the non-discretionary type, the assessments are void. These four individual scores then provide a combined score of a maximum of 10. For each non-discretional investment category, these four criteria are weighted differently, based on its own merit and rationale.

For non-discretionary investments, default scores were determined in order to rank these projects highest in the Portfolio.

- *Policy Agenda*: Investments that are mandated and thus all investments of this nature must be completed and are considered the highest priority.

- *Risk Response*: Investments that receive the second highest default score, as the consequence of inaction for these investments may lead to a serious threat to the organization and/or to Canadians.

The proposed weights were selected with a view to ensuring that each project/investment is assessed on its own merit:

- *Business Improvement*: Expected to more rarely rate high for Urgency and Criticality, because a solution is already in place for the affected service. Consequently, it is proposed that their assessed Achievability and Value ratings have the highest influence on their score, to help decide whether to pursue the investment.

- *Life Cycle Management*: Expected to more frequently rate high for Urgency and Criticality, because there is an identified risk to the existing solution. Consequently, it is proposed that their assessed Criticality and Urgency ratings have the highest influence on their score, to help decide whether to pursue the investment.

- *Strategic Transformation*: Expected to have a higher cost. They are expected to have higher Project Complexity Risk Assessment (PCRA) scores, which may generally translate to lower Achievability ratings, because it is understood that the organization will "blaze a new trail" for some of these investments, and therefore growing pains are expected. For stewardship reasons, their assessed Value should influence the decision to pursue the investment. Criticality and Urgency ratings for these investments are not generally expected to rate high, because transformation is a choice, and therefore it is proposed that Value have the highest weight in producing a score to help decide whether to pursue the investment, as well as high strategic alignment (ex: to the Service Strategy) and high architecture alignment.

5.3.2   Project Management Community and Support

The Department continues to engage the Project Management (PM) Community, through the GC Community of Practice, ESDC's internal Business Reference Network and its PM Forum, to continuously improve project management capabilities and competencies. In addition, a PM Professional Development Program is being developed to enhance project management knowledge, competencies, and effectiveness.

The Enterprise Project Management Office (EPMO) enables and supports project work by equipping the organization with methodologies, processes, standards, tools and training to enable project managers to better deliver investment project and program initiatives. The EPMO also provides continuous expert project and program management advice to departmental managers and project managers through the Project Management Advisor (PMA).

The PMA role is to ensure effective best practices in project management, adherence to TBS guidelines, and to provide support with the departmental PM framework/standards for scheduling, costing, developing scope, risks, issues, change management, and benefits realization throughout the project lifespan.

The PMAs:
- Are subject matter experts on standards, processes, tools, systems and templates used to manage projects in ESDC from planning and kick-off to final delivery and close-out;
- Provide expert project management advice throughout the processes of initiating, planning, executing, monitoring, controlling, and closing projects;
- Assess the project deliverables that support the PCRA;
- Execute oversight and advisory services that support the project objectives, scoping, planning, procurement, and monitoring;
- Review and provide feedback in the development of project deliverables such as Business Cases, Project Charters, Project Management Plans and Business Requirements Documents, and recommend the readiness for approval of each document;
- Support the development of project schedules in Microsoft Project Server in Project Management Information Solution (PMIS), as required;
- Coach, mentor, and provide advice to the project team members through group or individual training, demonstrations and written instruction/documents on an as-required basis;
- Support departmental project leaders and executives on the Investment Management Process, and governance authority activities surrounding MPIB and Steering Committees;
- Offer support with reporting activities (i.e. dashboard, quarterly reporting);
- Work with project teams managing projects of concern on developing their getting to green action plans; and
- Provide guidance on business processes such as benefits realization, change request management and risk management.

5.3.3 Stage-Gate Process

The Department uses a Stage-Gate approach, which segments the project life cycle into a series of activities (stages) and decision points (gates). The Stage-Gate approach allows for informed decision making regarding investments, based on the performance to-date, the return on investment (business or social rationale), and the ability to execute the project plans going forward. It also provides a mechanism to allocate project authority at defined points in time.

TBS Project Life Cycle

P1: Initial planning and identification	PA & EA	P2: Definition	PA & EA	P3: Implementation	P4: Close Out

Project Management Process for Major Projects

	Strategic Alignment	Cost vs. Benefit	Clarity of Scope	Available Capacity	Fit for Purpose	Stability
Stage	Investment Intake (0)	Stage 1 Justification (1)	Stage 2 Initiation (2)	Stage 3 Planning (3)	Stage 4 Execution (4)	Stage 5 Closure (5)
GOVERNANCE	MPIB	MPIB	MPIB	MPIB	MPIB	Project Steering Committee
COST ESTIMATES	+/- 10% (for Stage 1)	+/- 10% (for Stage 2) +/- 100% (for the project)	+/- 10% (for Stage 3) +/- 50% (for the project)	+/- 10% (for the project)	Actual Costs to Date	Actual Costs

RESPONSIBLE — GATING ARTEFACTS

Business Owner	• Investment Proposal	• Business Case				
Project Portfolio Assurance		• Gate 1 Review	• Gate 2 Review	• Gate 3 Review	• Gate 4 Review	• Gate 5 Review
Project Manager		• Costing Workbook	• Project Charter • Project Management Plan (Preliminary) • Costing Workbook (updated)	• Project Management Plan (updated) • Costing Workbook (updated)	• Approval to Deploy Form • Costing Workbook (updated)	• Project Closure Report • Lessons Learned Report • Costing Workbook (updated)

RESPONSIBLE — SUPPORTING ARTEFACTS

Business Analyst			• Business Needs / High Level Requirements Document	• [C] Detailed Requirements Doc		
Project Manager		• PCRA (Preliminary) • Stage 2 Schedule • Sourcing Strategy • [C] Asset Under Construction Request	• PCRA (updated) • Stage 3-5 Schedule • Privacy Threshold Assessment • Request for Information [C]	• Stage 4-5 Schedule • [C] Privacy Impact Assessment • Request for Proposal [C]	• Acceptance Report	
Business Owner			• [C] TB Submission and Project Brief for PA and EA for Planning (Stage 3)	• [C] TB Submission and Revised Project Brief for PA and EA for Execution (Stage 4) and Closure (Stage 5)		

SUPPORTING ACTIVITIES

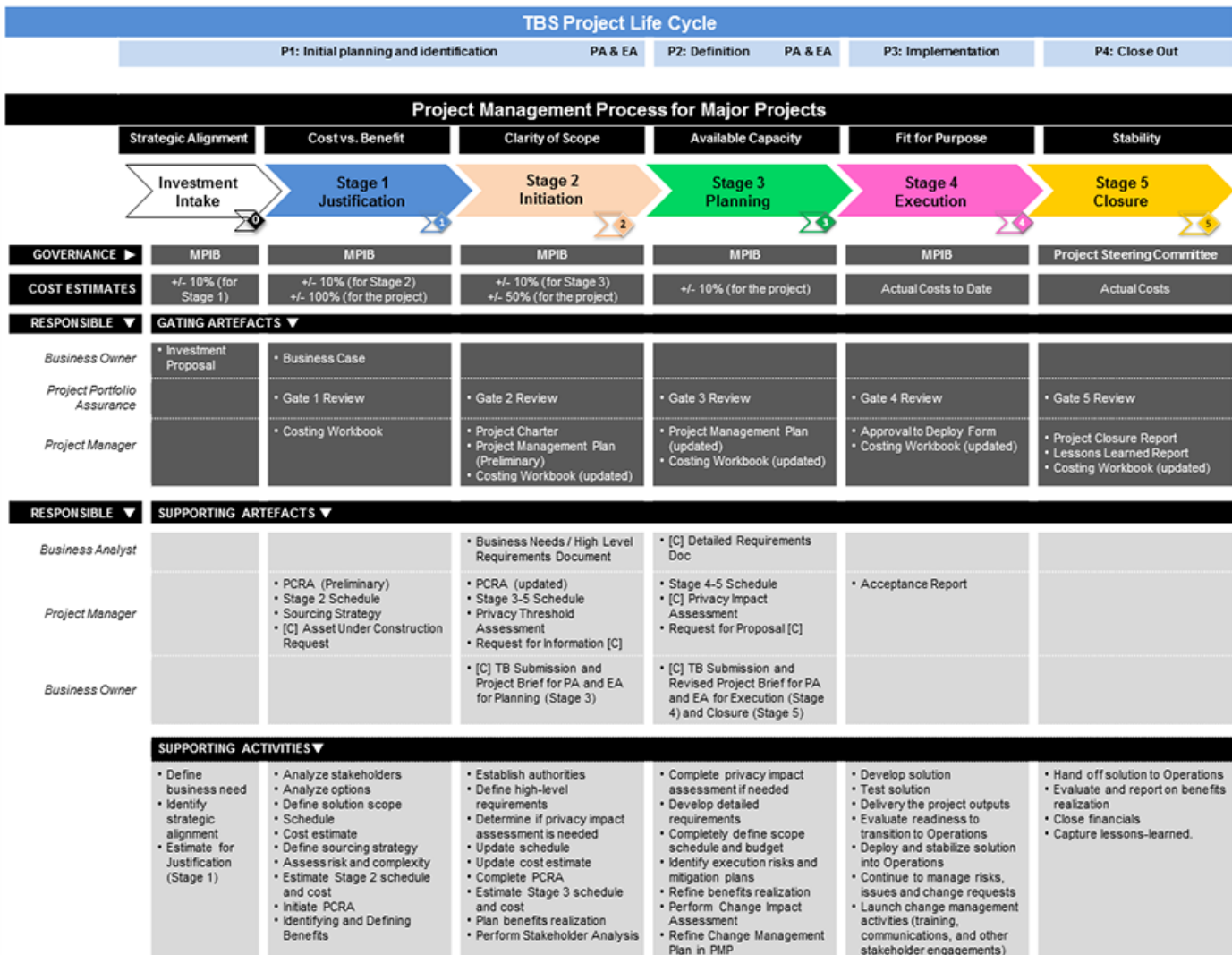|						
	• Define business need • Identify strategic alignment • Estimate for Justification (Stage 1)	• Analyze stakeholders • Analyze options • Define solution scope • Schedule • Cost estimate • Define sourcing strategy • Assess risk and complexity • Estimate Stage 2 schedule and cost • Initiate PCRA • Identifying and Defining Benefits	• Establish authorities • Define high-level requirements • Determine if privacy impact assessment is needed • Update schedule • Update cost estimate • Complete PCRA • Estimate Stage 3 schedule and cost • Plan benefits realization • Perform Stakeholder Analysis	• Complete privacy impact assessment if needed • Develop detailed requirements • Completely define scope schedule and budget • Identify execution risks and mitigation plans • Refine benefits realization • Perform Change Impact Assessment • Refine Change Management Plan in PMP	• Develop solution • Test solution • Delivery the project outputs • Evaluate readiness to transition to Operations • Deploy and stabilize solution into Operations • Continue to manage risks, issues and change requests • Launch change management activities (training, communications, and other stakeholder engagements)	• Hand off solution to Operations • Evaluate and report on benefits realization • Close financials • Capture lessons-learned.

Figure 11: Project Life Cycle for Major Projects

All projects within the portfolio are subject to key check points that review progress, test for continued value delivery, and take corrective action if necessary. This is an effective, proven method in managing risks and costs, improving project delivery times and achieving outcomes.

As per the TBS Project Gating document (7 Stage-Gates) the Business Case is for the confirmation of funding and business outcomes. This is considered the same as ESDC's Gate 1. The recommended project option is approved at Gate 1, where projects are asked to develop high level requirements and solution architecture documents in Stage 2.

All projects greater than $1 million submit their completed PCRA to the EPMO, before Gate 2, where a quality assessment review is undertaken. Once reviewed it is provided to TBS for review and acknowledgement. When a project baseline is reset, the Project Management Plan is updated and the PCRA is reviewed to determine if the PCRA level remains the same based on the new baseline information Projects with a PCRA score higher than the departmental project authority are subjected to TB oversight and are managed accordingly. As additional project information is developed, the costing workbook is updated and the Project Charter and Project Management Plan are developed and presented for approval at Gate 2. The Project Management Plan and costing workbook are once again for Gate 3 approval.

5.3.4   Enhanced Project and Program Management (PPM) Foundation and Framework

An updated version of the Project and Program Management (PPM) Foundation and PPM Framework was released in February 2017. These define the roles and responsibilities of project stakeholders, and provide a set of standards applicable for all ESDC projects. ESDC has developed and implemented the Foundation and Framework to help meet these requirements and to support the MPIB mandate for rigorous and transparent project planning, project management, and investment decisions. This includes making advances in defining, measuring, monitoring, and reporting on benefits realization. Over the past year, the enhanced Foundation and Framework has standardized intake, tracking, reporting, and governance of all major projects within the Department.

Enhancements were made to processes, governance, tools and systems, including:

- updating the Project Management Information Solution (PMIS) application;
- developing new concepts: project right sizing, benefits realization, quantitative project assurance, requirements management, and investment programs;
- defining roles, governance, accountability, and responsibilities for all ESDC projects;
- outlining project reporting requirements and best practices on information management; and
- providing project managers with processes and tools to support effective project management to do the right thing at the right time; and
- benefits measurement.

5.3.5 Investment Program Management Framework

Investment Program Management (Program Management) is recognized as a key enabler to manage the transformation journey aligned to ESDC's Service Strategy. ESDC's approach for program management is captured in the Investment Program Management Framework (IPgMF), and is based on Managing Successful Programmes global best practices. The IPgMF life cycle is composed of four process flows:

1. Identifying a Program
2. Defining a Program
3. Managing the Tranches
4. Closing a Program

This is illustrated in in the figure below, which also shows how projects fit within an Investment Program, and how the project gates line up with the IPgMF process flows.

To move from one process flow into another, approval to proceed must be sought from and granted by the Sponsoring Group (i.e. MPIB and PMB). Each time this approval is sought, the Senior Responsible Owner (SRO) first initiates a Program Assurance Review. Upon satisfaction of the Program Assurance Findings Report, the SRO makes a recommendation to the Sponsoring Group for approval to proceed. The SRO is an ADM-level role accountable for the success of the Program.
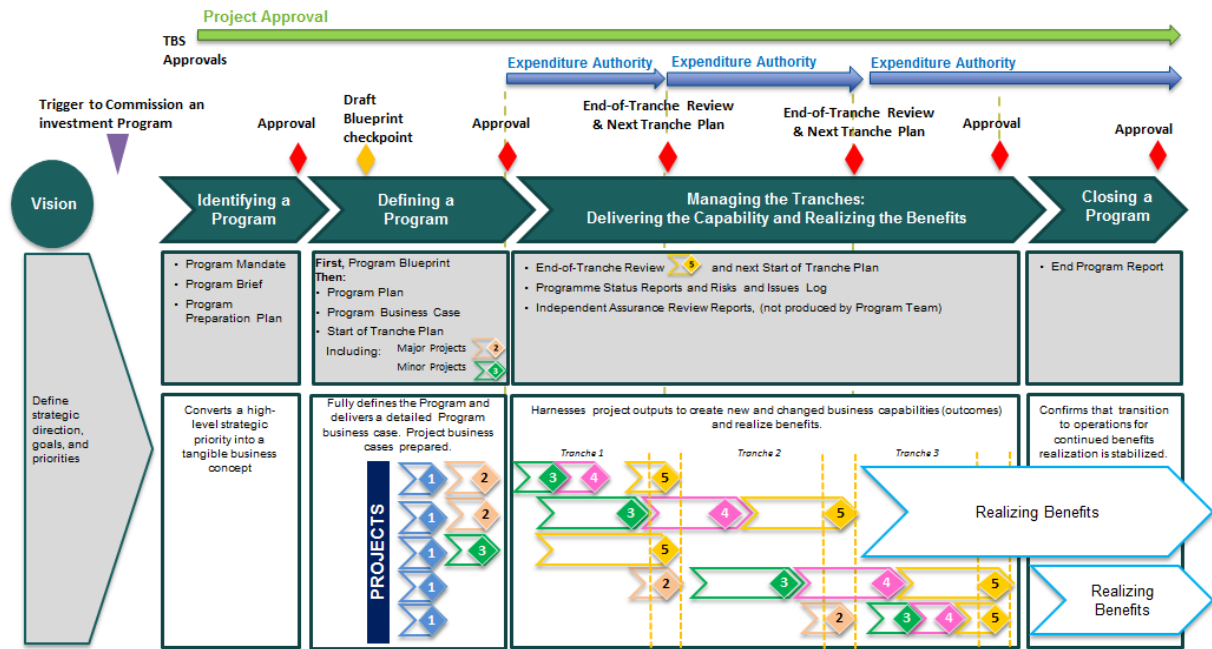
Figure 12: Investment Programs Management Framework (IPgMF)

MPIB is the decision-making body responsible for approving Tranche Plans and approval to proceed from one Tranche to the next.

6 ORGANIZATIONAL CAPACITY MANAGEMENT

6.1 Where we were in 2015-2016

ESDC has undertaken four Organizational Project Management Capacity Assessment (OPMCA) exercises in recent years using the methodology and approach specified in the relevant TBS policies, directives, and guidelines. The initial self-assessment was approved by Treasury Board (TB) in March of 2012. The second self-assessment was approved by TB in May 2015. A third assessment was conducted in November 2016. This was an independent assessment conducted by Ernst & Young LLP under contract to the Chief Financial Officer Branch (CFOB) that reviewed a subset of the OPMCA questions. All three of these previous assessments resulted in ESDC being assessed at an at an organizational project management capacity of 2.

In 2015 the OPMCA rating of 2 was based on:

- an integrated investment planning process and Stage-Gate Model;
- the Department's strength in delivering IT-based and Accommodations projects; and
- a lack of maturity and consistency in the application of enterprise-wide processes, integrated project management system as well as project management processes and standards were identified as areas of improvement. It was also identified that ESDC would need to implement a more modern and integrated Project Management Information System that supports requirements and resource management with tighter integration with finance applications.

To support the 2018-2023 investment planning cycle a fourth OPMCA exercise was commissioned by CFOB that was completed in December 2017. This most recent assessment resulted in the Department obtaining a score to support a Level 2. Therefore, ESDC is requesting approval to maintain their Class 2 as the Department continues to mature its project management processes and capacity. This level signals that the Department continues to have the capacity to successfully deliver projects to adjust its operations to meet planned objectives.

6.1.1 Organizational Capacity Accomplishments

ESDC currently has an Organizational Project Management Capacity Class 2. In the last Investment Plan, a number of outcomes were developed to help improve organizational project management capacity. The following table shows the major milestones with regards to capacity management during the previous planning cycle.

Table 19: Capacity Management Milestones from 2015-2016 to 2017-2018

Date	Milestone
April 2015	**OPMCA Self-Assessment:** CFOB completed a self-assessment of project management maturity based on the OPMCA. The self-assessment resulted in a project management capacity rating of Level 2.
November 2015	**eNotification Project Management Assessment:** Ernst & Young (EY) LLP completed an independent project management assessment of the eNotification project while the project was "on hold" for the second time. The assessment identified several gaps in project management and provided recommendations for a successful project restart.
April 2016	**Project Management Review:** IITB conducted a review of the current Project Management practices within the branch. The review identified project management pain points in each phase of the Project Life Cycle.
November 2016	**OPMCA Independent Assessment:** CFOB engaged EY to complete an independent assessment of project management maturity based on the OPMCA. Based on a subset of the OPMCA questions, the project management capacity assessment rating remained a Level 2.
November 2016	**Critical Success Factors Assessment:** PricewaterhouseCoopers (PwC) conducted a capacity assessment according to critical success factors for the successful implementation of the ESDC Service Strategy. The capacity assessment identified recommended actions across seven critical success factors.
February 2017	**The PM Foundation and PM Framework were replaced by the Project and Program Management Practice (PPMP) Foundation and Framework**: Enhancements were made to processes, governance, tools and systems since the PM Foundation and PM Framework were published in 2014, including: Project Portfolio Management Practices; E-forms, templates and guides; enhancements to PMIS; governance organizations; new concepts: project right sizing, benefits realization, project assurance, requirements management, and investment programs; alignment with TB policies and standards; continued evolution of PMA role and support.
May 2017	**Project Management Maturity Action Plan:** EY was engaged to develop a Project Management (PM) Maturity Action Plan (MAP) based on the recommendations from the assessment of project management maturity. • The PM MAP included a review of documentation complemented with consultations to assess progress on recommendations as of March 31, 2017. The report provides an approach to implement recommended actions and an estimated level of investment. Results from other ongoing internal initiatives, including a Service Transformation Plan, recommended actions from the Critical Success Factor assessment, and an Independent Governance Review are expected to complement but were not incorporated since these initiatives were not fully completed.
September 2017	**Project Assurance Framework:** In a continued effort to enhance the project assurance function, the development of a Project Assurance Framework was initiated in February 2017.
December 2017	**OPMCA Self-Assessment:** CFOB completed an assessment of project management maturity based on the OPMCA. The scoring resulted in a Class 2 rating.

Since the approval of the 2015-2016 Investment Plan, the Department has made a number of strides to improve the management of and support for its projects. The following table provides a brief overview of new processes.

Table 20: Organizational Capacity Management Accomplishments from 2015-2016 to 2017-2018

Activity/Accomplishment	Status
The Department has developed a comprehensive training curriculum to help build project management competencies within ESDC. The Project Management Competency Development Program (PMCDP) has enabled ESDC to begin building a strong pool of project managers that are qualified with requisite experience, training and competencies and who are supported in productive project teams and engaged leadership. The goal is to continue to provide project managers with formal and informal training combined with hands-on experience to build competencies and skills over time. As ESDC's project managers' competency levels increase, they would be allowed to manage larger and more complex projects.	Ongoing
A Requirements Management Working Group has been initiated. Through this working group, ESDC has been developing the Requirements Framework to elaborate on the PPMP Foundation and Framework. The purpose of the Requirements Framework is to outline the departmental standard for the development and management of requirements.	Ongoing
ESDC has introduced project management advisors (PMAs) to the Department. The PMA position supports departmental project leaders and executives with expert project management consultation throughout the investment processes.	Completed
A Benefits Management Framework is in development and a Benefits Management Working Group has been assembled. The working group is made up of representatives from across the Department by acting as key enablers in the effective evolution of Benefits Management within the Department.	Ongoing
Through the Investment Planning and Project Management Community of Practice, ESDC is leveraging knowledge from other departments to develop the Benefits Management Framework. The Draft Benefits Management Framework introduces the role of the Benefit Owner.	Ongoing
In a continued effort to enhance the project assurance function, a Project Assurance Framework was initiated in February 2017. The Project Assurance Framework will align with the PPMP Framework and Foundation, TBS Independent Reviewer's Handbook and TBS Policy on Project Management. A new change control process has recently been rolled out to govern major changes to cost and schedule.	Completed
The Investment Prioritization Framework has been refined to guide areas seeking funding on how their proposals will be assessed and prioritized. The framework has demonstrated strengthened linkages between the Department's strategic framework and the investment planning process, ensuring that investment decisions are tied closely to the Department's strategic priorities and service transformation initiatives. This has allowed stronger emphasis on planning and more time for greater alignment considerations, leading to improved quality of investment proposals.	Completed

Activity/Accomplishment	Status
An Enterprise Architecture Review Board (EARB) was created to act as the Department's oversight and decision-making committee on Enterprise Architecture. For projects and initiatives, EARB approves architectures based on alignment with Departmental Enterprise Architecture and Government of Canada (GC) strategic direction.	Completed
The Department has created the Service Transformation Committee (STC) to have a horizontal business view when looking at investment proposals related to the Service Strategy, or that can be leveraged at an enterprise level to advance the Service Strategy. The STC provides guidance and direction to service transformation initiatives, ensuring their alignment to the service strategy and the enterprise architecture of the Department, including approval to proceed to MPIB.	Completed
The Department is in the process of updating its oversight for low risk projects with the introduction of the Lite Project Process pilot. The Lite Project Process streamlines the procedures and governance for small projects (under $250K) and critical system enhancements.	Ongoing
Specific tactical organizational project management accomplishments include: • 49 core competencies identified for 9 key project roles as part of the development of a Project Management (PM) Competency Model Framework; • 13 training courses developed as part of a training curriculum that is aligned with the PM Competency Model Framework; • 130 people attended a PM Forum in February 2017 for an overview of the re-published Project Program Management Professional (PPMP) Framework and Foundation; • 33 business reference sessions held to obtain input from branches on new innovations for project management; • 2 departmental working groups initiated to develop frameworks for requirements management and benefits management; • 65 PM templates, forms, checklists and tools developed and used by projects; • 2 (Project Management Information Solution (PMIS) Releases completed to improve client usability and launch automated reporting capabilities (14 New Project and Portfolio Management Reports); • 150 Stakeholder Engagement Sessions held on the topics of PMIS, Project Management, Program Management, Benefits Realization, Project Procurement and other investment-related topics; • 5 inter-departmental presentations held to share approaches, templates and documentation; • 41 governance meetings organized and project assurance conducted for over 150 project gate reviews and change requests to support MPIB and DG-MPOC's decision making; • 3 projects supported by a 'getting to green' action plan.	Completed

6.2 Where We Are Today

ESDC's focus since 2015 has been to strengthen and build greater capacity through improving and standardizing project management processes and competencies and achieving better integration with the Department's investment and project governance oversight structures. The objective is to build a project culture and orientation in the Department that would embed these practices across the Department and to increase our capacity to better equip the organization to take on the future change agenda.

As discussed in section 3.2 and section 5, over the last three years, much progress has been made to enhance ESDC maturity in investment planning and project management. This progress has been centered on the three key pillars of Governance/Oversight, Project Management Process & Competencies, and Project Assurance. These three pillars are the areas of improvement identified in the 2015 Organizational Project Management Capacity Assessment (OPMCA).

6.2.1 ESDC's OPMCA Approach

With its holistic view of the department-wide investment portfolio and project management standards, the Chief Financial Officer Branch (CFOB) led the Organizational Project Management Capacity Assessment (OPMCA) for the Department. The OPMCA is an evidence-based assessment comprised of 92 questions, which was applied to major projects (i.e. greater than $1 million). The Department has taken a conservative approach in assessing only the major projects due to the more flexible governance process that may be employed for projects below $1 million. ESDC's OPMCA was completed through the conduct of a number of activities with stakeholders from across the organization. The following highlights the key steps undertaken:

- CFOB engaged Ernst & Young LLP consultants to lead the OPMCA review.

- A draft Departmental-level OPMCA was developed using a combination of insights from an extensive and independent interim OPMCA that was undertaken in 2016 by Ernst & Young LLP, and consultations with various stakeholders from within the department's project support functions and project teams to understand the current status of the various project management improvement actions that resulted from the interim assessment.

- The draft Departmental-level OPMCA was then reviewed through a series of five facilitated workshops held in November, 2017 with Project Managers and other participants from Branch-level PMOs across the Department. Through these working sessions, all 92 OPMCA questions were discussed in detail, a Departmental score assigned, substantiation statements agreed upon, and supporting evidence identified, including sample projects for specific questions. Stakeholders were given the opportunity to validate and/or challenge any of the estimated responses and scores, and all feedback was subsequently reviewed by the Executive Management team.

- Following these sessions, the OPMCA scoring and substantiation statements were updated to reflect the stakeholders inputs, and evidence was collected and validated with workshop participants.

6.2.2 Approach to OPMCA Scoring

The approach taken to determine the score for the 92 individual questions within the OPMCA includes the following:

- Each question was reviewed with the workshop participants. For each question the participants identified the management practices that are in place today and those that are in the process of being implemented to support departmental-level project management in the future. All questions that required an assessment of the percentage of projects that currently follow the process were assessed based on projects in ESDC's portfolio over the last three years.

- In the case where ESDC was asked "to what extent the organization applies a process or standard," ESDC assessed the current project management practices that have been implemented or will be operational by the end of fiscal year 2017-2018.

- Projects that follow ESDC's gating process that are greater than $1 million were assessed for compliance with the current processes. For consistency, questions were assessed using project information as of November 1, 2017. As there are a number of OPMCA questions that ask for specific information related to projects at various stages of phases of the project life cycle, not all projects may have been assessed for each question.

6.3   OPMCA Results

A summary of ESDC's OPMCA assessment by OPMCA category is provided below. Since the 2013-2014 assessment, the Department has implemented and updated foundations and frameworks for managing projects and programs. This has resulted in a significant increase in ESDC's assessment score. The Department's ability to self-reflect and its willingness to critique and challenge itself are reflected in Table 21.

Table 21: OPMCA Results Comparison

Category	# of Questions	Available Points	Previous Score	Current Score
Section A – Investment Portfolio Management and Investment Program Management	10	50	40	31
Section B – Organization Support Structures	9	45	41	35
Section C – Project Management Standards	20	100	69	82
Section D – Project Integration Management	21	105	72	72
Section E – Project Scope Management	4	20	12	9
Section F – Project Time Management	5	25	21	20
Section G – Project Cost Management	7	35	19	24
Section H – Project Risk Management	4	20	17	16
Section I – Project Quality Management	2	10	3	6
Section J – Project Procurement Management	4	20	14	16
Section K – Project Human Resources Management	4	20	7	8
Section L – Project Communications Management	2	10	7	8
Total Score	**92**	**460**	**322**	**327**

6.3.1   Highlights of our Capability

The subsections listed below provide highlights of the OPMCA with an emphasis on the current status, which to a large extent reflects the improvements made since the last investment plan was approved. Each subsection corresponds to a specific focus area as defined in the OPMCA.

Section A – Investment Portfolio Management and Investment Program Management

- ESDC has an Investment Portfolio Management Office, reporting to the Director General (DG), Investments, Procurement and Project Management and led by the Director, Investment & Performance Management. The Portfolio Management Office is responsible for investment planning, project assurance and portfolio reporting. Reporting is focused on portfolio composition, risk, organizational capacity, investment priority, project health, compliance with project management standards, results and lessons learned, and it's presented to the Deputy Minister on a monthly and periodic basis. The Portfolio Management Office is supported by the Investment Advisory Group, a matrix team comprising experts in solutions, data and business architecture, corporate risk, corporate plans, workforce impacts and benefits analysis.
- The Portfolio Management Office also advises the Major Projects and Investments Board (MPIB) on investment selection, prioritization and resourcing.
- ESDC has a well-established process for generating, reviewing, approving and prioritizing all investment projects across the Department. Through continuous improvement, the investment planning process has evolved in many ways since 2015 to support the Department's strategic objectives and mandate to deliver improved benefits services to Canadians.
- Organization-wide, ESDC now manages groups of related projects as an investment program utilizing the Department's Investment Program Management Framework (IPgMF).
- Senior Executives within ESDC at the Director, DG, and Assistant Deputy Minister (ADM) levels have project performance metrics built into their performance management accords.

Section B – Organization Support Structures

- ESDC has a mature organizational executive management Governance Process and a Stage-Gate framework to oversee and guide the planning and execution of *all* programs and projects:
    - Service Management Committee and Corporate Management Committee, both DM-led committees, play a role in the selection of investments.
    - Service Transformation Committee ensures service transformation projects are aligned with strategic direction, achieve the desired outcomes and realize the expected benefits.

- - Enterprise Architecture Review Board ensures that projects address the required business capabilities and adhere to GC standards and departmental direction for both technology and data.
  - The Major Projects and Investments Board and the DG Project Oversight Committee approve the allocation of resources and ensure that projects provide value for money and demonstrate sound stewardship.
  - The National Transformation Committee monitors transformation and implementation of changes.
  - Steering Committees, such as the TISMB-IITB Steering Committee, monitor project status and approve releases.
- There is a strong support at the Deputy Minister's table for the discipline of project management.
- The Enterprise Project Management Office (EPMO) provides advisory services to all projects and hosts a suite of training programs for project managers, business analysts and schedulers of various levels of experience, including scheduling services through a centralized pool of schedulers.
- Through ongoing assessments and improvement plans, there continues to be Department-wide investment in increasing project management capacity.
- Operational support organizations (e.g. IT, corporate services and accommodations) are aligned to support project life cycles.

Section C – Project Management Standards

- ESDC has a Project Program Management Foundation and Framework that sets project management standards across the Department. The established standards for approvals, phases, gates, off-ramps and associated deliverables and reviews found in the Framework are a requirement for all projects to follow and are enforced by project governance. This foundation sets standards for the management of scope, time, cost, risk and quality.
- All projects are subject to assurance reviews at each gate and are scored on their adherence to the standards through standardized quantitative analysis.
- The EPMO, as well as PMOs at the branch level across the organization, ensure that project teams adhere to standards throughout the project life cycle.
- Opportunities exist to improve how the effectiveness of ESDC's project management processes is measured.
- The Department has established an integrated Project Management Information Solution (PMIS), as the system of record for all project data and adherence is mandatory.

Section D – Project Integration Management

- The Project Management Foundation and Framework guides project teams through all the Stage-gate requirements, and has demonstrated an improvement in the compliance of processes, especially during the final phases of a project's life cycle, when understanding successes and areas for improvement is critical.
- Since 2015, all projects have had an assigned project manager, as well as a business case and project charter approved by the project sponsor.
- New organizational functions such as TISMB, together with IITB and the EARB, are facilitating better cross-functional communication and awareness of project interdependencies such as resources, requirements and outcomes, both internal and external to the organization.
- Opportunities exist to improve the extent to which project management plans clearly identify the scope, cost, schedule, risks, deliverables, team, and project controls required to deliver the project.
- Opportunities exist to improve the extent to which the progress of projects is measured against project baselines in project management plans.
- Opportunities exist to improve the extent to which the objectives, expected outcomes, and success criteria are reviewed and assessed at each project's close-out.

Section E – Project Scope Management

- Most projects undertaken within ESDC have documented a project work breakdown structure was prepared, which clearly defines all required work packages; however, opportunity exists to standardize the level of detail.
- Business requirements, solution architecture and technical design are all integral parts of the Stage-Gate process and set quality parameters for the end product.
- The health of each project's scope is assessed monthly and an assurance review is conducted for each gate and change request.
- Opportunities still exist to improve the extent to which business requirements are baselined and formally approved by stakeholders prior to project implementation.
- A robust change control process has been established and implemented for changes to baseline scope, schedule, costs and benefits.

Section F – Project Time Management

- With all projects now using the Project Management Information System (PMIS), it has become much easier to track and report on schedules, resulting in significant improvement in the area of time management.
- All projects are required to have a current project schedule in PMIS following industry best practices for forecasting and scheduling, including features such as a Gantt chart, critical path, and work breakdown structure.
- The health of each project's schedule is assessed monthly and an assurance review is conducted for each gate and change request.
- Opportunities exist to improve the extent to which project schedules are approved and baselined during the project definition phase.
- Extensive training has been provided to ESDC project teams including a 1-day Project Scheduling Theory and a 3-day Forecast Scheduling with Project Professional 2010.

Section G – Project Cost Management

- Adoption of PMIS has significantly improved the Department's ability to track and report on all project costs.
- Cost code structures and processes for tracking project costs are now aligned with the corporate financial systems.
- Financial Management Advisors (FMAs), who are experts in cost estimating and reporting, work with project teams on each project submission.
- Costing workbooks, capturing unit level costs are developed for each gate and change request, and are verified by an FMA and submitted to the Major Projects and Investments Board.
- The health of each project's costs relative to the baseline is assessed monthly.
- Opportunities exist to improve the extent to which the cost of each work package is estimated and documented, the extent to which bottom-up cost estimating is used at the work package level, and, the extent to which bottom-up estimating is based on historical estimates, industry standards or benchmarks, or organization-specific project cost models.

Section H – Project Risk Management

- A risk and issues log is required to be maintained in PMIS at all times and key risks are flagged in monthly and periodic reports presented to the Deputy Minister.
- The health of each project's schedule is assessed monthly and an assurance review is conducted for each gate and change request.

- Although the Department is strong in terms of project risk management, opportunities exist to incorporate residual risk into the project plans (cost and schedule), and to improve risk management practices (monitoring and reporting) during project implementation.

Section I – Project Quality Management

- As per the project management framework and foundation, quality metrics must be defined in the Business Case during Stage 1, and refined in the Project Management Plan during Stage 3.
- Quality assurance is typically undertaken for IT solution testing, and during the development of lessons learned at project closure. Executive leadership within ESDC has been working to develop a greater culture of quality through educating project teams on the importance of defining and measuring the quality of all project deliverables throughout the project life cycle.
- There are opportunities to improve how relevant quality standards and performance indicators are established during the project definition stage, and, the extent to which quality assurance is undertaken on key deliverables.

Section J – Project Procurement Management

- Most projects requiring procurement by ESDC have had the necessary authorities, process, team, and timing for acquisition and procurement defined and documented during the project definition phase.
- Major contracted deliverables are directed, monitored, and regularly assessed to ensure they are in accordance with the contract.
- A procurement plan is a required artefact for progression through the Stage-Gates.
- Procurement Advisors are available to help project teams develop their procurement plans and strategies.
- The Investment, Procurement and Project Management Directorate hosts a procurement strategies team to identify opportunities to gain efficiencies and improve quality in procurement.
- A Procurement Business Reference Network helps build organizational awareness and seeks to leverage opportunities for improvement on a departmental scale.
- There are opportunities for improvement in monitoring the aspects of procurement within ESDC's control during the project implementation phase to ensure they are delivered according to the project's baseline plan.

Section K – Project Human Resources Management

- The Project Program Management Framework was modified to require a Sourcing Strategy earlier in the planning cycle, during Stage 1.
- ESDC is currently developing a Project Management Competency Development model to improve knowledge, skills and abilities and to require levels of experience commensurate with project complexity and risk.
- All projects have assigned project managers, but opportunity exists to standardize their level of decision-making authority.
- Improvements have been made to appropriately resource ESDC projects with the required capabilities (versus available resources); however, opportunities still exist to improve the extent to which project managers prepare staffing plans, secure authorization for necessary resources with the required skills prior to implementation, and manage and resolve project team issues and update staffing plans accordingly.

Section L – Project Communications Management

- A strong change management practice and supporting tools were implemented with the Project Program Management Professional (PPMP), following the Prosci ADKAR (awareness, desire, knowledge, ability, reinforcement) best practices to improve project communications management.
- ESDC has established processes to ensure that the requirements for collection, dissemination to stakeholders, and storage of project information are defined and documented.
- It is mandatory for all gated projects to have their approved project artefacts uploaded to PMIS at each stage of the project. PMIS is viewed as the "single source of truth" for project governance documents and records of decisions, project reporting, and project archiving.
- A Project Manager's Forum is used to disseminate information to all project managers.
- Regular communication to all project sponsors and project executives is done through the Major Projects and Investments Board (MPIB) and Director General Project Oversight Committee (DG-POC) secretariat.
- Leadership sessions are hosted on all Service Transformation projects for ADMs and DGs across the Department.
- Business Reference Networks on Project Management and Procurement have membership from each Branch and help guide changes in these fields.

- Opportunities exist to improve the extent to which stakeholders that are external to a project (e.g. project champion, clients, funders, and users) are kept informed of a project's performance.

6.4   Authorities Requested

ESDC requests to maintain an Organizational Project Management Capacity Assessment (OPMCA) Class 2 project approval authority. A rating of Tactical means that the Department has the capacity to successfully deliver projects to maintain its operational capacity. At this class, the Department is expected to demonstrate integrated project planning and control (through Program Management), and advanced performance analysis across the Department.

Based on the OPMCA rating of Class 2, ESDC will be able to implement the majority of its project portfolio for which the risk and complexity level are equal or lower than ESDC's departmental assessed project management capacity with the acknowledgement of TBS.

The complete project list is referenced in Appendix B.

6.5   Authorities Granted

This section will describe the authorities granted once approved to by TB.

6.6   Improving our Capacity

Over the next three years we will continue to improve our organizational project management capacity with targeted activities in the following areas:

Governance and Accountability

- Continuing to have governance bodies (PMB and MPIB) hold projects accountable throughout the Stage-Gate process.
- Establishing an investment fund for MPIB – within its project controls framework – to allocate funding at each stage (i.e. a "paid-at-the-gate" approach to funding approvals).

Process

- Continuing to engage the project community to communicate changes to standard processes, including updates to Project and Program Management Practice.
- Enabling integrated requirements management.
- Embedding quality assurance throughout the project life cycle to map outcomes to business case objectives.
- Finalizing the standard requirements definition process and associated roles/responsibilities.
- Adopting a standard documentation format for requirements mapping.
- Enhancing change control procedures driven by impact assessments on project dependencies and outcomes.
- Aligning expectations for cost estimations with clear objectives for each project phase and facilitating costing at a more detailed, standardized work package level.

Capacity Building

- Increasing capacity for project schedule management and financial management support on projects, providing additional Project Management Advisors (PMAs), developing a tool for leveraging historical costing information and an organizational cost model.
- Emphasizing project management competency development through training at all levels, including responsibilities of project sponsors.
- Building a shared community of project management supported by incentives at all levels, a defined career path and recruitment approach.
- Building project management capacity through a formal plan that includes: staffing and recruiting, learning and development, and the sharing of resources across the Department.
- Increasing our EPMO capacity through the onboarding of PMAs.

Information for Decision Making

- Evolving PMIS reporting and enabling an integrated project schedule, including resource capacity and risks of competing priorities.
- Further integrating the financial data systems to PMIS and maximizing the use of Cross-Application Timesheets (CATS) for approved projects. (CATS is a self-service portal used to centrally record employee time against projects or activities. This tool is currently being using by IITB and TISMB.)

- Continuing to improve the quality of the business cases used to evaluate investment proposals.

Investment Planning

- Continuing to embed benefits management throughout the project life cycle to be more focused on outcomes.
- Continuing to enhance the benefits realization process and associated supporting training and tools for project managers.
- Increasing our capacity in the area of project assurance with defined roles and responsibilities and guidelines for executive oversight.

Table 22 outlines the outcomes ESDC aims to achieve over the next three years in order to improve the Department's Project Management Capacity:

Table 22: Planned Performance Metrics

	Outcomes	Targets	Target Date
1.	A*: Improve percentage of projects closed in the last 5 years that are completed on-time, on-budget and within scope. (+0)**	>40% of projects	Q2 2020-2021
2.	A: Improve percentage of project estimates that are outside the approved cost, schedule or both. (+1)	>65%-90% of projects	Q2 2020-2021
3.	C: Improve how the effectiveness of ESDC's project management processes is measured. (+3)	Organization-wide	Q2 2020-2021
4.	D: Improve the extent to which project management plans are endorsed by work package leads before starting project implementation. (+1)	>50%-69% of projects	Q4 2019-2020
5.	D: Improve the extent to which the progress of projects is measured against project baselines in project management plans. (+1)	>70%-90% of projects	Q4 2018-2019
6.	D: Improve the extent to which the objectives, expected outcomes, and success criteria are reviewed and assessed at each project close-out. (+1)	>70%-90% of projects	Q4 2019-2020
7.	D: Improve the extent to which a project transition plan is prepared and executed to ensure a smooth handover and sustainability at project close-out. (+1)	>50%-69% of projects	Q2 2020-2021
8.	E: Improve the percentage of projects that have a single accountable lead assigned to each work package. (+1)	>70%-90% of projects	Q4 2018-2019
9.	E: Improve the extent to which business requirements are baselined and formally approved by stakeholders prior to project implementation. (+1)	>70%-90% of projects	Q4 2018-2019
10.	F: Improve the extent to which project schedules are approved and baselined during the project definition phase. (+1)	>90% of projects	Q4 2018-2019
11.	G: Improve the extent to which the cost of each work package is estimated and documented. (+1)	>70%-90% of projects	Q4 2018-2019

Outcomes	Targets	Target Date
12. G: Improve the extent to which bottom-up estimating is based on historical estimates, industry standards or benchmarks, or organization-specific detailed project cost models. (+1)	>50%-69% of projects	Q4 2019-2020
13. H: Improve the extent to which projects integrate risk management practices during project implementation on an ongoing basis in order to assess the potential effects of risk and take appropriate mitigating action. (+1)	>70%-90% of projects	Q4 2019-2020
14. H: Improve the process by which risks are mitigated during the definition phase and residual risk is integrated into the project schedule and estimated cost. (+1)	>70%-90% of projects	Q4 2019-2020
15. I: Improve the extent to which the relevant quality standards and performance indicators are established during the project definition stage, and quality assurance is undertaken on key deliverables. (+1)	>70%-90% of projects	Q4 2019-2020
16. J: Improve how the aspects of procurement within ESDC's control are monitored during the project implementation phase to ensure they are delivered according to the project baseline plan. (+1)	>70%-90% of projects	Q4 2018-2019
17. K: Improve the extent to which project managers prepare staffing plans and secure authorization for necessary resources with the required skills prior to project implementation. (+1)	>70%-90% of projects	Q4 2019-2020
18. K: Improve the extent to which project managers manage and resolve project team issues and update the staffing plans. (+1)	>50%-69% of projects	Q4 2019-2020
19. L: Improve the extent to which stakeholders that are external to a project (e.g. project champion, clients, funders, and users) are kept informed of a project's performance accordingly. (+1)	>90% of projects	Q4 2018-2019

* The capital letter in front of the Outcome description refers to the OPMCA section the Outcome relates to.

** (+x) The number inside the parentheses represents the increase in the OPMCA score that will result from achieving the stated target.

7   PERFORMANCE and RISK MANAGEMENT

7.1   Performance Measurement Strategy

The performance of ESDC's investment portfolio at the highest level is being managed in accordance with the *Policy on Results* utilizing the Departmental Results Framework, Program Inventories, and Performance Information Profiles (see Appendix C).

With the establishment of the investment portfolio in 2011-2012 processes, the Department has the foundation upon which to assess the performance of the portfolio and to make future investment decisions. The portfolio is reviewed and confirmed at the beginning of the fiscal year and updated throughout the year. Bi-weekly updates are provided to the Major Projects and Investments Board (MPIB) through a forward agenda that provides the status of each project's progress against the planned stage-end gate.

7.1.1   Investment Reviews

Every month, projects within the portfolio are asked to update their executive dashboards against the originally planned schedule, project scope, risks to the project and issues facing the project. The information in these dashboards is rolled up into a project health report that is presented to the Deputy Minster (DM). Projects that are considered to no longer be on track are reviewed and determined if they are a project of concern. A project of concern is a project requiring intervention that is of concern to the Department due to the level of risk it poses. These projects are immediately flagged to senior management and actively monitored until a solution is reached.

The Project Management Information System (PMIS) has been used within the Department over the last number of years. Project analysis is conducted on a monthly basis to rate projects against communicated criteria (15 for project schedule, 10 for project sites) for usage within PMIS. The performance is rated based on analysis on regular updates and usage on project sites (risks, issues, change requests, document storage) and compliance to ESDC Schedule Standards of Practice that focuses on following the Forecast Scheduling methods employed within the Department. The PMIS analysis is presented at MPIB on a quarterly basis to allow the Department to understand PMIS usage and to work to improve usage from the governance level.

Periodic reviews are conducted five times per year where all projects are required to report on the progress of their project to MPIB based on key metrics (time, cost, scope). Following the periodic review, adjustments are made to the portfolio as required. The review in period 10 (P10) is the main input to the portfolio update for investment planning. Once the P10 review is complete, the Department investment portfolio of projects is updated to reflect the analysis of the review. At P10, a comprehensive review of the portfolio is undertaken for the purpose of tracking project progress and of adding, removing, deferring, and updating the status of the portfolio of projects which positions the portfolio going into the next cycle of major intake.

The Acquired Services Plan holder shall provide an annual update to the MPIB as is the requirement for the National Accommodation Program and the IT Asset Plan. This reporting outlines the progress of the contract through the procurement life cycle: planning, definition, requisition, and award. However MPIB retains the right to ask any of the acquired services initiatives and projects to provide regular milestone reporting.

7.1.2   Key Performance Indicators in the Gating Process

The key performance indicators (KPIs) used within the gating process centres on timeliness to the gate, alignment of work authorized to project and expenditure authorities, and the effectiveness of the supporting processes.

Also, the key performance indicators used for projects in ESDC centre on whether projects are on time, within budget, within scope and within specified quality during the planning, design and development phases of projects. At project close-out, final benefits are calculated as well as attainment of intended outcomes in key measures as defined in the business case and benefits realization plan (such as speed of service, client quality assessment and financial savings).

7.1.3   Process Review

Continuous improvement in the process is measured through lessons learned as well as external reviews and audits. A comprehensive 'post implementation review' is conducted at the completion of the annual investment planning cycle which feeds into the work plan and priorities for MPIB and the Enterprise Project Management Office (EPMO) for the upcoming year. The lessons learned lead to an action plan with the goal of improving the process. In early 2017 CFOB engaged Ernst & Young to develop a Project Management Maturity Action Plan (MAP) with the goal of improving ESDC's organizational ability to deliver projects with a PCRA rating up to including level 3

without TBS oversight. This action plan, completed in May 2017, is being used to guide the requisite improvements needed to achieve this goal.

The MAP consists of a prioritized list of activities to be pursued throughout the next several years, aimed at improving the process and moving the organization farther along the maturity model for investment and project management. The following are some of the action items included in the MAP:

- Training Senior Management (ADMs) on their responsibilities as project sponsors;
- Defining an HR Strategy, including development of a Project Management career path and recruitment approach;
- Defining a consistent approach, supported by templates and reports, to monitor the scope of requirements throughout the project lifecycle;
- Establishing a Change Control Board that reviews impact assessments from an integrated portfolio perspective;
- Establishing an investment fund for the MPIB to allocate funding at each stage (i.e. a paid-at-the-gate approach);
- Simplifying reporting by agreeing on a standard format across the Department for presentation to Senior Leaders on all initiatives and projects that also aligns with TBS requirements;
- Developing a baseline knowledge across managers with respect to the value and core principles of project management; and
- Putting in place controls to prohibit unskilled or untrained project resources from assuming responsibility and/or accountability for project management functions.

7.1.4 Future Improvements to Portfolio Management

Table 23 outlines the outcomes ESDC aims to achieve over the next three years in order to improve the Department's portfolio management practice.

Table 23: Planned Performance Metrics

Outcomes	Targets	Target Date
Improve categorization, prioritization and contribution to strategic objectives (value)	100% of large projects ($5 million or more) are re-assessed by Investment Advisory Group bi-annually **AND** Investment Prioritization Framework is updated bi-annually	Q1 2018-2019
Improve demand and capacity planning	100% of project pipeline is used as part of portfolio reporting	Q1 2018-2019
Improve portfolio strength	100% of projects identified as redundant or unnecessary are stopped prior to Execution (Stage 4)	Q2 2019-2020
Improve portfolio health	>20% reduction in the number of projects of concern in Periodic Reports **OR** <5% of all projects in portfolio identified as projects of concern in Periodic Reports	Q2 2019-2020
Improve visibility and awareness of the portfolio organization-wide	>75% of proposals are assessed as having a high or medium strategic alignment rating by the Investment Advisory Group	Q2 2019-2020
Improve financial management	100% of projects have a confirmed source of funds prior to Initiation (Stage 2)	Q2 2018-2019
Improve benefits management	70% - 90% of projects are reviewed at project close-out and for three years post close-out to determine whether they met success criteria or benefits articulated in business case	Q3 2018-2019
Improve resource management	>30%-50% reduction in the use of CRs for schedule change **OR** >20% increase in projects completed on-time, on-budget and within scope	Q4 2019-2020
Improve portfolio balance	30% of portfolio in Policy Agenda (Non-Discretionary) 25% of portfolio in business-as-usual (Run) 20% of portfolio in back-end internal infrastructure (Grow) 25% of portfolio in front-end innovation (Transform) **AND** 65% of portfolio in short/medium-term projects (no greater than three years) 35% of portfolio in long-term projects (greater than three years)	Q4 2019-2020

7.2 Risk Management

Risk is defined as the effect of uncertainty on organizational objectives. Risk management refers to a systematic approach to identifying, assessing, mitigating risks, monitoring progress and communicating risk information. Proper management of risk is essential to the Department's planning activities and helps ensure the achievement of desired objectives. Effective risk management helps to improve decision-making, ensures better allocation of resources and ultimately provides better results for Canadians.

At ESDC risks are identified, analyzed and managed in four categories: Corporate risks, Program risks, Operational risks and Projects risks. Risks that are reported at the Corporate level are assessed using the Department's corporate criteria so senior managers can see how individual risks rank across the Department, not just within a single project or Branch.

An important source of risk is related to expectations that ESDC show results for over sixty mandate commitments while concurrently implementing major service transformation and continuing to deliver on its core mandates. This risk source is magnified by demographic changes in the Department and in Canada which affect program delivery and overall demand respectively, as well as the need to ensure that transformative projects are properly managed and project portfolio adequately prioritized and balanced. These factors operate simultaneously and influence one another. The internal capacity risk is driven by the expected retirement of 30% of all Full-Time Equivalents (5,700 people) in the next five years. This risk increases pressure to transfer institutional knowledge and maintain capacity in all areas.

At the level of Corporate risk seven areas have been identified, namely:
1. Service Delivery
2. Business Continuity
3. Privacy and Security
4. Information/Knowledge Management
5. Human Resources Management
6. Investment Planning/Project Management
7. Fraud

7.2.1   Investment Portfolio Risk Management

Corporate Risk #6: There is a risk specific to individual projects that they may not deliver on time, within scope and on budget, or deliver on their intended benefits.

Corporate Risk #7: There is a risk that the level of ambition of the investment portfolio does not match with the Department's capacity to execute.

Although ESDC has made gains over the past several years in increasing its project management capacity; there is room for further improvement to ensure that projects are properly designed and managed and that the project portfolio is adequately prioritized and balanced. More specifically, ESDC will focus on improving its organizational adherence to project management and investment planning practices and continue to encourage professional growth in this field.

ESDC will also strive towards better management of key portfolio risks: vendor issues in delivering and meeting timelines, competing priorities with limited departmental resources, interdependencies between IT systems, and dependencies on service providers and external stakeholders – all of which can impact the projects' ability to deliver on time, within scope and on budget.

Managing individual project risks will be part of ensuring the portfolio risks are minimized. However, it will be critical to ensure that the level of ambition, which is measured by the depth and precision of investment planning and the overall expected complexity and risk of projects, is under control and monitored so that the Department is well positioned to maintain capacity to execute and deliver on its project goals and objectives.

Currently, the Department is undertaking an ambitious transformation agenda with several complex projects delivering over a long horizon. Challenges with project management competency development and support, requirements definition, greater understanding of cost estimation and tracking, more scrutiny on planned outcomes, and more streamlined executive reporting remain and must be addressed.

The following table describes those risks from the 2017-2018 Corporate Risk Profile (CRP) that are relevant to the Department's investment planning efforts:

Table 24 – CRP Risks to the Investment Plan

CRP Risk	Risk Driver	Impact/ Likelihood	Risk Mitigation Strategy
Corporate Risk #6: Project Management There is a risk specific to individual projects that they may not deliver on time, within scope and on budget, or deliver on their intended benefits.	• Lack of project management capacity (e.g., IM/IT staff). • Need for greater emphasis on change management and realization of benefits, rather than on delivery of project outputs. • Lack of quality business analysis and development of major projects. • Need for further adoption of the major tenets of the Project Management Framework and of Project Management practices as a whole. • Complexity and scale of Department's transformation agenda. • Need to increase understanding of project interdependencies. • Dependency on Shared Services Canada.	High/ Medium	• Continue to expand the use of current project management tools, such as the Project Management Information Solution (PMIS) to provide real time information on project status, timelines and expenditures. • Leverage existing Capacity on Demand contracts for Project Management expertise. • Increase capacity for staffing of project schedule management, financial management, support on projects, and additional PMAs. • Continue to evolve the PM Advisory services. • Standardize tools and guidance to support project management. • Develop a competency development model for project managers. • Extensive PM Training. • Develop and implement the Agile Framework. • Required use of a Stakeholder Map in Project Business Cases and Benefits Mapping.

CRP Risk	Risk Driver	Impact/ Likelihood	Risk Mitigation Strategy
Corporate Risk #7: Investment Planning There is a risk that the level of ambition of the investment portfolio does not match with the Department's capacity to execute.	• Lack of investment management maturity (e.g., ineffective prioritization of major investment projects). • Lack of effective Portfolio Management. • ESDC's investment portfolio is at risk of being over-capacity (over-programmed).	High/ Medium	• Prioritize investments through a top-down investment planning approach using recommendations from a formal multi-Branch advisory group. • Enhance Portfolio Management to provide a means for greater efficiency in the delivery of change initiatives via improved resource planning, dependency management and streamlined procedures. • Use business architecture as a lens to better plan and manage IT demand and resulting investments.

The following table highlights the specific risks that have been identified with the overall investment planning process. In addition to the risk responses provided, the activities developed for the Project Management Maturity Action Plan (section 7.1.3) will also be used to respond to investment planning risks.

Table 25 – Ongoing Risks to the Investment Planning Process

IP Risk	Risk Statement	Risk Driver	Impact/ Likelihood	Risk Response
Investment Planning Approach	As all ESDC branches and divisions do not do investment planning with a five year planning window, there is a risk that the resultant Investment Plan will understate investments in the later part of the planning period.	Many branches and divisions only look out a maximum of three years in projecting planned investments.	Medium / Medium	• Publish Department-wide directive requiring investment planning and reporting to be undertaken on a 5-year cycle. • Improve Investment Planning and Portfolio Management practices and awareness through planning and priority workshops.
Project Management	There is a risk that the Investment Plan and associated processes may not be fully embedded in the organization.	The Investment Plan and associated processes require significant resources to implement and maintain.	Medium / High	• Continue to promote the Investment Management processes across the Department and provide notifications when updates are made. Embed the Investment Management process within existing corporate planning processes for areas within ESDC to become more aware.

APPENDIX A – PROGRESS SINCE LAST INVESTMENT PLAN

Project Investments

In the previous Investment Plan, ESDC indicated that it had a total project portfolio of 74 projects at the beginning of 2015-2016. Thirty-six of the 74 planned projects investments were in excess of $1 million and subject to formal Project Complexity and Risk Assessments (PCRAs) as well as Major Projects and Investments Board (MPIB) gating and reporting. Meanwhile the projects under $1 million were implemented in accordance with the departmental project management framework and within the Department's delegated project authority with oversight of these investments provided by the Director General Project Oversight Committee (DG-POC).

In 2015-2016, the Department completed 17 projects, closed nine planned projects of lower priority and identified 15 new projects. At the end of the fiscal year, the portfolio contained 63 projects to be completed over the 2015-2016 to 2019-2020 fiscal years at a total cost estimated at $511.9 million.

In 2016-2017, ESDC completed another 17 projects, closed eight additional planned projects of lower priority and identified 46 new projects. At the end of the fiscal year, the updated project list contained 84 current projects at a total cost estimated at $442.33 million over the 2015-2016 to 2019-2020 fiscal years. The Department also identified 20 future opportunities to be launched when internal capacity allowed.

Over the 2017-2018 fiscal year, ESDC completed or closed 38 additional projects and began work on 18 new projects. At the end of the fiscal year, it is anticipated that the project list will contain 65 projects at a total cost estimated at $199.89 million over the 2018-2019 to 2022-2023 fiscal years. The Department also identified 40 projects that are currently being planned at a cost of $234.37 million to be launched over the next two fiscal years.

Table 26: Project Portfolio 2015-2016 to 2017-2018

	Projects > $1M	Projects < $1M	Total	Cumulative Total
Closing Portfolio Balance 2014-2015	36	18	54	54
Additions for 2015-2016 (initial)	10	10	20	74
Additions for 2015-2016 (in year)	6	9	15	89
Completed/Closed in 2015-2016	-10	-16	-26	63
Closing Portfolio Balance 2015-2016	42	21	63	63
Additions in 2016-2017 (initial)	14	17	31	94
Additions in 2016-2017 (in year)	6	9	15	109
Completed/Closed in 2016-2017	-14	-11	-25	84
Closing Portfolio Balance 2016-2017	48	36	84	84
Additions in 2017-2018	7	11	18	102
Completed/Closed in 2017-2018	-12	-25	-37	65
Closing Portfolio Balance 2017-2018	43	22	65	65

The following provides an overview of the some of the projects that have been completed by ESDC over the last three years.

My Service Canada Account Expansion (11-7498-012): The My Service Canada Account (MSCA) expansion project was designed to build on client's access to a secure, online service counter. The project successfully updated the MSCA layout and redesigned the users' experience. Ensuring that usability and user experience is modern increases the likelihood that users will find information quickly and easily and return more often. In addition, the project implemented a Rapid Registration portal at Service Canada centres. This allows clients to obtain a personal access code for their MSCA in person instead of waiting for the mail. The project was completed under budget, but was not on time and half the scope was moved to another project.

Vital Events Linkages (11-9125-001): Based on different reports conducted by the Auditor General on the Social Insurance Register (SIR), the Department committed to work with provinces and territories to access vital statistics data on births and deaths to reduce fraudulent activity on Social Insurance Number (SIN) applications. The Vital Events Linkages (VEL) project established a secure exchange of client information, thus reducing duplication of work and improving integrity. ESDC's SIR has received historical, and continues to receive, ongoing death data from provinces. When Canadian-born SIN applicants use birth certificates as proof of identity, this information is now securely validated with provinces. Parents are now also provided the option of applying for a SIN

for their child concurrent to registering the birth, thereby increasing the quality of data on the SIN application and making it easier and more convenient for parents to apply for a SIN. The project was completed under budget, on time and within the originally planned scope.

Integrity Services, Automation, Simplification and Service Improvement (11-9125-004): The Integrity Services, Automation, Simplification and Service Improvement (ISASSI) project was developed to modernize investigative processing of high-volume and high-touch investigations. The project impacted the processing of several detection programs and has improved efficiency, effectiveness and quality of investigations as well as services to claimants and employers through automation and better information management. The project was completed under budget, but was delayed and had the scope changed from the original concept.

Labour Market Development Agreement Information Technology Systems Modernization (12-7582-004): The Labour Market Development Agreement (LMDA) Information Technology (IT) Modernization project introduced new IT systems that have improved client service and met federal information management/information technology, security and privacy standards. The project created a data warehouse to store LMDA-related personal information in a central warehouse independent of ESDC's legacy systems, thereby enhancing flexibility and security, and maximizing cost-effectiveness. In addition, the project enabled the sharing of information from provinces and territories to Service Canada, and back on individual clients. This has reduced adjudication times of new EI claims by allowing provinces and territories to provide Service Canada with data on upcoming interventions. Finally, this project has reduced reporting time by allowing authorized users to access LMDA-related personal information on multiple clients using a self-serve query-based approach. The project was completed on budget, on time and within the originally planned scope.

Voluntary Deferral of OAS Pension (12-9010-011): Seniors were offered the option of deferring receipt of their Old Age Security (OAS) pension for up to 60 months (5 years) after their eligibility date in exchange for a higher monthly amount. This project has not only updated the OAS system to calculate and pay OAS Benefits to clients who have elected to defer receipt of their OAS Pension, but also modified the Canadian Retirement Income Calculator to allow citizens the ability to calculate actuarial adjustments on their OAS Pensions to make informed decisions on their pensions. The project was completed on time and within the originally planned scope, but was over budget.

Benefit for Parents of Critically Ill Children (12-9010-024): The project implemented system changes to manually issue Employment Insurance (EI) special benefits for Parents of Critically Ill Children (PCIC). This special benefit provides income support of up to the maximum EI weekly benefit rate to eligible parents or legal guardians of minor children (under 18 years of age) with a life threatening illness or injury. The project was completed on budget and on time, but had the scope changed from the original concept.

ESDC NOC 2011 (14-7582-002): With the National Occupational Classification (NOC) 2011 system, the Department is now in a position to keep a pulse on the job market in Canada by more efficiently being able to share EI information with Statistics Canada and gather data from their monthly Labour Force survey. In addition, the updated system will allow for more frequent changes required by the Temporary Foreign Worker Program (TFWP). The project was completed within budget and within the originally planned scope, but was not delivered within the time originally planned.

Canada Pension Plan Retirement Application (14-9010-003): To create more options for clients and to gain processing efficiencies, the Canada Pension Plan (CPP) retirement application was implemented within the MSCA system. The completion of this project now allows clients to self-serve and manage their retirement benefits through their MSCA portal. In addition, the submission time has been reduced as once an application is submitted online, it is sent instantly for automatic adjudication and processing. Finally, reductions in paper handling and clerical tasks have been achieved, enabling resources to work on more complex cases, subsequently reducing processing backlogs. The project was completed on time and within the originally planned scope, but was over budget.

EI Automation and Client Service Improvements (EIACSI) (14-9010-017): The completion of this project has allowed the Department to improve automated tools and apply system enhancements to improve Employment Insurance processes, put in place system and service efficiencies. These tools and support structures have resulted in improved service to Canadians and reduced departmental processing costs. The project was completed on budget and on time, but had some of the scope changed from the original concept.

Wage Earner Protection Program (16-9010-002): Updates were made to the online Wage Earner Protection Program (WEPP) application via the Interactive Fact Finding System (IFFS), to the Common System for Grants and Contributions (CSGC) and to the paper application forms. The changes have improved the user-experience/service for clients and as well as for operational processing, including the reduction in paper processes. Prior to this update clients were sent a questionnaire in hard copy format and they had to mail back the completed form. The process is now automated to improve service delivery. The project was completed on time and within the originally planned scope, but was over budget.

Employment Insurance for Vulnerable Workers (16-9010-006): Budget 2016 set out a staged approach for improving the economic and social security of Canadians by renewing and strengthening the Employment Insurance (EI) program, while also delivering on early solutions in support of platform commitments. This project included immediate measures and temporary changes to support vulnerable workers in specific economic regions that were particularly hard hit by falling commodity prices. Changes and enhancements to the Information Technology systems used to deliver the benefits were implemented and budgetary commitments were met to ensure the improved measures were made available to Canadians. The project was completed under budget and within the originally planned scope, but was delivered late.

Business Number Adoption (16-9125-011): A web-query service to access the Canada Revenue Agency Business Number database has been developed and is being piloted by the Job Bank program. The implementation of this project is a benefit to clients as information is consistent with other Government of Canada (GC) departments, provinces and territories. In addition, all program areas will have a higher level of assurance in the identity of the business and representative with whom they are interacting. In addition, businesses will find that this reduces the burden on them to prove the identity of their business to multiple areas by various processes. The continued use of this solution will improve efficiencies, reduce operating costs and improve services to business. The project was completed under budget, on time and within the originally planned scope.

Asset Investments

Real Property (Accommodation) Historical Spending

Since the last Investment Plan, ESDC has been able to reduce its real estate footprint by 12% from 679,200 to 603,300 Rm^2, which includes the Passport Program space now managed by ESDC. Including only National Accommodation Program (NAP)-funded space, the reduction is equal to 17%. This is due in part to ESDC's long-term accommodation consolidation strategy. During the last three fiscal years, ESDC average investment was $22.7 million per year, excluding rent, very close the planned amount from the last Departmental Investment Plan ($22.1 million). This also includes furniture purchases related to real property which accounts for approximately $5-15 million per year of all real property accommodation investment; fit-up/re-fit construction investment varies between $10 million and $20 million per year. In addition to furniture and construction, ESDC works in partnership with Shared Services Canada (SSC) for the installation of network services in all of ESDC's spaces. SSC's business model is evolving and the costs the Department recuperates vary between $2 million and $5 million for a given year.

Real Property projects support the delivery of GC-wide priorities in addition to regular life cycle investments and this investment has enabled the Department to respond in a timely fashion to a number of initiatives including Budget 2016 projects to support increased staff in Processing and Call Centre sites; fit-up both Montreal and Toronto airports to receive new Syrian Refugees; and fit-up an ESDC space for use by Public Services and Procurement Canada (PSPC) as an additional site to support Phoenix increased workload.

Table 27: Accommodations 2015-2016 to 2017-2018

($million)	2015-2016	2016-2017	2017-2018
Rent*	$188.6	$188.0	$175.8
Real Property Investment	$18.4	$21.5	$28.9
From Previous Investment Plan	*$14.4*	*$25.9*	*$25.9*

* Includes approximately $2 million in recoveries from Other Government Departments (OGDs)

* Totals may not add due to rounding.

Information Technology Historical Spending

Between 2015-2016 and 2017-2018, the Department spent an average of $36.16 million annually on Information Technology (IT) assets, significantly more than the amount projected in the last Departmental Investment Plan ($22.17 million). This can be attributed to an increase in hardware costs due to a change in the ratio of mobile devices – laptops and tablets are more expensive than desktops. In addition, significant increases in software maintenance costs were seen due to large service oriented contracts such as Oracle, Microsoft and Unisys that were not planned for in the past Departmental Investment Plan. Also, general inflation was also a contributing factor – hardware prices have increased 30% compared to a few years ago and software usually has a 2-5% increase/year.

Table 28: IT Assets 2015-2016 to 2017-2018

Investment Type ($ million)	2015-2016	2016-2017	2017-2018
Hardware (Desktops, laptops, CAWS)	$10.10	$8.58	$8.75
Software Acquisition	$1.40	$0.04	$0.30
Hardware/Software Maintenance	$22.90	$25.66	$28.98
Total	**$34.40**	**$34.28**	**$38.03**
From Previous Investment Plan	*$22.17*	*$22.17*	*$22.17*

* Totals may not add due to rounding

Fleet Historical Spending

In 2015-2016 a total of $0.43 million was spent on fleet including fuel and maintenance, a reduction from the estimates of the last Plan of $0.53 million annually. In 2016-2017, the total was $0.403 million but fuel and maintenance costs were abnormally low. Fuel and vehicle costs are expected to rise in 2017-2018.

Although the average cost per vehicle has increased from the estimates of the last Plan, revenues from the sale of older vehicles has also increased. In addition, the Department has reduced the number of 4x4 vehicles and increased the number of hybrid vehicles; leading to a decrease in fuel and maintenance costs and thus reducing overall fleet costs compared to what was planned.

Table 29: Fleet 2015-2016 to 2017-2018

Investment Type ($ million)	2015-2016	2016-2017	2017-2018
Vehicles replaced	16	16	15
Cost	$0.38	$0.342	$0.348
ARI Fleet Card		$0.009	$0.010
Revenue	($0.08)	($0.027)	($0.030)*
Revenue from previous year	($0.12)	($0.080)	($0.088)*
Net for fleet budget		$0.244	$0.240
Fuel and Maintenance	$0.25	$0.159	$0.240
Total	**$0.43**	**$0.403**	**$0.48**
From Previous Investment Plan	*$0.53*	*$0.53*	*$0.53*

* Totals may not add due to rounding

* Planned or actual revenue spend to date.

APPENDIX B – INVESTMENT PROJECTS

Policy Agenda

Project Number	Project Name	Project Description	Status	TB Sub	IT Enabled	Risk Plan	Procurement Strategy	Start Date	End Date	GOC Priority	Strategic Priority	Total Cost	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Future Years
201600016	Canada Pension Plan (CPP) Enhancement	While all working Canadians covered by the core CPP will benefit from its enhancement, the CPP enhancement is designed to target middle income Canadians. The CPP enhancement will increase income replacement from one quarter to one third of pensionable earnings, from the first dollar earned up to a higher earnings threshold—the maximum amount of earnings covered by the CPP will be increased by 14 percent, which is projected to be equal to roughly $82,700 in 2025. This design generates the greatest improvement in retirement outcomes for modest- and middle income families, as enhanced CPP benefits will accrue over their full range of earnings.	New	N	N	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2016-04-01	2025-08-20	Strong Middle Class	7	32.83518	9.82037	9.66170	4.94123	0.63981	2.48073	3.49014
201600026	Employment Insurance Measures - Budget 2017	The project will implement new policy and supporting procedures to a modified approach to the caregiving commitment that would: provide EI benefits for a wider range of caregivers through the introduction of a new 15-week Medical Care Benefit and more inclusive Parents of Critically Ill Children benefit open to any family member that would be renamed the Medical Care Benefit for children.	New	Y	N	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2017-08-01	2018-11-05	Strong Middle Class	3	11.92866	2.21344					
14-7400-007	Canada Student Loans Program (CSLP) - E-Services Re-Procurement	Currently, the vast majority of data owned by CSLP and required for the administration of the CSLP, is held in a third-party service provider's systems. The re-procurement initiative provides the opportunity to integrate other data, streamline the processes to increase efficiency, and reduce redundancies. It will also present an opportunity to leverage outsourcing to address existing and ongoing challenges with these systems and the manual identity validation process, in consultation with CSLP management and departmental procurement and IT authorities.	Existing	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2013-10-01	2019-04-30	Jobs and Innovation	6	2.70277	0.47237	0.00753				
14-7400-012	Canada Student Loans Program (CSLP) - Canada Apprentice Loan	The project will necessitate changes to the Canada Apprentice Loan Program system as well as a service provider re-procurement. Economic Action Plan 2014 proposes to create the Canada Apprentice Loan, which will offer interest-free loans to help registered apprentices with the cost of their training.	Existing	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2014-04-01	2018-02-28	Jobs and Innovation	6	6.69594						
14-7582-006	Temporary Foreign Worker System and Web service Enhancements 2.0	The project will provide updates required for the Temporary Foreign Worker Program's (TFWP) two main web applications: the Temporary Foreign Worker (TFW) System - the administrative backbone of the program; and TFW Web service - the publicly accessible on-line web-application.	Existing	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2014-04-01	2018-03-30	Jobs and Innovation	3	6.19130						
16-9125-002	Entry/Exit	The project will build the IT capacity to receive biographic entry and exit data from the Canada Border Services Agency (CBSA) as well as the required data matches to ensure only information of ESDC clients is retained. The data will then be used to generate EI and OAS investigations.	Existing	Y	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2016-04-18	2019-06-18	Government Services and Operations	6	1.39341	1.22957	0.01204				

Note: Dollar values are in million.

Project Number	Project Name	Project Description	Status	TB Sub	IT Enabled	Risk Plan	Procurement Strategy	Start Date	End Date	GOC Priority	Strategic Priority	Total Cost	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Future Years
201600025	Spousal Project	This project will update the Canada Education Savings Program's (CESP) existing system, operational processes and documentation to align operational requirements with legislative amendments intended to reduce administrative burden for requesting the additional amount of Canada Education Savings Grants and the Canada Learning Bond, easing applications and increasing take-up.	New	N	Y	Y	N/A (Minor)	2017-04-02	2018-11-01	Strong Middle Class	4	0.6307560	0.2300090					
201700014	Canada Education Savings Program (CESP) - Birth Building Service Project with Ontario	This project is about working with the Government of Ontario to make post-secondary education more affordable for students from low- and middle-income families, by expanding Service Ontario's existing birth registration services. The intent is for the new parent who applies for the birth certificate and SIN to be informed about education savings, and if they confirm their interest, their information will be forwarded to the financial institution of their choice to complete the RESP process.	New	N	Y	TBD	TBD	2017-05-31	2018-07-25	Strong Middle Class	4	0.2680240	0.0043590					
201700003	Gender Portfolio Solution: Social Insurance Registry (SIR) Interim measure	This project seeks to establish an interim solution to amend client-facing documents to reflect a third gender option for SIN applicants. This project will make immediate changes to the SIN/SIR system so that clients will be able to select a third category and to allow the client the option of not disclosing their sex.	New	N	Y	No risks have been identified	N/A (Small)	2017-04-13	2018-03-30	Government Services and Operations	3	0.0450500						
201700012	Returning Canadian Residents Programs - Policy Changes	This project aims to update Integrity Systems such that they reflect amendments to the adjudication policy for Out of Canada issues with Employment Insurance. The change that is being made is a result of the Federal Court of Appeal decision in the case of Denise Picard.	New	N	N	TBD	N/A (Small)	2017-06-20	2018-03-30	Fair and Open Government	3	0.0313080						
201700015	Ice Assistance Emergency Program	Partnering with the Department of Fisheries and Oceans (DFO), this project seeks to offer emergency assistance to approximately 3,800 fishers who are unable to fish due to severe ice conditions in Newfoundland and Labrador and Quebec that have delayed start of fishing season. The role for ESDC is to intake applications, provide general support and make eligibility recommendations to DFO, using the Common System for Grants and Contributions (CSGC) to deliver payments to eligible fishers.	New	N	N	No risks have been identified	N/A (Small)	2017-06-07	2018-03-30	Strong Middle Class	3	0.0214260						
15-7582-006	Labour Mobility and Foreign Credential Recognition Websites	The project is to develop labour mobility and foreign credential recognition portal.	Existing	N	Y	Y	N/A (Small)	2015-04-01	2018-09-30	Jobs and Innovation	3	0.1843630	0.0243000					
201600021	Annual Apprenticeship Grants (AG) Policy Updates	This project seeks to enhance systems supporting the AG program, such that these systems will become compliant with changing provincial and/or territorial regulations. This project includes responding to the name change of the Ontario body that governs apprenticeships, creating the requirement to change forms, policies, and systems to reflect these changes.	New	N	N	No risks have been identified	N/A (Small)	2017-06-06	2018-03-30	Government Services and Operations	4	0.0250000						
Total													62.95318	13.99441	9.68127	4.94123	0.63981	2.48073	3.49014

Note: Dollar values are in million.

Risk Response

Project Number	Project Name	Project Description	Status	TB Sub	IT Enabled	Risk Plan	Procurement Strategy	Start Date	End Date	GOC Priority	Strategic Priority	Total Cost	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Future Years
12-9010-005	Enterprise-wide Imaging Phase 3 (Implementation) (formerly Portfolio Wide Imaging Phase 3)	The project is a collaborating effort between 14 internal program areas to develop an Imaging solution which aims to address business requirements both from a storage and business process perspective.	Existing	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2014-09-05	2018-03-05	Government Services and Operations	14	7.178008						
15-9010-008	Interim Pensions Workload System (IPWS)	The CPP and OAS pension programs do not currently have a full workload management tool. With the current Work Item Inventory Distribution (WIID) System, regions are unable to track and manage their work in real time. Using MS Dynamics Client Relationship Management (CRM), the Department will implement the IPWS.	Existing	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2015-12-15	2019-02-28	Government Services and Operations	8	3.875114	0.014446					
16-9008-001	Canada's Volunteer Awards	The on-line nomination and assessment system for the Prime Minister's Volunteer Awards (PMVA) was completed in 2012 to meet immediate requirements for the nomination and assessment processes for the Awards program. Improving the PMVA On-line Nomination and Assessment Application involves adding new functionality to enhance accessibility and outputting of live data for external stakeholders and add reporting and filtering functionality to the on-line system to increase user satisfaction and ongoing involvement, reduce human error and provide timely access to data for planning and decision-making purposes.	Existing	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2016-04-18	2019-04-16	Government Services and Operations	5	2.937429	1.380909	0.301797				
16-9125-008	Emergency Management Application System	Create a single-source of truth for emergency information (emergency management, evacuation, business and IT service continuity) building on already existing departmental databases.	Existing	N	Y	Y	Procurement Plan being developed	2015-10-20	2019-11-28	Government Services and Operations	10	1.555244	0.615986	0.626598				
16-7498-002	Improving service delivery in the In-person channel	This project will perform necessary maintenance and enhancements to technologies and processes currently used in the in-person channel. These changes will help the organization keep pace with both client expectations and the increased need for us to gather comprehensive service performance data.	New	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2016-09-01	2019-12-16	Government Services and Operations	5	2.201841	0.826278	0.630125				
201600014	Call center platform Interim Solution for 1 800 O-Canada	This project will migrate the 1 800 O-Canada service, including the Federal Emergency Response Plan to an interim solution to replace at-risk technologies that have been operating at end-of-life and end-of support status since December 2011.	New	N	N	Y	N/A (Minor)	2017-02-20	2018-03-30	Government Services and Operations	8	0.939958						
201700026	ROE Data Capture Module	This project aims to make changes to the existing Record of Employment (ROE) Capture Module (RCM), such that it can perform the data capture for Copy 2. Currently, data capture of Copy 2 is performed by a third party service, but the agreement is coming to an end. This represents an interim solution until a new data capture RFP for contracted services is completed.	New	N	Y	N/A (small)	N/A (small)	2017-08-28	2018-03-30	Government Services and Operations	13	0.019648						
Total												18.707242	2.837619	1.55852				

Note: Dollar values are in million.

Strategic Transformation

Project Number	Project Name	Project Description	Status	TB Sub	T Enabled	Risk Plan	Procurement Strategy	Start Date	End Date	GOC Priority	Strategic Priority	Total Cost	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Future Years
201700001	Canada Digital Interchange - Proof of Concept Pilot with Nova Scotia	Canada Digital Interchange is a key enabler for digital services within the GoC: it supports a "whole of Government" approach to identity validation. It seeks to conduct two pilots with Nova Scotia, for the purpose of demonstrating the business value of CDI to other jurisdictions, thereby playing a key role in increasing the prioritization of identity management for all of Canada and persuading other provinces & territories to join this initiative. The pilots will: 1) eliminate provinces/territories' need to require 3rd party verification 2) eliminate need for a pause in service (currently, citizens wait up to 10 days to receive identity validation).	New	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2017-09-18	2018-12-04	Government Services and Operations	5	1.892753	1.032436					
201700017	Benefits Delivery Modernization (BDM)	Beginning with EI, and expanding to CPP and OAS, the BDM program was created as a long-term change that will transform delivery of benefit programs. Through investments in business process re-engineering, technology suite renewal and policy simplification, BDM will help deliver on commitments to streamline applications and reduce wait times for Canadians accessing the benefit programs that are delivered by Service Canada, and improve ESDC's ability to meet service standards. It will also generate operational efficiencies and increase the Department's agility, enabling it to be more responsive to the changing needs of clients. The BDMA will make the next generation of benefits processing capable of addressing dynamic client expectations and changing business and economic environments. This is the initial planning for Phase 1 of the program.	New	Y	Y	Y	Procurement Plan being developed	2017-10-05	2019-03-31	Jobs and Innovation	5	21.870515	13.104577					
201700018	Service Transformation Plan Initial Service Improvements (STP ISI)	STPIS will focus on setting the foundation for meeting ESDC Service Strategy goals by addressing the short-term Ministerial Commitments that are aligned to STP Solutions, and evolve them to improve upon the client experience through a number of different sub-projects. STP ISI will establish the STP management office to support and deliver on the short term ministerial commitments and support the development and evolution of agile-based and horizontal development methodologies to improve the efficiency and effectiveness with which ESDC manages and delivers its programs and projects.	New	N	Y	Y	Procurement Plan being developed	2018-02-05	2019-04-30	Government Services and Operations	5	25.926571	16.466298	2.202017				
11-9001-001	Modernization of Grants and Contributions (Gs&Cs) programming	The overall purpose of the Gs&Cs Modernization initiative is to improve the stakeholder experience in dealing with ESDC in a Gs&Cs context. Work has been divided into streams: Program Delivery and Program Administration. Program Delivery addresses multi-channel, recipient-centered, tiered services, a Gs&Cs funding information website/portal with the ability to conduct business on-line and value-added supports for recipients. Program Administration addresses standardization of forms, streamlined business processes, and smart risk management practices.	Existing	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2010-05-03	2018-03-26	Government Services and Operations	5	12.970984						

Note: Dollar values are in million.

Project Number	Project Name	Project Description	Status	TB Sub	IT Enabled	Risk Plan	Procurement Strategy	Start Date	End Date	GOC Priority	Strategic Priority	Total Cost	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Future Years
12-9010-012	Old Age security (OAS)/ Guaranteed Income security (GIS) Service Improvement Strategy (SIS)	The Old Age Security Service Improvement Strategy (OAS SIS), under the Department of Employment and Social Development (ESD), aims to modernize the delivery of the Old Age Security (OAS) program by improving services to eligible Canadian seniors, including low income individuals, while also generating efficiencies in the processing of OAS benefits.	Existing	Y	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2013-09-01	2020-01-18	Government Services and Operations	6	60.90808	23.001852	1.312658				
13-9010-001	Hosted Contact Centre Solution (HCCS) formerly Call Centre Technology Renewal (CCTR)	Shared Services Canada (SSC), as part of their mandate, is currently seeking to procure a government-wide, hosted, services-based contact centre solution to replace the many departmental contact centre technologies that exist today, including that of ESDC. The scope of the CCTR initiative is the implementation of the SSC contact centre services solution in the ESDC Contact Centres, as identified in the ESDC Call Centre Inventory.	Existing	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2013-04-01	2019-08-07	Government Services and Operations	8	9.073849	4.5201	0.352285				
13-9010-005	Quality Management System	The QMS solution allows for increased means of manipulating data that will result in richer data and a finer degree of analysis in the production of various reports and statistical verifications. The automated capture and extraction of data will also better support the request for directed studies. Electronic reporting will also ensure robust payment and processing accuracy data and allow for easier management and communication of detected overpayments and underpayments and other observations to program controls and processing staff.	Existing	N	Y	No risks have been identified	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2013-06-26	2018-01-29	Government Services and Operations	14	1.849958						
14-9010-007	Benefit Delivery Modernization (BDM) Planning and Procurement Project	The project aims to enhance service for EI delivery by: shifting volume to electronic services, use the lowest cost delivery channel with automated processes to improve service delivery and allow clients to take ownership of their cases. This approach also allows the management of efficiency and costs by reducing the cost of introducing policy and other business changes, and better share work and capacity across the national workforce. In addition, this will allow the increase of departmental agility vis-à-vis policy and other business changes, and implement new or revised services and benefits more quickly.	Existing	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2014-04-01	2018-03-26	Government Services and Operations	6	12.120516						
15-7582-001	Identity and Access Management for EI Part II Data Systems	This project builds on the Labour Market Development Agreements (LMDA) systems modernization project providing the Department's provincial/territorial partners a single Identify and Access Management solution through a self-served, controlled and secured environment. It directly supports the branch priority to Implement Retooled the LMDAs.	Existing	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2014-06-02	2019-05-30	Jobs and Innovation	5	2.074169	0.512879	0.064874				
15-8200-003	Integrated Labour System (ILS) (Formerly Integrated Systems for Labour Program)	This initiative will see the integration of the various systems and databases used today to support and enable the delivery of the Labour Program mandate. While work progresses on the integration and updating of the Labour Program systems and technical infrastructure, necessary maintenance development of enhancements to the current "legacy" systems would be continued. In addition, enhancements that will facilitate migration to the new enterprise database/systems will also be underway.	Existing	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2015-04-01	2020-02-28	Government Services and Operations	6	18.915682	5.628967	5.787442				

Note: Dollar values are in million.

Project Number	Project Name	Project Description	Status	TB Sub	IT Enabled	Risk Plan	Procurement Strategy	Start Date	End Date	GOC Priority	Strategic Priority	Total Cost	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Future Years
15-9001-001	Grants & Contributions 2020 – Expansion of the Electronic Signature (Formerly Grants and Contributions 2020 - Digital Signature)	Project aims to generate enhancements to the functionality of the Gs&Cs on-line services and the CSGC in order to leverage the electronic signatures (E-Signature) solution to other phases of the Project Life Cycle.	Existing	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2015-04-01	2018-03-26	Government Services and Operations	5	2.839127						
15-9010-002	CPP SIS (Canada Pension Plan Service Improvement Strategy)	The CPP SIS will improve service delivery and processing by enhancing and optimizing business processes through increased online services, improvements in decision making processes, and updated policies and procedures. It will improve performance and results, as well as program quality and integrity, to support continued excellence in program stewardship.	Existing	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2015-04-01	2019-09-30	Government Services and Operations	6	42.871614	19.865069	12.232278				
16-7498-004	Tell-Us-Once – Direct Deposit and Address Information Sharing Initiative (DAISI)	The ability of Canadians providing the GC their change of address and direct deposit information once, for all departments, represents the most requested service improvement identified through discussions of interdepartmental service collaboration. The proposed investment would take a critical first step towards this goal by establishing two-way exchange of this information between the two largest federal departments, CRA and ESDC.	New	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2016-04-18	2019-09-30	Government Services and Operations	6	10.781007	3.981196	2.399118	0.020763			
16-9001-004	Back-End Processing Integration	Improve existing system support capabilities to enhance the functionality of the Gs&Cs processes by providing an end-to-end, on-line solution.	New	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2016-04-18	2018-09-27	Government Services and Operations	7	2.212741	0.646264					
16-9125-004	Modernization of Integrity Case Management (Phase 1)	Transition Integrity Service Branch's (ISB) existing case management systems (National Integrity Information System (NIIS) and Major Investigations and Sensitive Case Information System (MISCIS)) to the new enterprise-wide and government-approved solution MS Dynamics.	New	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2016-04-18	2018-09-05	Government Services and Operations	13	3.333805	1.06789					
16-9125-012	Canada Digital Interchange	Canada Digital Interchange is a key enabler for digital services within the GoC: it supports a "whole of Government" approach to identity validation. It seeks to conduct two pilots with Nova Scotia, for the purpose of demonstrating the business value of CDI to other jurisdictions, thereby playing a key role in increasing the prioritization of identity management for all of Canada and persuading other provinces & territories to join this initiative. The pilots will: 1) eliminate provinces/territories' need to require 3rd party verification 2) eliminate need for a pause in service (currently, citizens wait up to 10 days to receive identity validation).	New	N	Y	Y	Procurement Plan to be Provided	2015-12-01	2019-12-31	Government Services and Operations	5	3.117807						
201700020	1 800 O-CANADA Business Model Review and Contract Re-Procurement	This project is focused on reviewing and improving the existing business model for the 1-800 O-Canada and the procurement efforts necessary for this change. This follows a third party review's recommendation to internalize content management services and completely outsource the call centre operations.	New	N	N	Y	Procurement Plan to be Provided	2018-01-08	2021-03-20	Government Services and Operations	8	3.061177	0.804989	1.623844	0.064448			
Total												235.82036	90.632517	25.974516	0.085211			

Note: Dollar values are in million.

Business Improvements

Project Number	Project Name	Project Description	Status	TB Sub	IT Enabled	Risk Plan	Procurement Strategy	Start Date	End Date	GOC Priority	Strategic Priority	Total Cost	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Future Years
201600001	Project Management Information Solution Upgrade and Enhancement	This project seeks to upgrade ESDC's core project management solution by replacing the built-in SharePoint 2008 and Project Server 2010 with v2016, before vendor-support end date of 2020. V2016 will be supported until at least 2026 and is needed in order to meet changing departmental needs and absorb security patches. Project also seeks to bring PMIS to new levels of reporting capabilities, such as program, portfolio, project assurance and benefits. Integration with other systems required and in-scope (ex: MS Dynamics, myEMS, etc).	New	N	Y	Y	Procurement Plan to be Provided	2017-10-31	2019-03-04	Government Services and Operations	10	1.609677	1.221227					
201600007	Job bank 3.0	This project builds on the in-flight Job Bank 2.0 (set to end in March 2018) project in order to meet evolving program expectations while leveraging the modernized technological capabilities now in place. It targets new priorities such as the ESDC Service Strategy, interoperability with other programs and services such as employment initiatives for Veterans, Indigenous People, Newcomers and Persons with Disabilities, and pursues alignment with departmental and Treasury Board Secretariat standards.	New	N	Y	Y	Procurement Plan to be Provided	2017-04-11	2022-08-12	Jobs and Innovation	3	12.500658	3.745437	2.92982	2.768199	2.7182	0.067328	
11-8200-002	Labour Electronic Access Forms (LEAF)	This project aims to supports the Canada Labour Code reporting compliance and service satisfaction by meeting client demand for alternatives to paper reporting that reduce the reporting burden, minimize duplicate reporting requirements, and improves overall service speed and quality. It also supports monitoring and assessment of workplace hazardous occurrences and prevention activities by streamlining client identification and business processes across three different reporting streams.	Existing	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2008-10-08	2018-03-26	Government Services and Operations	6	5.385034						
12-7582-003	Job Bank 2.0 (formerly Job Match - Job Bank for Employers)	The purpose of the Job Bank 2.0 project is to implement Budget 2014's commitment to build an enhanced Job Match service (JMS) that will connect Canadians to available jobs through a secure authenticated process while supporting other labour market programs. This project, combined with changes to the TFWP, will help to ensure that Canadians are considered first for available jobs. In addition, it will enhance Job Bank services for employers and transform Job Bank into Canada's centralized platform for supplying Canadians with timely and relevant LMI.	Existing	Y	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2012-11-05	2018-09-13	Jobs and Innovation	6	9.719399	0.055179					
13-9010-006	Social Security Tribunal (SST) Atrium Stabilization Project (formerly SST-e (SST Electronic Initiative))	The project aims to stabilize, transit and program Atrium as an interim solution while a Case Management Solution is being implemented for the SST.	Existing	N	N	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2014-01-01	2018-03-26	Government Services and Operations	13	4.011151						
15-9006-004	Departmental Accounts Receivable System (DARS) Replacement Project	The project consists of implementing an accounts receivable sub-ledger/collections solution capable of interfacing with multiple partners.	Existing	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2015-12-31	2019-07-16	Government Services and Operations	13	30.763316	17.419484	3.4616738				

Note: Dollar values are in million.

Project Number	Project Name	Project Description	Status	TB Sub	IT Enabled	Risk Plan	Procurement Strategy	Start Date	End Date	GOC Priority	Strategic Priority	Total Cost	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Future Years
16-7582-002	National Oppcupration Classification (NOC) Modernization 2.0.	Integrate the NOC application infrastructure with the enterprise Departmental Service Bus solution. Develop a more dynamic user experience and build the framework to position NOC as an integral part of a LMI Hub.	Existing	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2016-04-18	2020-03-07	Strong Middle Class	3	5.177236	1.840133	0.271627				
16-9006-004	myEMS SAP HANA Migration	The objectives of this project is to upgrade the myEMS SAP solution platform to HANA which will be compliant with both GC direction and vendor maintenance requirements.	New	N	N	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2016-12-12	2018-05-29	Government Services and Operations	13	7.25432	1.559904					
16-9010-001	Corporate Correspondence Tool	This project will procure and introduce a new CCT which replaces the CPP and OAS letter-writing system.	New	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2016-04-18	2018-03-26	Government Services and Operations	13	0.8923						
16-9125-003	Procurement of SAS® Visual Analytics (VA)	Procure and implement the SAS® Visual Analytics software system to enhance data exploration capabilities and ability to use analytics to carry out reporting and support integrity enforcement activities. SAS will facilitate easy access, extraction and pre-programmed data manipulation thereby further automating the process and enhancing its timeliness and accuracy.	Existing	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2016-04-18	2018-03-09	Government Services and Operations	10	0.13303						
16-7582-003	Business Solution for Data Visualization	To develop and launch a public-facing LMI portal, dynamically pulling information from a common labour market database, and producing tailored interactive maps and reports.	New	Y	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2016-04-18	2018-10-15	Government Services and Operations	10	1.632182	0.288394					
201600017	Common System for Grants and Contributions (CSGC), Grants and Contributions Online Services (GCOS) and Canada Summer Jobs (CSJ) Critical Enhancements	This project seeks to position the current Gs&Cs systems (CSGC, GCOS and CSJ) such that they can respond to changes to policies and directives. Each year, legislated changes are needed within the Gs&Cs program, and this project seeks to ensure that affected systems are updated to reflect these changes.	New	N	Y	TBD	Procurement Plan to be Provided	2017-04-24	2018-06-29	Government Services and Operations	5	0.65047	0.250552					
15-9125-010	Social Insurance Register Modernization - Pre-planning Only	The project will establish a SIR Modernization Task Force whose objective is to deliver a SIR Modernization Plan including possible options for the development and implementation of a modernized tool for the management of all SIN-related business, along with evaluations and a recommendation as well as a Business Case, Project Charter, Project Complexity, Procurement Plan as well as a Project Complexity and Risk Assessment.	Existing	N	Y	Y	N/A (Minor)	2014-12-05	2018-03-26	Government Services and Operations	5	0.154135						
201700011	Common System for Grants and Contributions (CSGC) Paper Validation	This project seeks to streamline the current manual validation process of grants and contributions applications that are not received through the GCOS.	New	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2017-04-24	2019-03-15	Government Services and Operations	5	0.715486	0.67282					
16-9006-003	Computer Aided Facilities Management Systems (CAFM)	This project will update the department's Real Estate Information Management System (REIMS) to manage its real estate portfolio. The current systems are no longer maintained and the department is at risk of not meeting its requirement of having an effective REIMS.	New	N	Y	Y	N/A (Minor)	2015-09-15	2018-12-24	Government Services and Operations	13	0.369928	0.192505					

Note: Dollar values are in million.

Project Number	Project Name	Project Description	Status	TB Sub	IT Enabled	Risk Plan	Procurement Strategy	Start Date	End Date	GOC Priority	Strategic Priority	Total Cost	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Future Years
13-9003-001	Regional Applications Migration and Consolidation	The project aims to provide an interim stable hardware platform solution for all regional applications currently not supported by corporate IT solutions in order to maintain required business continuity. This project will also retire or transition these regional applications to a more harmonized and nationally supported application. In addition, the project will remove and surplus outdated hardware, and cleanup old files structures that are associated with retired or transitioned applications.	Existing	N	N	Y	N/A (Small)	2014-01-01	2018-03-26	Government Services and Operations	13	0.109997						
15-7400-002	Canada Student Loans Program (CSLP) - Alberta and New Brunswick SIN Validation	Alberta and New Brunswick will establish SIN validation agreements, between the Canada Employment Insurance Commission and the provincial governments, to strengthen the integrity and accountability of the Program.	Existing	N	Y	Y	N/A (Small)	2015-04-01	2019-01-31	Government Services and Operations	5	0.021651						
16-9006-002	Replace Audit Database application (DBA) for the Quality Assurance Monitoring Unit (QAMU)	The project aims to update an out-of-date system that is no longer supported within the department. There is an opportunity to integrate and streamline processes with another branch in the department, by automating workflows and reducing the administrative burden.	New	N	Y	No risks have been identified	N/A (Small)	2016-04-01	TBD	Government Services and Operations	13	0						
16-9010-009	Automated Canada Pension Plan (CPP), Old Age Security (OAS), and International Agreement (IA) Accounts Cleanup (Automated Cleanup)	A number of inactive accounts have outstanding debt that has been deemed uncollectible. Because of the volume, there is an opportunity to automate the remission and write-off of these debts after the appropriate procedures have been followed for approvals. Additionally, there is information that needs to be shared with the collection agency (Canada Revenue Agency) to enable them to continue collections on Canada Pension Plan (CPP) and Old Age Security (OAS) (including International Agreements (IA) inactive overpayments. These clean up and date transfers will appropriately manage the inactive debt in advance of the implementation of collections.	New	TBD	Y	Y	N/A (Small)	2016-04-01	2018-03-26	Government Services and Operations	13	0.083613						
16-9101-001	Legal Case Management Solution	Implement a Legal Case Management System such as MS Dynamics to centralize the storage and use of legal services information and to improve information management practices.	Existing	N	Y	Y	N/A (Small)	2015-11-16	2018-03-26	Government Services and Operations	13	0.142486						
16-9125-001	Security Incidents Case Management System	Replace manual processing by creating an on-line centralized system to capture, track, consult, analyse and report on all security incidents in ESDC. This will also allow coordination with external and internal partners (e.g. Access to Information and Privacy (ATIP), IITB, CIC, Occupational Safety and Health (OSH)).	Existing	N	N	Y	N/A (Small)	2017-01-23	2018-02-19	Government Services and Operations	10	0.293882						
16-9881-001	Portfolio Stakeholder Database (PSD)	This project will implement a stakeholder database which will be used to coordinate stakeholder information, interactions and intelligence, and assist the Department in delivering on Government of Canada and Ministerial consultation commitments.	New	N	N	Y	N/A (Small)	2016-04-01	2018-02-07	Government Services and Operations	13	0.068283						
201600023	Wage Earner Protection Program (WEPP) Systems Maintenance	This project aims to enhance delivery of the WEPP by enhancing the systems that deliver the program, through improvement of three main areas: 1-Quality control of forms/letter: fix typos and translation errors in forms/letters; 2-Workflow: further streamline processing of Trustee Information Forms (TIFs); 3-Error/bug repair and handling: T4As are currently sent to the residential address instead of mailing address.	New	N	N	Y	N/A (Small)	2017-06-21	2018-03-26	Government Services and Operations	5	0.025						

Note: Dollar values are in million.

Project Number	Project Name	Project Description	Status	TB Sub	IT Enabled	Risk Plan	Procurement Strategy	Start Date	End Date	GOC Priority	Strategic Priority	Total Cost	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Future Years
201700021	GISP Update to Selection Criteria for Claimant Information Sessions (CIS)	Update the Geomatics file, affected system and process issues linked to Claimant Information Sessions. Attendance at these sessions has dropped, due to a variety of system & process issues: some sessions are cancelled outright because of low volumes and those that take place as scheduled involve a low amount of participants or non-target claimants, resulting in increased manual efforts.	New	N	Y	N/A (small)	N/A (small)	2017-08-28	2018-03-26	Government Services and Operations	13	0.034494						
Total												81.747728	27.245635	6.6631208	2.768199	2.7182	0.067328	

Life Cycle Management

Project Number	Project Name	Project Description	Status	TB Sub	IT Enabled	Risk Plan	Procurement Strategy	Start Date	End Date	GOC Priority	Strategic Priority	Total Cost	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Future Years
15-9007-003	Application Portfolio Management (APM) - upgrade older Operating Systems	The project will oversee and assist various application teams with the upgrade of their IT solutions and commercial off-the-shelf (COTS), impacted by the discontinuation of support for Microsoft (MS) Windows Server 2003 .	Existing	N	Y	Y	N/A	2015-04-01	2018-04-30	Government Services and Operations	13	3.805551	0.270223					
16-9007-001	Employment and Social Development Canada (ESDC) Desktop 2020	Replace the Windows 7 Operating Systems with Windows 10. The project will need to work with SSC to implement across ESDC.	New	N	Y	Y	Procurement Plan being developed	2016-04-18	2019-04-15	Government Services and Operations	13	12.295409	5.553099	0.628291				
16-9007-002	Corporate Payment Management System (CPMS) - Readiness for Onboarding New Business Lines	The proposal is to prepare the CPMS for the onboarding of all ESDC programs in addition to the delivery of Canada Pension Plan (CPP) benefits. The CPMS is a program-agnostic enterprise "gross-to-net" payment solution designed to fulfill the payment functionality needs of all ESDC programs. The preparation will focus on technical migration to end-state platform environment, refinement of CPMS, requirement discussions with other programs as well as enterprise payment management business process development.	Existing	N	Y	Y	Individual procurement strategies for each requirement are identified in the Project Procurement Plan	2016-01-04	2018-03-26	Government Services and Operations	13	0.375253						
16-9007-003	Application Portfolio Management (APM) - Maturing the Departmental Service Bus (DSB)	The DSB was released into production on April 1, 2014 to provide services in support of the requirement to integrate SAP with partner systems both internally and externally. This project will modernize the ESDC in-person service platform through developing new procedures and systems.	New	N	N	Y	Procurement Plan to be Provided	2016-04-18	2019-02-08	Government Services and Operations	13	1.668806	0.3605					
Total												18.145019	6.183822	0.628291				

Note: Dollar values are in million.

Projects Currently Being Planned

Project Number	Project Name	Project Description	Status	TB Sub	IT Enabled	Risk Plan	Procurement Strategy	Start Date	End Date	GOC Priority	Strategic Priority	Total Cost	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Future Years
15-9010-009	e-Payroll	This project will introduce an e-payroll solution so employers and payroll service providers can provide real time payroll data for use by programs such as EI. This project will develop this and introduce it to a limited number of employers in 2019.	Existing		N	Y	TBD	2016-01-11	2018-06-07	Government Services and Operations	6							
201700046	Employment Insurance Application Gender Changes/Updates	The proposed work will put in place necessary interim changes to EI procedures and supporting IT systems. The overall objectives are: to provide gender diverse clients with a generic option for the provision of gender information and to put in place early departmental risk mitifation measures	Planning					2018-04-01	2019-03-31	Government Services and Operations								
TBD	Service Transformation Plan (STP) - Medium and Long Term	The Service Transformation Plan (STP) is an extension of the ESDC Service Strategy. The ESDC Service Strategy is focussed on ensuring world-class service delivery enabled by modern technologies to provide more services online and to deliver services in a way that responds to the current and emerging needs of ESDC clients.	Planning	N	Y	Y	Procurement Plan being developed	2018-2019	2022-2023	Government Services and Operations	5	127.33169	9.533702	27.797983	30	30	30	
201700038	Homeless Information and Families Information System (HIFIS)		Planning															
201700039	Action IM (including GCDocs Implementation)	Standing up the production version and environment of GC Docs - while concurrently (taking a client coordinated view) and migrating off SharePoint 2010 (and in to GC Docs or SP 2016)	Planning					2018-04-01	2023-03-31			24.3	3.6	5.8	5.8	4.8	4.3	
201700040	Legal AI Pathfinder	Reduce processing times and cost of legal services; predict likelihood of successful outcomes; build ESDC's capabilities and experience in the field of AI; develop expertise in working with external transformation partners in the field of AI.	Planning				N/A (small)	2018-04-01	2019-03-31			0.25	0.125	0.125				
201700041	Canada Education Savings Program Reporting Database Rebuild	This proposal is to rebuild the CESP Reporting Database for improved research, analysis and reporting purposes. The objective is to make more effective and efficient use of time and resources in order to meet the increasing reporting and data analytics demands.	Planning					2018-04-01	2020-03-31			5	1	4				
201700013	Architecture-Driven Enterprise Risk Management System	The recommended option (Enhancing Existing JB Infrastructure) carries a higher cost but is expected to generate larger benefits.	New															
201700010	Corporate Repository for Information Management		New									3.6	0.4	1	1			
201700008	Work Sharing Reference Tool	The information sharing tool currently in place between the Quebec region and ESDC Headquarters, based on Outlook Public Accounts, will be decommissioned under the Information Management Protocol. While replacing another tool to ensure information sharing continues, this project will also take the opportunity to modernize the tool to ensure the communication and processing of EI claims.	New				N/A (minor)					0.409	0.273					
201600013	Student Financial Assistance Estimator (SFAE) Budget 2016 Changes	This project seeks to make use of comments received from the public (applicants), provincial partners and the service provider to provide a simplified, more user friendly and streamlined application process. Project aims to simplify and reduce total number of inputs from applicants and improve user interface, measures referenced in GoC Budget 2016.	New															

Note: Dollar values are in million.

Project Number	Project Name	Project Description	Status	TB Sub	IT Enabled	Risk Plan	Procurement Strategy	Start Date	End Date	GOC Priority	Strategic Priority	Total Cost	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Future Years
201600015	Litigation Readiness		New															
201600018	Business Number Adoption	To allow the business-facing programs to validate business identity in real-time and to enhance the integrity Service across GC.	Planning															
201600019	Joint TBS & ESDC ECAS validation for a central website for ATIP Requests		Planning															
201600022	Service Canada Centre Flagship	To position the Service Canada Centre Flagship as an innovation hub that harmonizes citizen service and Passport functions with state of the art technology, accessibility and accommodation solutions as well as innovative methods to advance service delivery to Canadians.	Planning				N/A (small)	2018-04-01	2020-03-31			0.25	0.125	0.125				
201600012	ECAS Business Improvements and Minor Enhancements to Security	This project seeks to improve the Enterprise Cyber Authentication Solution (ECAS) in order to better support registration and authentication functions. Focus and goal of ECAS is on obtaining identity validation consistency in all channels and eventually across jurisdictions, using a risk-based and client-centric approach.	Planning															
201700002	Employment and Social Development Canada (ESDC) Canada Digital Interchange (CDI) Proof of Concept Pilot with Alberta	This project seeks to work with Alberta to further demonstrate the business value of CDI to other jurisdictions. The proposed pilot represents a second CDI-based effort by ESDC (see CDI NS project # 201700001). Concretely, this project seeks to address the duplicate credential problem facing AB students today, by allowing AB students to access the federal Canada Student Loans Program using their provincial MyAlbertaDigitalID/Verify credential (i.e.: the provincial credential would be treated as an equivalent to federal credentials such as GCKey or Secure Key), thereby eliminating the need for students to create and use two separate credentials toward student loans and related financial assistance.	New															
201700005	Accountability Data for Warehouse Development Agreements		New															
201700006	Expanded Eligibility for EI part II based on EI Premiums Paid		New															
201700009	eLearning Platform		New															
201700016	Vital Event Linkages VEL Project with Northwest Territories, Yukon and Nunavut		Planning					2018-04-01	TBD			1	1					
201700019	Medium term Email Enhancement Project		New															
201700024	Measures Supporting Lifelong Learning	TBD	Planning					2018-04-01	2019-03-31			3.5	1	2.5				
201700025	Microsoft Dynamics-HR Transformation	To transform external recruitment processes through innovative methods and unconventional business processes.	Planning				N/A (small)	2018-04-01	2019-03-31			0.25	0.25					
201700027	Death Abroad Data Exchange Solution	This proposal is to develop capacity to systematically exchange dates of deaths with other countries to prevent CPP/OAS payments to deceased clients.	Planning					2018-04-01	2020-03-31			1	0.5	0.5				

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Project Number	Project Name	Project Description	Status	TB Sub	IT Enabled	Risk Plan	Procurement Strategy	Start Date	End Date	GOC Priority	Strategic Priority	Total Cost	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Future Years
201700032	Identity Services and Access Management System	The objective of this project is to provide clients with a single secure point of access to ESDC's portfolio of programs and services.	Planning					2018-04-01	2020-03-31			10	2	8				
201700033	Biometrics Collection Project for IRCC	This proposal is to request for testing of IRCC's Biometrics hardware and software to ensure it meets ESDC functionality and security requirement.	Planning				N/A (small)	2018-04-01	2019-03-31			0.25	0.25					
201700034	Enterprise Architecture Qualiware Implementation		Planning				N/A (small)	2018-04-01	2019-03-31			0.25	0.25					
201600005	Employment Insurance Enhancing Service Quality		Planning															
HR Modernization Programme																		
201700030	Staffing and Recruitment	The overall objective is to enable the department in its staffing, reduce time to staff, improve reporting to senior management, link to service standards, link to talent management for an end to end approach and effectively manage staffing and talent pools.	Planning					2018-04-01	2020-03-31			1	0.5	0.5				
201700004	Separation Clearance	The project aims to enhance both the current on-boarding and off-boarding processes for ESDC for when employees come in or leave the Department. Enhancements will reduce the potential for error, the need for manual intervention and streamline/automate parts of the process, resulting in an overall improved user experience.	Planning					2018-04-01	2020-03-31			1.025947	1.025947					
201700037	Organizational Chart	Implement an Org Chart tool that will work with source systems (myEMS PeopleSoft/My GCHR) to provide pre-populated real-time data, for pro-active HR Planning.	Planning				N/A (small)	2019-04-01	2021-03-31			0.25	0	0.125	0.125			
201700031	HR Analytics	Enhance and improve HR data to meet current, prospective and strategic departmental requirements	Planning				N/A (minor)	2018-04-01	2023-03-31			0.5	0.1	0.1	0.1	0.1	0.1	
201700029	HRSC Portal Fixes and Continuous Improvement	We need to evolve to a more robust tool that would allow interoperability with major HR systems and a case management tool.	Planning					2018-04-01	2020-03-31			1	0.5	0.5				
201700028	Case Management System	The objective is to have a case management system whereby all HR cases will be recorded, stored. Reporting capabilities will also be included.	Planning					2019-04-01	2021-03-31			1	0	0.5	0.5			
201700023	Learning content Management System for ESDC	To implement a department wide LCMS to manage, create and maintain elearning solutions.	Planning				N/A (minor)	2019-04-01	2022-03-31			0.48	0	0.16	0.16	0.16		
201700022	Common Content Repository	To use our Saba Cloud LMS instance to support the process. Add an additional "Test" environment to ESDC cloud instance (possible leveraging existing contract).Manage ESDC content through the Saba repository	Planning				N/A (small)	2018-04-01	2020-03-31			0.25	0.125	0.125				

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Project Number	Project Name	Project Description	Status	TB Sub	IT Enabled	Risk Plan	Procurement Strategy	Start Date	End Date	GOC Priority	Strategic Priority	Total Cost	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Future Years
201700042	Talent Management	Currently, the organization does not have an enterprise-wide view of employee skills and competencies. Being capable of assessing the organization's existing 'bench-strength' is a critical requirement for managers and a critical element in aligning our workforce to our ever changing work and business needs, particularly under the Service Transformation Plan (STP) initiative. The impact of this gap in HR data is that some areas of the organization are tracking competency information in black books, using inconsistent competency definitions and assessment criteria. A talent management system, implemented within an organization-wide competency architecture that includes a competency dictionary and expected behaviours will enable ESDC to reduce talent gaps through professional development and planning, increase workforce mobility and align resources for maximum efficiency. It will also provide ESDC with the ability to enhance our reporting and analytics capabilities when integrated with PeopleSoft data.	Planning				N/A (minor)	2018-04-01	2019-03-31			1	0.5	0.5				
TBD	Departmental Data Strategy	The first year will focus on the development of a road map and investment planning in parallel with the implementation of selected projects designed to demonstrate the business value of improved data access, data stewardship, data analysis, and investing in people. Over the next two to three years, work on the Data Strategy will progress within the department alongside other major initiatives such as service transformation.	Planning					2018-04-01	2023-03-31			46.35	3.35	8	15	15	5	
201700044	Migration to SharePoint Server 2016	The objective of this project is the migration of the department's current SharePoint Server 2010 environment to the new SharePoint Server 2016 environment which will provide a modernized and secured platform to the department.	New					2018-04-01	2023-12-31			5.45	0.45	0.5	2	2	0.5	
201700045	Pop-up for My Service Canada Account Terms and Conditions	This proposal is about implementing a new functionality which would make it mandatory for users who have not accepted the MSCA PNS/terms and conditions to view and accept those terms and conditions the first time they transfer to MSCA via the CRA link.	New															
Total												235.69663	26.857649	60.857983	54.685	52.06	39.9	

Note: Dollar values are in million.

APPENDIX C – ESDC'S CORE RESPONSIBILITIES, PROGRAM INVENTORY AND DEPARTMENTAL RESULT FRAMEWORK

Core Responsibility 1: Social Development		**Core Responsibility 2:** Pensions and Benefits	
Description: Increase inclusion and opportunities for participation of Canadians in their communities.		**Description:** Assist Canadians in maintaining income for retirement, and provide financial benefits to survivors, people with disabilities and their families.	
Departmental Result: Homelessness in Canada is prevented and reduced	**Indicator:** Reduction in the estimated number of shelter users who are episodically or chronically homeless	**Departmental Result:** Seniors have income support for retirement	**Indicators:** - Percentage of seniors receiving the Old Age Security Pension in relation to the total number of eligible seniors - Percentage of seniors receiving the Guaranteed Income Supplement in relation to the total number of eligible seniors - Percentage of Canada Pension Plan contributors aged 70+ receiving retirement benefits - Percentage of seniors living in low income
Departmental Result: Not for profit organizations, communities and other groups have an enhanced capacity to address a range of social issues such as the social inclusion of people with disabilities, the engagement of seniors and support for children and families	**Indicator:** For every dollar invested through the Social Development Partnerships Program, amount leveraged/ invested by non-federal partners		
Departmental Result: Community spaces and workplaces are more accessible	**Indicator:** Number of community spaces and workplaces that are more accessible due to Enabling Accessibility Fund funding	**Departmental Result:** People with disabilities and their families have financial support	**Indicators:** - Percentage of Canada Pension Plan contributors who have contributory eligibility for Canada Pension Plan Disability benefits and therefore have access to financial support in the event of a severe and prolonged disability - Percentage of Canadians eligible for the Disability Tax Credit who have a Registered Disability Savings Plan to encourage private savings - Percentage of Canadians with disabilities eligible for a Registered Disability Savings Program that have received a grant and/or a bond to assist them and their families to save for their long-term financial security
Departmental Result: Access to early learning and childcare is increased	**Indicators:** Number of children in regulated child care spaces and/or early learning programs		

Departmental Results Framework

Internal Services

	• Number of children receiving subsidies or other financial supports		
Departmental Result: Clients receive high quality, timely and efficient services that meet their needs	**Indicator:** • Service standard target for Social Development program priority service, as defined by the Government of Canada's Policy on Service, was met	**Departmental Result:** Clients receive high quality, timely and efficient services that meet their needs	**Indicators:** • Number of service standard targets for Pensions and Benefits program priority services, as defined by the Government of Canada's Policy on Service, that are being met • Percentage of Canada Pension Plan Retirement Benefits paid within the first month of entitlement • Percentage of decisions on applications for a Canada Pension Plan Disability benefit within 120 calendar days • Percentage of Old Age Security basic benefits paid within the first month of entitlement
Programs: • Homelessness Partnering Strategy • Social Development Partnerships Program • New Horizons for Seniors Program • Enabling Accessibility Fund • Early Learning and Childcare • Federal Income Support for Parents of Murdered or Missing Children		**Programs:** • Old Age Security • Canada Disability Savings Program • Canada Pension Plan	

Program Inventory

Departmental Results Framework

Internal Services

Core Responsibility 3: Learning, Skills Development and Employment	
Description: Help Canadians access post-secondary education, obtain the skills and training needed to participate in a changing labour market, and provide supports to those who are temporarily unemployed.	
Departmental Result: Canadians access education, training, and life-long learning supports to gain the skills and work experience they need	**Indicators:** • Number of Canadians receiving training and/or employment supports • Employment or returns to school following training/supports • Percentage of Canadians aged 18 to 24 that are enrolled in university or college • Percentage change in Canadians aged 25 to 64 enrolled in university or college
Departmental Result: Canadians participate in an inclusive and efficient labour market	**Indicators:** • Employment rate for Canadians • Employment rate for Indigenous peoples off reserve • Employment rate for Indigenous peoples on reserve • Employment rate for recent immigrants • Employment rate for persons with disabilities • Employment rate for youth • Employment rate for women • Employment rate for older Canadians • Employment rate for lone parents • Unemployment-to-job vacancies (ratio)
Departmental Result: Canadians receive financial support during employment transitions such as job loss, illness, or maternity/parental leave	**Indicators:** • Percentage of eligible unemployed workers supported by Employment Insurance • Percentage of Employment Insurance claimants finding employment before the end of their benefit entitlement
Departmental Result: More students from low- and middle-income families access and participate in post-secondary education	**Indicators:** • Proportion of low- and middle-income Canadian young adults participating in Post-Secondary Education • Number of beneficiaries with a Registered Education Savings Plan withdrawal that have ever received an additional amount of Canada Education Savings Grant and/or Canada Learning Bond, which assist low- and middle-income families save for their child's education. • Percentage of fulltime students (aged 15-29) who used federal student financial assistance to help finance their participation in Post-Secondary Education

Departmental Result:

Clients receive high quality, timely and efficient services that meet their needs

Indicators:

- Number of service standard targets for Learning, Skills Development and Employment program priority services, as defined by the Government of Canada's Policy on Service, that are being met
- Percentage of Employment Insurance benefit payments or non-benefit notifications issued within 28 days of filing
- Percentage of Social Insurance Numbers applied for through the Newborn Registration Service issued within 10 business days.

Program Inventory

Programs:

- Labour Market Development Agreements
- Workforce Development Agreements
- Opportunities Fund for Persons with Disabilities
- Job Bank
- Youth Employment Strategy
- Skills and Partnership Fund
- Literacy and Essential Skills
- Aboriginal Skills and Employment Training Strategy
- Student Work-Integrated Learning Program

- Union Training and Innovation
- Sectoral Initiatives Program
- Temporary Foreign Worker Program
- Foreign Credential Recognition Program
- Enabling Fund for Official Languages Minority Communities
- Canada Student Loans and Grants and Canada Apprentice Loans Program
- Canada Education Savings Program
- Apprenticeship Grants
- Skilled Trades and Apprenticeship (Red Seal Program)
- Youth Service Initiative

Core Responsibility 4: Working Conditions and Workplace Relations		**Core Responsibility 5:** Information Delivery and Services for Other Departments	
Description: Promotes safe, healthy, fair and inclusive work conditions and cooperative workplace relations.		**Description:** Provide information to the public on the programs of the Government of Canada and the Department, and provide services on behalf of other government departments.	
Departmental Result: Workplaces are safe and healthy	**Indicator:** Number of health and safety violations identified under the *Canada Labour Code* (Part II) per 1,000 federally regulated employees	**Departmental Result:** Clients receive high quality, timely and accurate government information and services that meet their needs	**Indicators:** 1 800 O-Canada information completeness, relevancy and accuracy assessment - Percentage of clients served in person who received assistance within 25 minutes - Percentage of program services that meet their service standard targets
Departmental Result: Work conditions are fair and inclusive	**Indicators:** - Percentage of Legislated Employment Equity Program employers whose representation equals or surpasses Canadian labour market availability for 2+ designated groups or who demonstrated progress towards representation since the previous reporting period - Number of labour standard violations identified under the *Canada Labour Code* (Part III) per 1,000 federally regulated employees - Percentage of activities or instruments undertaken to strengthen respect for international labour standards that met expected outcomes		
Departmental Result: Labour relations are cooperative	**Indicator:** Percentage of labour disputes settled under the *Canada Labour Code* (Part I) without work stoppages, where parties were assisted by Labour Program officers	**Departmental Result:** Canadians can obtain an error-free passport within Canada in a timely manner	**Indicator:** Percentage of service standards met for the processing of passport requests by Canadians living in Canada
Departmental Result: Clients receive high quality, timely and efficient services that meet their needs	**Indicators:** - Number of service standard targets for Working conditions and Workplace Relations program priority services, as defined by the Government of Canada's Policy on Service, that are being met - Percentage of occupational health and safety cases each fiscal year that are finalized within 120 days (excluding prosecutions, appeals, and technical surveys) - Percentage of unjust dismissal complaints that are finalized within 180 days - Percentage of conciliators assigned under the *Canada Labour Code* within 15 calendar days of receiving requests that are compliant with *Canada Industrial Relations Regulations*		

Departmental Results Framework — Internal Services

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Program Inventory	**Programs:**	**Programs:**
	• Percentage of initial Wage Earner Protection Program payments and non-payment notifications issued within 35 calendar days	
	• Labour Relations • Federal Workers' Compensation • Occupational Health and Safety • Workplace Equity • Labour Standards • Wage Earner Protection Program • International Labour Affairs	• Government of Canada Telephone General Enquiries Services • Government of Canada Internet Presence • In-Person Points of Service • Passport • Other Government Department Programs

Internal Services

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.