



Note to reader

As of **April 11, 2019**, Treasury Board Secretariat (TBS) has reset a number of policy instruments including the Policy on the Planning and Management of Investments.

To align with TBS, the current Project Management Foundation and Project Management Framework will be rescinded and replaced by the ESDC Policy on Project and Programme Management (PPPM). Additional policy instruments including Directives and Standards will be introduced to provide directional guidance on Project and Programme Management at ESDC.

The Foundation and Framework remain in effect until the new ESDC Policy on Project and Programme Management (PPPM) is implemented on **October 11, 2019**.

Employment and Social Development Canada

Project Program Management Foundation

Business Owner: Hélène Paquette

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Foreword

This Foundation sets the standards for the management of investment programs and projects within Employment and Social Development Canada (ESDC). It applies to all projects and programs managed by ESDC unless otherwise specified, and reinforces the Project Program Management Framework.

The standards and requirements contained herein are consistent with, and serve to support compliance to, the Treasury Board Policy on the Management of Projects, in force as of December 10, 2009, as well as other related TB policies. In the event of a conflict, TB policy or directives will take precedence. The policy can be found on the [Treasury Board Secretariat website](#).

Assistant Deputy Ministers are responsible for ensuring that the performance agreements of all branch executives have specific, measurable objectives including alignment to this Foundation, as follows:

- Anyone managing a project or a program must follow the standards and processes for project and investment program management as defined in this Foundation and in the Framework.
- Projects are appropriately defined, and are managed in accordance with their assessed level of complexity and risk. Complexity and risk are assessed by using the approved TBS Project Complexity and Risk Assessment (PCRA) tool.
- Accountability for project and program outcomes is clear and is documented.
- Appropriate approvals are sought and received for all projects at the specified gate, in accordance with the project governance structure defined in ESDC's Investment Plan.
- Timely and accurate reporting on project and program status is regularly and consistently performed, and is used as the basis for proactive management decision-making and action.

This Foundation took effect on April 10, 2014, was updated in September 2016, and will be updated regularly, as part of continuous improvement, to ensure that it continuously reflects the latest project management policies and practices as they related to ESDC. The Foundation is approved by:

Mark Perlman
Chief Financial Officer

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1 Introduction

1.1 Purpose

The purpose of the Project Program Management Foundation is to establish a single standard for Project and Program Management at ESDC. The Foundation supports the Project Program Management Framework and describes the standards to be used in the management of projects and investment programs.

1.2 Document Scope

This Foundation applies to all projects and investment programs managed by ESDC and must be used by all ESDC personnel that direct, oversee or manage projects and investment programs. This includes:

- ESDC Executives, Project Managers, Project Management Office (PMO) personnel, Program Managers, Business Change Managers and Technical Authorities, to support an operating standard within ESDC’s project management and investment management environment in terms of processes, tools and templates;
- ESDC project and investment program stakeholders, as a reference for Project Management and Investment Program lifecycle, gating, governance and oversight applicable to ESDC projects and programs.

Together with Portfolio Management, projects and investment programs exist to “change the business” in response to strategy. Operations “run the business”, and it is generally in Operations that benefits resulting from projects and investment programs are realized.

The process standards for the Department in the delivery of all projects and investment programs are covered in this Foundation.

Table 1: Foundation Elements

Element	Description	Intended Audience	Application
Project Management Process Standards	A set of operational or technical measures, procedures or practices for department-wide use in managing projects. Standards provide more detailed information on how Project Managers and project teams are expected to deliver their projects.	Project Steering Committee, Project Teams	Mandatory
Program Management Process Standards/Governance Strategies	A set of operational or technical measures, procedures or practices for department-wide use in managing investment programs. Standards provide more detailed information on how the Program Board is expected to deliver programs and realize planned benefits.	Sponsoring Group, Program Boards, Program Teams, Program Offices	Mandatory

2 Policy Context

The Treasury Board Secretariat (TBS) established several government-wide policies and standards related to project management. These policies, effective as of December 10, 2009, impact the way that departments deliver projects. The approach described in this Foundation has been developed to meet related TBS policy requirements and promote successful project and program outcomes. These requirements are identified within this section.

2.1 Policy on the Management of Projects

The Policy on the Management of Projects (2009) states:

The management of projects is key to providing value for money and demonstrating sound stewardship in program delivery. A comprehensive approach to managing projects, which is integrated across the department and is appropriate for the level of project risk and complexity, will enhance the likelihood of realizing project outcomes. This approach should ensure that accountability of outcomes is clear, appropriate controls are in place to minimize risk and limit project duplication and overlap, key project stakeholders are consulted, and outputs and outcomes are monitored and reported. (3.1)

The policy objective is to ensure that appropriate systems, processes and controls for managing projects are in place, at a departmental, horizontal or government-wide level, and support the achievement of project and program outcomes while limiting the risk to stakeholders and taxpayers. (5.1)

The requirements under this policy are as follows:

A department-wide governance and oversight mechanism is in place, documented and maintained. The mechanism is used to manage the initiation, planning, execution, control and closing of projects. In addition, the mechanism ensures that opportunities are considered for integrating projects across the department and the Government of Canada. (6.1.1)

A department's capacity to manage projects is accurately assessed to comply with the Standard for Organizational Project Management Capacity and the assessment meets the requirements of the standard. (6.1.2).

The department conducts an accurate assessment of each project according to the Standard for Project Complexity and Risk. Each assessment must meet the requirements of the standard. (6.1.3)

Accountability for project outcomes is documented and the contribution to program outcomes and broader government objectives is demonstrated. (6.1.4)

Projects are managed in a manner that is consistent with the assessed level of complexity and risk. This includes demonstrating that both knowledgeable, integrated, multi-disciplinary project teams and effective project management systems and processes support the project management function. (6.1.5)

Project-based procurements and real property transactions, including those in public-private partnership agreements, are fully integrated into the governance, management and oversight of projects. In addition, controls must be implemented to ensure that procurement contracts and real property transactions support key project objectives and program outcomes. (6.1.6)

The deputy head is responsible for ensuring that Treasury Board approval be sought for projects when the assessed risk and complexity of the project exceeds the assessed class of capacity that the sponsoring minister can approve. Only those specific phases of the project that have been appropriately defined and assessed can be approved. Treasury Board may require any project to be brought forward for their consideration and approval. (6.1.7)

When Treasury Board approval is required a Project Brief must accompany the Treasury Board submission. (6.1.8)

ESDC has developed and implemented this Foundation to help meet these requirements and to support the Major Projects and Investments Board's (MPIB) mandate for rigorous and transparent project planning, project management, and investment decisions. ESDC has also introduced specific obligations to better address these requirements, such as the development of a Sourcing Strategy and a Procurement Plan.

2.2 Policy on Investment Planning - Assets and Acquired Services

The Policy on Investment Planning - Assets and Acquired Services (2009) establishes the need for departments to demonstrate fiscal stewardship and achievement of value for money through effective investment planning.

The requirements under this policy are as follows:

Investment planning, in terms of governance, systems and people, is in place and maintained (6.1.1)

Departmental investment planning:

- *Is influenced by and supports departmental strategic planning;*
- *Incorporates a departmental, portfolio, horizontal and government-wide perspective and takes into account strategic government-wide initiatives;*
- *Is aligned with outcomes as set out in the department's Management Resources and Results Structure and considers areas of greatest risk in achieving departmental objectives;*
- *Is influenced by an assessment of investment performance;*
- *Considers alternative and innovative options for meeting assets and service requirements, including internal and external delivery models and a range of instruments;*
- *Is within reference levels; and*
- *Takes into account the whole-of-life cost of stewardship based on the life cycle of assets and acquired services. (6.1.2)*

To ensure the effective consideration of all suitable options, including a public-private partnership (P3), all infrastructure investments creating an asset with a lifespan of at least 20 years, and having capital costs of \$100 million or more, will be subjected to a P3 screen, in consultation with PPP Canada. Should the assessment conclude that there is P3 potential, departments will be required to develop a P3 option among possible options. (6.1.2.1)

Information systems are in place that support planning, budgeting and accounting for resource allocation and which enable performance measurement and reporting related to the management of departmental investments. (6.1.3)

The department's investment plan is submitted at least every three years to TBS. If requested by TBS, the plan is to be submitted to Treasury Board Ministers for approval. TBS' decision will be based on the consideration of a number of factors including the significance and risk of an organization's planned investments, the organization's management performance established through appropriate management accountability mechanisms and other monitoring activities, and the magnitude of changes in planned investments or capacity to deliver. (6.1.4)

TBS is consulted in determining the investments to highlight in the departmental investment plan. (6.1.5)

A departmental investment plan is developed to address those elements described in TBS guidance and complies with the Treasury Board Standard for Organizational Project Management Capacity; and the Standard for Project Complexity and Risk. (6.1.6)

TBS is advised, in a timely manner, of any significant deviations from the departmental investment plan. If requested by TBS, the departmental investment plan must be revised and submitted to TBS. (6.1.7)

Key federal stakeholders are informed of the department's planned investments including, but not limited to, central agencies, relevant socio-economic departments, common service providers, and PPP Canada for public-private partnerships. (6.1.8)

As required by this policy, ESDC has created and submitted an investment plan to TBS for review, and continues to maintain a list of ongoing and planned investments.

2.3 Standard for Organizational Project Management Capacity

The Standard for Organizational Project Management Capacity (2010) establishes the procedure by which departments assess and class their project management capacity to identify their project approval and expenditure authority. Recognizing that the nature and demand for project management capacity varies across departments, this standard helps to identify areas of

project management capacity that can be improved or maintained based on the department's business activity.

The requirements under this policy are as follows:

Departments and agencies submitting an investment plan to comply with the Policy on Investment Planning, must demonstrate, through assessment, organizational project management capacity in order to exercise the project approval authorities defined in Appendix A of the Policy on the Management of Projects. (4.1)

Assessments are to be completed using the Organizational Project Management Capacity Assessment Tool and the resulting capacity class is to be approved by Treasury Board at least once every three years, normally as part of the consideration of the department's investment plan as set out in the Policy on Investment Planning – Assets and Acquired Services. (4.2)

Assessments are to take into account all planned projects, which must be contained within the investment plan. (4.2.1)

The Treasury Board Secretariat is advised, in a timely manner, of any significant changes to the organizational project management capacity and the Treasury Board approved assessment class. If requested, by the Treasury Board Secretariat the capacity assessment is to be revised and submitted to the Treasury Board Secretariat. (4.3)

Deputy heads and agencies are required to monitor the use and effectiveness of the delegated project approval levels within the department's management control framework through the following:

- *Internal audits and evaluations*
- *Periodic Management Accountability Framework (MAF) updates*
- *Updated capacity assessments to support revised authorities*
- *Submission of the department's investment plan (4.4)*

When there is no evidence, nor business case, supporting the development of a departmental project management capacity, Treasury Board has limited the expenditure authority for project approval to \$1 million. (4.5)

As required by this standard, ESDC has submitted an assessment of its project management capacity, and has obtained a rating that has been used to establish authorities for project approval.

2.4 Standard for Project Complexity and Risk

The Standard for Project Complexity and Risk (2010) establishes the procedure by which departments assess and classify the complexity and risk of each individual project. This provides the flexibility to manage projects in a manner consistent with the assessed level of complexity and risk.

The requirements under this policy are as follows:

All projects, which are subject to this standard, must be assessed to determine their level of risk and complexity prior to the expenditure of project funds. Only those specific phases of the project that have been appropriately defined and costed can be approved. If during the life cycle of a project there are significant changes that would impact on its assessed complexity and risk the project's level of risk and complexity must be reassessed and the Treasury Board Secretariat must be informed of the result. (5.1)

These assessments are to be completed using the Project Complexity and Risk Assessment Tool. (5.2)

As required by this standard, ESDC has included a mandatory project management activity to complete the Project Complexity and Risk Assessment (PCRA) as part of the project approval process in the department's project management framework.

NOTE: When a project's PCRA exceeds the department's Organization Project Management Capacity rating, Treasury Board Project Approval and Expenditure Authority must be sought, as directed by the Policy on the Management of Projects.

3 Principles

The following principles form the cornerstone for this Foundation; they represent the standards that project and program management at ESDC adhere to:

1. Standard Management Processes Throughout the Department

Anyone managing a project or program in ESDC must follow the standards for project or program management as defined in this Foundation – including standard processes, tools and templates.

2. Projects and Programs are Appropriately Defined

Careful consideration must be made on whether a body of work is a project, a program, a sub- project, a work package, or an operational activity. Not all work performed by ESDC is project or program work. What work constitutes a “project” and a “program” is outlined in Section 4 of this Foundation, and further defined in the Project Program Management Framework.

3. Accountability is Clear

The Foundation requires that clear accountabilities are established and documented across all of the project/program’s stakeholders.

4. Appropriate Approvals are Obtained

Appropriate approvals are required and must be obtained for all projects and programs at appropriate gates or decision points in accordance with the Project Program Management Practice (PPMP) and the Investment Program Management Framework (IPgMF). Projects and Programs must perform implementation readiness activities from the start and throughout their life, emphasizing early identification of issues and risks such that proactive prevention and mitigation are possible.

5. Reporting is Timely, Relevant, Accurate, Complete, and Transparent

Reporting a project/program’s status, progress, decisions and key risks accurately is an essential responsibility of the Project/Program Manager. In this way, senior management is able to foster ongoing commitment, support and engagement for the project/program throughout the department. All project/program stakeholders are responsible for providing the Project/Program Manager with timely and accurate information to be incorporated into the required project/program reports. The following five reporting criteria must be met:

1	Timely	Reports are up-to-date, based on the current reporting period.
2	Accurate	Reports are factual and based on empirical data.
3	Relevant	Reports focus on key information.
4	Transparent	Reports provide clear and honest insight of a program/project’s current situation and environment.
5	Complete	Reports are inclusive of all information that could be relevant, including traceability of key decisions and approvals as well as all stakeholder information.

4 Projects

4.1 Definitions

4.1.1 Definition of a Project

ESDC has adopted the Project Management Institute (PMI 2013) definition of a project: “a temporary endeavor undertaken to create a unique product, service or result. The temporary nature of projects indicates that a project has a definite beginning and end”

PMI lists examples of project such as:

- Developing a new product, service or result;
- Effecting a change in the structure, processes, staffing or style of an organization;
- Developing or acquiring a new or modified information system (hardware or software);
- Constructing a building, industrial plant or infrastructure; or
- Implementing, improving, or enhancing business processes and procedures.

By contrast, “non-project” activities are those that are routinely performed, including activities that run or maintain regular operations such as fulfilling standard service requests, normal infrastructure maintenance and applications/systems operations and maintenance. To help highlight the difference between a project and operations (e.g. non-project activities), Table 2: Guidance on Project vs Operations offers some examples.

Table 2: Guidance on Project vs Operations

Term	Examples
Project	Implementing a new or upgraded IT system to automate or enhance business processes Developing a new service or program, prior to transitioning it into operations Re-engineering or changing business processes, services or programs to gain efficiency and/or improve delivery within a specific timeframe (e.g., not ongoing) or for a specific objective Implementing a new enterprise tool (e.g. SAP, Web site or Web service) A large office move that requires new infrastructure and/or unique fit-up components
Operations	Delivering public-facing services Normal, standard service requests for infrastructure or application maintenance, including fixing defects in production systems, applying updates or patches, increasing network or bandwidth Standard asset refresh, including replacing aging servers or printers A standard office move that does not require new infrastructure or unique fit-up Most procurement activities, unless they are significantly unique and/or involve high complexity and risk

When considering whether a series of activities should form a project, ask:

- Does this set of activities conform to the definition of a project?
- Is this set of activities unique, and is there a risk to the organization that demands structured planning, control and governance?
- Will this set of activities impact the function or operations of the organization, or significantly impact its employees?

All projects within ESDC are subject to project gating. Some initiatives which are not defined as projects, such as a strategic procurement, may still need to report progress to a governing body.

4.1.2 Project Management

The Policy on the Management of Projects (2009) defines project management as “*the systematic planning, organizing and control of allocated resources to accomplish identified project objectives and outcomes. Project management is normally reserved for focused, non-repetitive, time-limited activities with some degree of risk, and for activities beyond the usual scope of operational activities*” (4.2).

4.1.3 Project Classification

ESDC classifies projects into four classes, based on project size, as outlined in Table 3.

Table 3: Project Class Definitions

Class	Size	PCRA	Description
A	Major	3-4	Greater than \$1 million and Evolutionary or Transformational
B	Major	1-2	Greater than \$1 million and Sustaining or Tactical
C	Minor	1-2	Less than or equal to \$1 million and Sustaining or Tactical
D	Small	n/a	See Small Project Criteria

In accordance with Treasury Board requirements, all Major projects are classified according to the Project Complexity and Risk Assessment (PCRA). All Major projects must submit a PCRA to TBS, for acknowledgment of the resulting score.

Small Project Criteria

A project can be categorized as Small only if it meets ALL of the following criteria:

<input type="checkbox"/>	1. The financial threshold for the overall cost of the project is \$250K, excluding Employee Benefits Program and taxes.
<input type="checkbox"/>	2. The financial threshold for IITB costs is \$150K.

<input type="checkbox"/>	3. All other costs are covered by the sponsoring branch.
<input type="checkbox"/>	4. Only IT-enabled projects are eligible for this category.
<input type="checkbox"/>	5. Projects must be completed within a 12 month time frame.
<input type="checkbox"/>	6. Projects must be discretionary, that is not legislated or high priority, as work will only be done as resources become available.
<input type="checkbox"/>	7. Projects should neither be a pre-requisite for nor have dependencies on other projects. In other words, a Small Project must be an independent, stand-alone project.
<input type="checkbox"/>	8. Projects must not require any SSC services other than release services.
<input type="checkbox"/>	9. Projects must be deliverable by in-house application development staff or by already deployed COTS solutions. Examples of such projects could include cyclical work to be done on existing applications, and small enhancements to existing applications where the business impact is determined to be minimal.
<input type="checkbox"/>	10. Projects must follow Business Architecture and Application Portfolio Management frameworks. For example, requests for enhancements to applications slated for decommissioning in the near future will not be eligible.

4.2 Project Management Process Standards

4.2.1 Scope Management

4.2.1.1 Purpose

Scope Management establishes and then manages the boundaries for what is “in” scope and “out of” scope for the project. Major and Minor projects must complete a Scope Management Plan as a subsidiary plan of the Project Management Plan to describe how ESDC’s scope management process will be implemented in the project.

4.2.1.2 Tools

There is no requirement for the use of an explicit tool for managing project scope. The Business Architecture team has used IBM® Rational® DOORS® Software for gathering and managing requirements for certain projects and can be consulted on a case by case basis to determine the software will meet the project needs.

4.2.1.3 Scope Definition Process

The identification and documentation of requirements and scope is an iterative process that is refined and updated over time. Scope Definition is organized in three overlapping stages to develop a Scope Baseline:

- Collect and refine requirements
- Define and refine scope
- Create and refine Work Breakdown Structure (WBS)

4.2.1.3.1 Collect and Refine Requirements

The collection of requirements starts with determining and documenting high-level business requirements and stakeholder requirements as identified in the Business Case and Project Charter. For IT-enabled projects, these requirements are further refined to develop detailed solution requirements. The requirements must be defined to sufficient detail that they can be documented, verified, and used to accept the solution. A more detailed knowledge area for requirements management will be added to the Foundation in the future.

4.2.1.3.2 Define and Refine Scope

Project Scope expands on requirement identification by integrating requirements with other project constraints. As the scope becomes better understood, the Project Manager develops a scope statement as part of the Project Management Plan's Scope Management Plan to define the project boundaries.

4.2.1.3.3 Create and Refine WBS

A work breakdown structure communicates the entire scope of work expected for the project; as the project scope becomes more refined as the project progresses.

4.2.1.4 Scope Control and Verification

4.2.1.4.1 Scope Control

The scope baseline is captured in the Project Management Plan, and is the basis against which scope changes are identified for future change requests. Any changes to this scope must be approved through the Change Request process (see Project Integration Management for details).

4.2.1.4.2 Scope Verification

Final verification is required to ensure that all business requirements function as expected; the approach is captured in the Quality Management section of the Project Management Plan. On IT-enabled projects, scope verification is best achieved through User Acceptance Testing (UAT).

4.2.2 Schedule Management

4.2.2.1 Purpose

Schedule Management establishes the practices followed by the project team to plan, develop, manage, execute and control the project schedule throughout the project lifecycle. Major and Minor projects must complete a Schedule Management Plan as a subsidiary plan of the Project Management Plan to describe how ESDC's schedule management process will be implemented in the project.

4.2.2.2 Tools

Table 4 outlines the tools that ESDC projects must use for schedule management:

Table 4: Schedule Management Tools

Tool	Where to find it
Schedule Software	PMIS
Schedule Templates	ESDC Knowledge Repository

4.2.2.3 Schedule Development

Each project schedule must be based upon one of the ESDC schedule templates and developed using the schedule software (currently MS Project); these templates are found in the ESDC Knowledge Repository, in the ESDC Templates and Guides document library, as illustrated in Figure 1: ESDC Schedule Templates in Knowledge Repository.

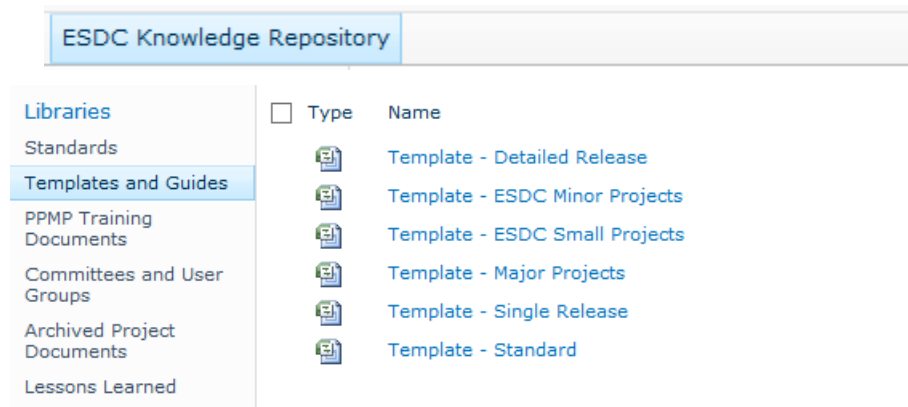


Figure 1: ESDC Schedule Templates in Knowledge Repository

Building the project schedule is an iterative and collaborative effort, and an updated schedule is expected throughout the project, after the schedule is baselined at Gate 3. The expectations for schedule development – that is, which schedule artefact is required, when – are outlined in Table 5.

Table 5: Schedule Development Process for Major Projects

Artefact	Developed In...	Expectations
Stage 2 Schedule	Stage 1 (Justification)	<ul style="list-style-type: none"> ▪ The detailed plan for Stage 2 (Initiation) is developed with an expected accuracy of +/- 10%. ▪ The remainder of the project schedule is developed at a +/- 100% accuracy. ▪ The baseline function is set within the MS Project file for the complete project.
Stage 3-5 Schedule	Stage 2 (Initiation)	<ul style="list-style-type: none"> ▪ The detailed plan for Stage 3 (Planning) is developed with an expected accuracy of +/- 10%. ▪ The remainder of the project schedule is developed at a +/- 50% accuracy. ▪ The baseline function is reset within the MS Project file for ONLY stages 3, 4, and 5 (Stage 2 baseline information will be preserved as set in Stage 1).
Stage 4-5 Schedule	Stage 3 (Planning)	<ul style="list-style-type: none"> ▪ The detailed plan for the complete project is developed with an expected accuracy of +/- 10%. ▪ The baseline function is reset within the MS Project file for ONLY stages 4 and 5; this constitutes the official project baseline captured within the final Project Management Plan. ▪ Stages 2 and 3 baselines are preserved as previously set.

4.2.2.4 Schedule Maintenance and Control

The PMIS is used to manage all project schedules. The Project Manager ensures that the project schedule is updated a minimum of two days before each project status meeting.

To assert appropriate controls over the project schedule, the following authorities are established for schedule updates and reporting:

- Write access to the MS Project file is controlled by the Project Manager. Schedule updates are entered by the Project Manager, the Project Scheduler or a designated backup;
- Updates to any Work Package activity are provided by the Work Package Lead responsible for that area. Updates that result in changes to activity durations in a Work Package that do not affect a milestone, a deliverable (includes interdependencies with other Team Leads) or the completion of the Work Package are within the authority of the Work Package Lead to modify without further approval;
- Schedule updates that result in the change of a milestone, a deliverable (includes interdependencies with other Team Leads) or the completion of a Work Package are escalated to the Project Manager for review and approval;
- Schedule updates that result in a change to the project's baseline schedule date initiate the integrated change control process.

4.2.3 Cost Management

4.2.3.1 Purpose

Cost Management defines how the projects are to plan, monitor, control, and verify project costs throughout the project lifecycle. Major and Minor projects must complete a Cost Management Plan as a subsidiary plan of the Project Management Plan to describe how ESDC's cost management process will be implemented in a particular project.

4.2.3.2 Tools

Table 6 outlines the tools that ESDC projects are to use for cost management:

Table 6: Cost Management Tools

Tool	Where to find it
Costing Tool Guide	Costing Unit Site, Costing Tools and Templates document library
ESDC Costing Tool	Costing Unit Site, Costing Tools and Templates document library
myEMS (SAP) Project System	PMIS

4.2.3.3 Cost Management Process

The Cost Management Process includes activities for Project Costing and Cost Control.

4.2.3.3.1 Project Costing

Project Managers must estimate the financial resources required to deliver the project, determine the source(s) of funding, and establish the cost baseline.

Financial Management Analyst (FMA) involvement in project costing is a mandatory requirement from the outset, including the use of the departmental standard costing model to produce the estimates required at project gates.

Cost Estimate Accuracy. Project costing is iterative in nature as the project progressively produces more refined cost estimates from stage to stage.

Cost Baseline. Estimated project costs are documented in the ESDC Costing Tool for review and approval by the Executive Sponsor and the appropriate departmental authority as part of the departmental project gating and/or change request process. Once approved, the estimated project costs become the cost baseline for the project. The cost baseline is entered in myEMS (SAP) by Governance and Performance Management Team within CFOB's Investment, Procurement and Project Management (IPPM) Directorate and is referred to as the Project Planned Amount.

After the cost baseline is established, the project costs are continuously updated with actuals reported at each. The project cannot re-baseline costs after Gate 3 without an approved Change Request.

4.2.3.3.2 *Cost Control*

Cost control involves managing, monitoring and reporting project costs (planned, actual, estimate to complete the project and variances) throughout the project lifecycle, beginning when the detailed schedule and the project costs are baselined at gate 3

All project actuals are captured in myEMS (SAP). On a regular basis, the EPMO updates PMIS with Estimate to Completion (ETC) and actual cost information from SAP; the Project Manager must then validate these cost updates.

To control project costs, the Project Manager updates and publishes the project schedule in PMIS / Project Server to reflect project progress and compares that to the actual costs in myEMS (SAP). Variances between planned and actual project costs at any point in the project are addressed through appropriate corrective actions.

4.2.4 *Integration Management*

4.2.4.1 Purpose

Integration Management enables the project to achieve and maintain alignment across the project management functions (scope, schedule, cost, etc.) and deliverables. The alignment aspect is multidimensional; technical, functional and benefits are some key facets of the alignment.

Major and Minor projects must complete an Integration Management Plan as a subsidiary plan of the Project Management Plan to describe how ESDC's integration management process will be implemented in the project.

4.2.4.2 Tools

Table 7 identifies the ESDC tools for managing project integration.

Table 7: Integration Management Tools

Tool	Where to find it
Change Request Form	PMIS
Change Register	PMIS

4.2.4.3 Establish Project Integration

Project integration is established through a number of activities and controls. These activities include Project Kickoff Meeting, Project Status Meetings, and establishing project baselines. Integration controls include the Change Request Process, Change Control Authorities by project classification, and PMIS.

4.2.4.3.1 *Project Kickoff Meeting*

The Project Manager conducts a project kick off meeting on every project. All project Team Leads are required to attend, at a minimum. The Project Manager chairs the meeting and presents the following:

-
- The project objectives (scope, major deliverables (solution), and success criteria)
 - Roles and responsibilities for integrated project management
 - Governance and support structures for the project
 - Tools and methods to be used to manage the project
 - Communication protocols
 - Any lessons learned from similar projects
 - Significant known interdependencies, constraints, and risks to the project

4.2.4.3.2 *Project Status Meetings*

The Project Status Meeting ensures coordinated and clear communication to the full project team. Every project holds regularly occurring Project Status Meetings; minimum attendance includes all project leaders, e.g. Project Manager and Team Leads. The Project Status Meeting is chaired by the Project Manager, and occurs, at minimum, once every two weeks¹.

At minimum, Project Status Meetings cover the following topics:

- Decisions items and open actions items from the previous meeting
- Decisions from related Steering Committee meetings when applicable
- Schedule review
- Risks / Issues review
- Change Requests

Project Status Meetings also serve to identify new issues or current issues that require escalation to the project Steering Committee. The meeting is a venue to collect information, and an opportunity to identify impacts, and to ensure that actions and accountabilities are assigned to responsible project team members.

4.2.4.3.3 *Project Baselines*

The cost and schedule baselines established in PMIS are referred to in the Project Management Plan, which also documents the project scope baseline.

To establish a baseline, the Project Manager secures commitment from team leads that the proposed schedule, scope, and cost can be delivered as presented. The Project Manager then presents this information to the Executive Sponsor for approval. Once approved, the baseline is set in PMIS (schedule) and myEMS SAP (costs), thus enabling the baseline data to be presented to the appropriate governance authority for final approval at Gate 3.

If approval is not granted, the baseline values are reworked, reset, and presented again for approval. This process is repeated until final approval of project baselines is achieved.

4.2.4.4 Integration Control

4.2.4.4.1 *Change Request Process*

ESDC's Change Request Process must be followed to ensure that changes to the project baselines (scope, schedule, cost) are approved before they are reset. The Change Request Process consists of four steps as outlined in Table 8.

¹ During periods of high project risk, more frequent meetings may be necessary.

Table 8: Change Request Process

Step	Description
Identification	Provides a record of all requested changes and provides traceability of changes from identification to close out in the form of a Change Request (CR); Any project stakeholder may raise a CR but it is the Project Manager that will decide whether or not to action the CR. All CRs are submitted through an online CR Form in PMIS. The Change Register is an official project document and is a central repository in PMIS that identifies all CRs for ESDC.
Analysis	The Project Manager works with project Team Leads to assess the impact of the change to project scope, cost and schedule
Decision	Follows the organization's review and revalidation of the project investment given a change to one or more of its baselines; This step ensures that all changes to project baseline(s) are subject to appropriate review and consent before the CR is implemented.
Resolution	Is the decision implementation and subsequent closure of the CR

A Guide to Change Control in the ESDC Knowledge Repository provides step-by-step instructions for completing the CR e-form in the PMIS.

When a project baseline is reset, the Project Management Plan needs to be updated and the PCRA should be re-visited to determine if the PCRA level remains the same reflect the new baseline information).

4.2.4.4.2 Stage Exception Management

Stage Exception Management is used to alert governance authority to any anticipated exceptions to planned stage schedule or stage cost. It is utilized for controlling and managing a predicted variance beyond the approved tolerance level from planned schedule or cost for the current stage. It is used to assist project members to identify, document, track, assess, approve, implement and communicate stage exceptions. The overall goal is to control minor changes. Only one stage exception will be considered per stage. If an additional stage exception is identified, a change request will be required.

The steps included in the Enterprise Project Management Office (EPMO) Stage Exception process steps are:

- Stage Monitoring – Predicting variance, if any, beyond approved tolerance from planned stage schedule or cost.
- Exception Request – Triggered when a variance beyond the approved tolerance level from planned schedule or cost for the current stage is predicted

4.2.4.4.3 1.2.1 Change Control Authorities

The authorities for approving CRs are outlined in the tables that follow, by project category and PCRA Class.

Table 9: Change Control Authority Levels by Area of Impact: Small Project Category

Authority	Scope	Schedule	Cost
DG-MPOC	Approve changes that would result in the initiative no longer meeting the Small Project Criteria	N/A	Approve changes that would result in the initiative no longer meeting the Small Project Criteria

Table 10: Change Control Authority Levels by Area of Impact: Minor Category

Authority	Scope	Schedule	Cost
MPIB	Approve changes that would result in more than a 20% decline of Cost-Benefit or Cost-Effectiveness metrics	Approve schedule variance more than 20% or 4 months, whichever is less.	Approve cost variations that would result in a change from Minor to Major Project
DG-MPOC	Approve changes that would result in a 10%-20% decline of Cost-Benefit or Cost-Effectiveness metrics	Approve schedule variance between 10%-20% or 1-2 months, whichever is less.	Approve cost variations more than 10% of fiscal year allocation of planned project amount that do not result in change from Minor to Major Project, otherwise escalate to MPIB
Business Owner (DG)	Approve changes that would result in less than a 10% decline of Cost-Benefit or Cost-Effectiveness metrics	Approve schedule variance less than 10% or less than 1 month, whichever is less.	Approve cost variations less than 10% of fiscal year allocation of planned project amount and does not result in change to Major Project, otherwise escalate to DG-MPOC

Table 11: Change Control Authority Levels by Area of Impact: Major (PCRA Class 1-2) Category

Authority	Scope	Schedule	Cost
MPIB	Approve changes that would result in more than a 20% decline of Cost-Benefit or Cost-Effectiveness metrics	Approve schedule variance more than 20% or 4 months, whichever is less.	Approve cost variations more than 20% of fiscal year allocation of planned project amount or more than \$1M
Executive Sponsor (ADM)	Approve changes that would result in a 10%-20% decline of Cost-Benefit or Cost-Effectiveness metrics	Approve schedule variance between 10%-20% or 2-4 months, whichever is less.	Approve cost variations between 10%-20% of fiscal year allocation of planned project amount so long as the dollar value is between \$500K-\$1M, otherwise escalate to MPIB
Business Owner (DG)	Approve changes that would result in less than a 10% decline of Cost-Benefit or Cost-Effectiveness metrics	Approve schedule variance less than 10% or less than 2 months, whichever is less.	Approve cost variations less than 10% of fiscal year allocation of planned project amount so long as the dollar value does not exceed \$500K, otherwise escalate to next level

Table 12: Change Control Authority Levels by Area of Impact: Major (PCRA Class 3-4) Category

Authority	Scope	Schedule	Cost
TBS	Approves changes that impact outcomes	N/A	Approves changes that impact the total estimated cost of a project, such that it exceeds previously approved estimates identified in the investment plan or exceeds expenditure limits approved by Treasury Board.
MPIB	N/A	Approve schedule variance more than 20% or 4 months, whichever is less.	Approve cost variations more than 20% of fiscal year allocation of planned project amount or more than \$1M that do not exceed previously approved estimates identified in the investment plan or expenditure limits approved by Treasury Board
Executive Sponsor (ADM)	N/A	Approve schedule variance between 10%-20% or 2-4 months, whichever is less.	Approve cost variations between 10%-20% of fiscal year allocation of planned project amount so long as the dollar value is between \$500K-\$1M and does not exceed previously approved estimates identified in the investment plan or expenditure limits approved by Treasury Board, otherwise escalate to MPIB
Business Owner (DG)	N/A	Approve schedule variance less than 10% or less than 2 months, whichever is less.	Approve cost variations less than 10% of fiscal year allocation of planned project amount so long as the dollar value does not exceed \$500K and does not exceed previously approved estimates identified in the investment plan or expenditure limits approved by Treasury Board, otherwise escalate to Executive Sponsor

Changes in scope that impact Transformational projects will require the review of the Service Transformation Committee (STC) to determine impacts on the project outcomes and dependant projects.

4.2.4.4.4 PMIS

Project Managers are responsible for gathering and reporting on all information related to their project (including information from project enablers/stakeholders) using PMIS. PMIS is the official tool of record for the development and tracking of schedule, risks, issues, change control, and project documentation, integrating all key reportable elements of the project.

Furthermore, all projects are required to report status in accordance with ESDC reporting requirements, using the ESDC standard reporting template. Each project must provide a standard Project Dashboard report, including the appropriate level of detail on status, up-to-date data on progress, risks, issues and changes to approved baselines. All project artefacts, including but not limited to project charters, project management plans, organizational charts, architecture documents, contracts, stakeholder agreements and other essential and binding documents, must be stored and maintained in each projects PMIS documentation folder.

4.2.4.4.5 Project Reporting and Information Management

All projects are required to operate within the structure and approval processes as depicted in the PPMP and Treasury Board Secretariat policy.

All Major and Minor projects are required to produce an ESDC Executive Project Dashboard every month using the ESDC Project Management Information Solution (PMIS). Projects will be required to complete and provide an Executive Project Dashboard, including providing the appropriate level of detail on status, up-to-date data on progress, risks, issues and changes to approved baselines. Reporting requirements will be determined by MPIB and communicated by the Investment, Procurement, and Project Management Directorate at CFOB.

All project artifacts, including but not limited to project charters, project management plans, communications plans, organizational charts, architecture documents, contracts, stakeholder agreements and other essential and binding documents must be stored and maintained in the ESDC PMIS.

4.2.5 Risk and Issue Management

4.2.5.1 Purpose

The Risk Management process defines the departmental standard and process to be used by projects to identify, analyze, respond to, monitor & control project risks and issues throughout the project lifecycle. Major and Minor projects must complete a Risk Management Plan as a subsidiary plan of the Project Management Plan to describe how ESDC's risk management process will be implemented in the project.

4.2.5.2 Tools

Table 13 identifies the risk management tools for ESDC projects.

Table 13: Risk and Issue Management Tools

Tool	Where to find it
Risk Form	PMIS
Issue Form	PMIS
Risk and Issue Registers	PMIS

4.2.5.3 Risk and Issue Process

The process for managing risks and issues is composed of four activities:

- Identify risks and issues
- Analyze risks and issues
- Plan risk response, or Respond to issue
- Monitor and control risks and issues

4.2.5.3.1 Identify Project Risk and Issues

TBS defines risk as “the effect of uncertainty on objectives. It is the expression of the likelihood and impact of an event with the potential to affect the achievement of an organization's objectives.” When the likelihood of such an event occurring becomes 100%, then the event becomes an issue for the project, and a response is required.

Identifying Project Risks and Issues is an activity that is performed continuously, in all stages of the project:

- Identified risks must be captured in the PMIS Project Risk Register by completing the PMIS Risk Form for each identified risk. All initial risks statements identified through the intake and justification stages (found in the Business Case and Project Charter) must be manually copied into the PMIS register.
- All issues are documented in the Project Issue Register in PMIS by completing the PMIS Issue Form for each risk that has been realized.

4.2.5.3.2 Analyze Risks and Issues

The Analyze Project Risks and Issues activity is the assessment of risks and issues to determine priority and severity.

For each risk identified, assess the following and capture results in the Risk Form:

- **Probability and Impact:** Referring to the risk tolerance matrix shown below, assess the probability and impact of the risk occurring to determine the overall risk exposure.

		Probability		
		Low	Medium	High
Impact	High	0	0	0
	Medium	0	0	0
	Low	0	0	0

Figure 2: Risk Tolerance Matrix

- **Reporting:** Flag risks that should be visible to senior management by selecting the Report on Executive Dashboard checkbox in the Risk Form.

For each issue identified, assess the following and capture results in the Issue Form:

- **Category:** Issues are categorized into common types to allow the project and the organization to assess problematic areas; select the appropriate issue category.
- **Reporting:** Flag issues that should be visible to senior management by selecting the Report on Executive Dashboard checkbox in the Issue Form.

4.2.5.3.3 Plan Risk Responses or Respond to Issues

For each risk, update the Risk Form to describe the inherent risk (that is, the risk that exists if no controls or other mitigating factors are put in place) as well as the primary risk strategy to reduce the overall risk exposure to the project. Risk strategy, or response, options are: Transfer, Accept, Avoid, and Mitigate.

For each new issue or realized risk that becomes an issue, update the Issue Form to describe the plan to actively resolve the issue and/or lessen the issue's impact on project objectives. The Issue Response Plan should contain tangible steps, after thorough analysis of the issue's impact on the project outcome and stakeholders.

Risks and issues that could result in impacts external to the project or that cannot be resolved by the project team must be escalated by the Project Manager to the Project's Steering Committee (PSC).

4.2.5.3.4 Monitor and Control Risks and Issues

Risks and issues are monitored and controlled throughout the life of the project by regularly updating the Risk and Issue Registers in PMIS. At a minimum, risks and issues must be updated prior to each Project Status Meeting. When updating the Risk and Issue Registers:

- Changes to risk and issue entries are tracked by adding updates and not by deleting entries.
- The Project Manager may close any risks that have diminished in impact and probability and are no longer considered a risk, even if residual risks remain after the controls have been taken into account and the risk strategy or strategies implemented.
- The Project Manager may close any issues that have been resolved. Closed items must not be deleted.

4.2.6 Resource Management

4.2.6.1 Purpose

Resource Management guides how project resources are defined, acquired/staffed, managed, controlled, and released. Major and Minor projects must complete a Resource Management Plan as a subsidiary plan of the Project Management Plan to describe how ESDC's resource management process will be implemented in the project.

4.2.7 The Project Team

4.2.7.1 Acquire Project Team

Employees are added to the Project Team from either the business/client organization or from the project delivery office (if applicable). External resources may be added by way of staffing actions as noted in the Sourcing Strategy or via contract services as defined in the Sourcing Strategy and subsequently in the Project Procurement Plan.

4.2.7.2 Develop Project Team

4.2.7.2.1 Project Orientation

When new resources join the project, the Project Manager provides them an orientation to the project. The orientation involves discussing the following topics:

- background of the project;
- current status of the project;
- specific job duties and expectations;
- introduction to the existing staff; and
- overview of the project processes, including time reporting, attendance, and status meetings.

At the start of the project, the project manager conducts a Project Kick-off meeting (see Integration Management) to form the Project Team and establish behavioral norms and expectations and reporting tools and techniques.

4.2.7.2.2 Project-Related Staff Development

The Project Manager or team leader reviews the related skill-sets of project staff against the new and continuing roles and responsibilities needed throughout the project. It is the Project Manager's responsibility to ensure that the appropriate projects skills are available at the right time to support each project deliverable.

If appropriate, project team members should consider attending all PPMP-related training and project schedule owners should consider taking ESDC's Forecast Scheduling with Project Server training.

4.2.7.2.3 Manage Project Team

The Project Manager tracks team members' performance, providing feedback, resolving issues, and managing changes to optimize the project performance and finally releases the individuals from the project when their assignment is completed. Depending on the length of a project, ongoing discussions with functional manager should continue to ensure follow through with existing learning/career plan and performance management.

4.2.8 Quality Management

4.2.8.1 Purpose

ESDC's Quality Management process establishes the practices for planning quality into the project, controlling quality throughout the project lifecycle, and performing quality assurance. The objective of quality management is to minimize variation and to deliver project outputs that are fit-for-purpose.

Project quality management refers to two distinct streams of activities: Quality Control and Quality Assurance. Major and Minor projects must complete a Quality Management Plan as a subsidiary plan of the Project Management Plan to describe how ESDC's quality management process will be implemented in the project.

4.2.8.2 Tools

Table 14 identifies the tools to be used for managing quality on ESDC projects.

Table 14: Quality Management Tools

Tool	Where to find it
PPMP Artefact Templates	ESDC Knowledge Repository
PPMP Artefact Forms	PMIS

4.2.8.3 Quality Control

Quality Control (QC) is an internal function performed by the project team, tightly integrated into the day-to-day project activities. Project quality is controlled through the following measures:

- Gate documentation – PPMP templates control the quality of the project management process by promoting consistency in documentation and communication of project management information;
- Definition for and confirmation of acceptance of project output – the approach and criteria that the Business Owner will use to determine whether or not the project output meets the stated business requirements are determined during project planning (Stage 3), and revisited in project execution (Stage 4) with the Acceptance Report;
- Definition and realization of stabilization measures – the measures that will be used to determine that the project output is sufficiently stable for a handoff from Project to operations are determined during project planning (Stage 3), and reported upon in the Stage 4 Acceptance Report in terms of the activities undertaken to achieve each stabilization measure and the actual measures realized;
- Strategy and plan for transitioning the Project to operations – the approach for transitioning the project output from Project to operations, including the planned transition activities and the transition team, is determined during project planning (Stage 3), and updated in project execution (Stage 4) with the Acceptance Report.

4.2.8.4 Quality Assurance

Quality Assurance (QA) activities are external to the core project, and are targeted at major areas of residual risk. Some risks, such as the effectiveness of the project management function, can only be addressed by independent review.

Following are the required arrangements for quality assurance on ESDC projects:

- Working with the Project Management Advisor (PMA) – every project must work with an assigned PMA from the EP MO for guidance on the appropriate application of PPMP templates and processes, particularly as these relate to governance;
- Working with the Financial Management Advisor (FMA) – every project must involve their assigned FMA, starting in Stage 1, and use of the standard costing workbook to produce the estimates required at each gate;
- Project Reviews – prior to a Gate review with MPIB, the Governance and Performance Management Team within the Investment, Procurement, and Project Management Directorate at CFOB performs an independent Project Review to assure that project management disciplines are being applied as required at each gate.
- *Transformational projects can work with the Transformation Project Delivery Office (TPDO) for guidance and application of transformation methodologies for the defining of future state capabilities and operating models as they relate to Business Architecture.*

4.2.9 Organizational Change Management Plan

4.2.9.1 Purpose

Organizational Change Management (OCM) is the process by which the project team develops, monitors and controls communication, training, sponsorship, coaching, resistance management and change impacts throughout the project lifecycle.

4.2.9.2 Tools

Table 15 identifies the organizational change management tools for ESDC projects.

Table 15: Organizational Change Management Tools

Tool	Where to find it
Guide to Organizational Change Management	ESDC Knowledge Repository
OCM Sub-Plans and Templates	ESDC Knowledge Repository

4.2.9.3 Developing the OCM Plan

Every project requires an OCM Plan; the OCM Plan is composed of two assessments and four sub-plans:

- Stakeholder Analysis
- Detailed Impact Assessment
- Communication Plan
- Sponsor and Coaching Plan
- Training Plan
- Resistance Management Plan

The project's characteristics will determine the level of detail and complexity of these assessments and sub-plans. The OCM Plan development begins in Stage 2 and is completed in Stage 3.

4.2.10 Procurement Management

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. The procurement process can range from the very simple (e.g. Acquisition Cards, standing offers) to the very complex (e.g. major Crown projects).

The Treasury Board Policy on the Management of Projects dictates that deputy heads are responsible for ensuring that project-based procurements are fully integrated into the governance, management and oversight of projects. For this reason, ESDC's Project Program Management Practice (PPMP) incorporates procurement throughout the process:

4.2.10.1 Sourcing Strategy

In Stage 1, a Sourcing Strategy must be completed. The purpose of this document is to provide clients with the opportunity to determine the sourcing strategy to secure various goods and/or services for investment projects. This includes the strategy to augment existing resource capacity in terms of HR staffing actions or securing the services of external consultants. The output of this document will allow the Procurement Operations team to see what requirements are on the horizon. This will enable them to plan internal resources and to identify possible procurement approaches (including strategic procurement initiatives).

4.2.10.2 Project Procurement Plan

In Stages 2 and 3, a Project Procurement Plan must be developed between the Project Office and the Procurement Planning and Advisory Services team that will identify the project's procurement requirements, define a procurement approaches, and determine the appropriate procurement authority. This document will form part of the overall Project Management Plan. When completing the PPP, it is strongly encouraged for Project Managers to identify **all** of the planned procurements for the subsequent stage. This will decrease the administrative effort required to amend the documents at a later date.

Sufficient planning will allow adequate time to obtain approval on the PPP. The PPP will also serve as a "heads-up" to the Procurement Operations team as to pending requirements. This will allow the Procurement Operations team to ensure that they have the proper resources in place to satisfy the requirements in a timely fashion.

Please refer to the *Client Guide on Procurement in the PPMP* located in the ESDC Knowledge Repository for additional information on the procurement process at ESDC.

4.2.11 *Deployment Strategy*

Major and Minor projects must complete a Deployment Strategy as a subsidiary plan of the Project Management Plan to describe how the project output(s) will be deployed into operations. The Deployment Strategy forms the basis for the baseline project schedule at Gate 3. Each project must work with IITB and/or Operations to determine its deployment strategy.

4.2.12 *Benefits Realization Plan*

The Benefits Realization Management Plan outlines identified benefits and dis-benefits, the plan for measurement, monitoring and reporting, transition, reviews and evaluation, as well as an explanation of the risks that may threaten the achievement of each benefit and how the threat will be handled.

Benefits are reviewed at each gate: as change requests and project risks are identified, benefits are reviewed to assess their impact on expected benefits.

As projects approach completion, business areas within ESDC will need to be prepared for converting the project outputs into capabilities and outcomes for the organization.

As new capabilities become embedded into business-as-usual operations, ESDC needs to measure and understand what has been achieved in terms of benefits, and what remains outstanding to embed into operations.

More details on Benefits Realization can be found in the Benefits Management Framework.

5 Programs

5.1 Definitions

5.1.1 Definition of an Investment Program

To distinguish from ESDC's operational programs² (such as Aboriginal Labour Market Programs, New Horizons for Seniors Program, Temporary Foreign Worker Program, and so on), transformational initiatives at ESDC are referred to as Investment Programs.

Investment Programs help achieve strategic organizational objectives by aligning similar or complementary projects, providing clarity and focus not possible with independently-run projects. Investment Programs oversee a set of related projects that, when coordinated together, can more reliably deliver planned benefits and outcomes for the organization.

Investment Programs can be:

- **Vision-led:** Vision-led Investment Programs start with a clearly defined vision (e.g. ESRP, e-Account)
- **Emergent:** Emergent Investment Programs bring together uncoordinated initiatives (e.g.15 Case Management initiatives)
- **Compliant:** Compliant Investment Programs are the mandated “must-dos”, usually as a result of legislation (e.g.DRAP)

5.1.2 Investment Program Management

Investment Program Management is the implementation of a set of related projects to deliver business outcomes and benefits aligned to a common vision, or to achieve compliance. In this Foundation, all subsequent references to *programs* mean Investment Programs.

5.2 Program Management Process Standards and Governance Strategies

Following the MSP® global best practice, the IPgMF defines seven process standards – herein referred as governance strategies - that establish how programs at ESDC are to be implemented during Managing the Tranches and Closing a Program. Each program, in response, develops the information baselines within their Program Plan (e.g. the Monitoring and Control Plan, the Risk and Issue Management Plan, the Quality and Assurance Plan, etc.) to describe how/when these strategies will be implemented.

² For a full list of ESDC programs and services, refer to <http://www.esdc.gc.ca/en/esdc/programs.page>

5.2.1 Monitoring and Control Strategy

5.2.1.1 Purpose

Monitoring and control serves to provide clear visibility of progress and to enable governance, control, direction-setting and investment decisions as the investment program progresses toward delivering its mandate. Monitoring and control involves:

- The monitoring of actual program/project progress (against time, cost, quality, and achievement of deliverables and benefits) against the Program Plan and Blueprint, as well as the collection of key progress metrics such as risks, issues, changes and dependencies; and
- The reporting of program/project status/performance at a summary level to the Program Board and Project Steering Committees, Senior Responsible Owner (SRO), Project Sponsors, and other stakeholders in line with the IPgMF governance model.

5.2.1.2 Review of Governance Arrangements

Throughout *Managing the Tranches*, the Program Manager should regularly review the governance arrangements defined in the Program Quality and Assurance Plan to ensure that they remain appropriate and effective:

- **Roles and responsibilities.** The roles and responsibilities required to implement the program should be redefined according to the operational needs. For example:
 - During *Managing the Tranches*, the SRO may be transitioned to a key operational role to manage the changed organization and Project Managers may be transitioned to departmental roles to maintain newly implemented systems. Transition requirements are specific to each program as the degree of transition will be dependent on how different the program governance is to the operational governance. It is common for the SRO to retain operational ownership and to be engaged in the transition planning with the Human Resources Services Branch (HRSB).
- **Governance structure.** It may be necessary to update the governance structure as the program moves into *Managing the Tranches*. For example:
 - The mix of representatives on the Program Board may change to include more representatives from "business as usual" (operations) and may also involve more engagement with change champions or other business representatives responsible for implementation;
 - Functional specialists (such as HR) are likely to be involved as part of the implementation governance structure, as part of the Program Board, if they have not already been engaged;
 - Technical working groups may no longer be required; and,
 - Benefits realization may require a separate working group.

As a Program enters *Closing a Program*, the program governance structure, roles, and responsibilities should undergo a final transition. The program will be preparing to close at this point and should prepare for the transition into "business-as-usual" governance structures as far

as possible. Updates made to the program governance should be managed through the program’s monitoring and control strategy and documented in the Program Brief.

5.2.1.3 Reporting Requirements

While reporting does not guarantee program success, it does provide the opportunity for decisions to be made based on actual data from performance reports. Reporting deliverables required during *Managing the Tranches* include the following reports that are generated from within PMIS:

- Program Performance Report; and
- Project Performance Reports.

Reporting within a project team takes place on a regular basis; this is set out in the Project Management Plan’s Integration Management subsidiary plan, and is generally once a week or once every two weeks. Reporting to higher levels (e.g., Project Steering Committee) can take place on less frequent basis, as defined in the Project Management Plan.

5.2.1.4 Monitoring and Control Roles and Responsibilities

A RACI for project and program roles is presented in **Error! Reference source not found.** Table 16 to describe how a program and its constituent projects are monitored and controlled.

Table 16: Monitoring and Control Roles and Responsibilities

Step #	Description	Responsibility				
		Program Board	SRO	Program Manager	Program Office	Project Manager
PROJECT LEVEL						
1	Project Checkpoint meetings (PM and Work Stream Leads)			A/R	C	R
2	Regular Project highlight/performance report				C	A/R
3	Regular project highlight/performance reports collated in project library			A	R	I
4	Regular checkpoint review of projects within Program			A/R	I	R
5	Relevant actions/minutes from checkpoint for project team members			A/I	R	I
6	PPMP gating artefacts				I	A/R
7	PPMP gating artefacts collated in project library			A	R	I
PROGRAM LEVEL						
8	Program Board meetings (chaired by the SRO)	R	A/R	R	I	
9	Relevant actions from Program Board level filtered to project level			A/I	R	I
10	Regular Program report (often monthly)	C		A/R		

11	Regular Program report collated in project library			A/I	R	
12	Program checkpoint with SRO	C	A/R	R	I	
13	Assurance review		A			
14	Relevant actions from Program level filtered to project level			A/I	R	I
15	Sponsoring Group meetings	I	A/R	I	C	

5.2.2 Risk and Issue Management Strategy

5.2.2.1 Purpose

The Risk and Issue Management Strategy informs the program team, as well as all applicable stakeholders, how risks and issues are to be handled so that an appropriate response plan can be developed and documented in the Program Plan, and subsequently implemented from *Defining a Program* through *Closing a Program*.

5.2.2.2 Program Approach for Managing Risks and Issues

The Risk and Issue Management Strategy for all ESDC programs follows the Treasury Board Secretariat *Framework for the Management of Risk* and its associated guides (*Guide to Corporate Risk Profiles*, *Guide to Integrated Risk Management*, *Risk Management Capability Model*). The *Framework for the Management of Risk* is intended for Deputy Heads as the approach for implementing risk management practices at all levels of their organization.

In support of the TBS Framework and associated guides, all programs must use ESDC's PMIS for communicating program risks and issues, and for identifying the key program risks and issues for reporting in the Executive Program Dashboard.

The program should strive to create an environment based on trust so that risks and issues can be openly and willingly shared for timely responses to threats.

5.2.3 Quality Management and Assurance Strategy

5.2.3.1 Purpose

The Quality Management and Assurance Strategy described here identify the expectations for applying quality management and assurance in a program.

Quality management refers to two distinct streams of activities: Quality Control and Quality Assurance:

- **Quality Control (QC)** is an internal function performed by the program team. These processes are extensive and tightly integrated into the day-to-day program activities. Without appropriate QC, a program would quickly go off track.
- **Quality Assurance (QA)** is external to the core program. QA activities are less extensive than QC. However, QA activities are targeted at major areas of residual risk. Some risks can only be addressed by independent review, such as the effectiveness of

the program management function. Independent QA is therefore the only way to provide some aspects of assurance to the governing bodies and external stakeholders.

Assurance provides confidence to the SRO and the Sponsoring Group that the program is under control, is on track to deliver the planned capabilities and benefits, and remains aligned to ESDC's strategic objectives. Assurance may review any aspect of a program from external influences through to any of the internal IPgMF processes or deliverables and may also address any aspect of the Business Solution – the coherent set of Program outcomes and benefits.

NOTE: Not all Programs should be subject to the same level of assurance. Activity should be prioritized according to the specific context, content, and risk profile of the Program and reflect a program's changing assurance needs as it moves through its life cycle.

5.2.4 Quality Control

5.2.4.1.1 Overview

Quality Control (QC) refers to the processes and standards adopted by the program on a day-to-day basis, designed to ensure the quality of the program deliverables (e.g. project outputs) and capabilities.

5.2.4.1.2 Quality Control Scope

QC affects program delivery (delivery of capabilities, benefits realization) and operations (business solution). As such, in addition to focusing on project management, QC must also specifically address the business solution.

5.2.4.1.3 Quality Control Approach

The EPMO establishes the overall quality control approach, including:

- Standards to be applied, and tools and templates to be used for program and project deliverables;
- Documentation standards, document controls, naming conventions and document storage and retrieval processes³;
- The framework for project gate reviews, to confirm completion of a gate and associated deliverables within the PPMP;
- Common review and sign-off processes to be used by the Project Managers for deliverable completion e.g. acceptance criteria, sign off templates, etc; and
- Guidelines for detailed QC activities to be completed across a project, including methods to be considered, evidence that should be maintained, responsibilities, measurement guidelines, etc.

Consolidated project management deliverables exist for the entire program, such as an integrated program schedule (high-level), program budget and program risk register. The Program Manager is responsible for these program management deliverables and will work closely with the Program Office to ensure that IPgMF processes and deliverables are to a suitable standard of quality.

³ As part of the IPgMF Information Management Strategy

Project Management quality is delivered through the defined PPMP processes, standards and tools that have been established by the EPMO. Specific project management controls are performed by each Project Manager, such as the development of a project schedule, identification of issues, and determining human resource needs for the project. These activities and the related project management deliverables must be prepared to the standards required by the EPMO.

The Program Office should be structured and staffed to provide the necessary infrastructure and reporting. To facilitate direct project management control, there should be appropriate control over project delivery to agreed timeframes, budget and the scope. These areas are considered to be within the direct control of the Program Manager and will have been agreed to by the Sponsoring Group via Tranche Plans.

For Transformational Projects and Continuous Improvements related to services, Transformation and Integrated Service Management Branch (TISMB) establishes transformation methodologies and operating models.

5.2.4.1.4 Quality Control Responsibilities

ESDC's EPMO and the program team, including the Program Manager, the Program Office, and Project Managers all have a role to play in defining the quality controls that support the IPgMF and the PPMP; these are outlined in Table 17. The entire program team will be responsible for executing the quality controls according to standards to ensure compliance.

Table 17: Quality Control Roles and Responsibilities

Role	Responsibilities
EPMO	<ul style="list-style-type: none"> ▪ Defines the quality management processes as they relate to the IPgMF and PPMP expected of all programs and projects at ESDC
Program Manager	<ul style="list-style-type: none"> ▪ Ensures that the defined QC processes are followed. Appropriate project management disciplines must be designed and implemented to operate effectively in projects throughout a program. ▪ Ensures that quality controls are embedded into the projects under a program. The Program Manager is supported by the Program Office, the Project Managers, and the Program team (including all project team members) to define and implement QC across the program.
Program Office	<ul style="list-style-type: none"> ▪ With respect to quality controls, the Program Office (under the direction of the Program Manager) is responsible for developing and documenting the overall Quality Management and Assurance Plan for the program. It is therefore their responsibility to: <ul style="list-style-type: none"> ○ Establish the Quality Control Framework for the program as outlined in this document; ○ Establish and perform detailed QC activities to be performed over the IPgMF and PPMP deliverables; and ○ Ensure that QC processes are performed across the projects by Project Managers and their teams i.e. compliance with QC plans and processes.
Project Manager	<ul style="list-style-type: none"> ▪ Adopt the Quality Control Framework established by the Program Office for their project activities to ensure quality;

	<ul style="list-style-type: none"> ▪ Develop detailed QC activities across all key deliverables and ensure these activities are included in the project schedule; ▪ Perform specific QC processes in line with the schedule, to ensure the key processes and deliverables are fit for purpose and aligned with requirements; and ▪ Ensure that the quality control processes are complied with by their teams, including any vendors and contractors.
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5.2.4.1.5 *Quality Control Reporting*

There will not be any additional reporting on QC activities other than any existing Program reporting and escalation processes: the QC is embedded within the program and project team activities and will therefore report through the Program Manager to the Program Board via the program status reporting function.

5.2.4.2 *Assurance Strategy*

The Assurance strategy is based on five assurance management principles:

- **Independence** - Assurance should be performed by a party that is independent⁴ from the Program and the branches whose business-as-usual operations will be impacted as a result of the Program.
- **Integrated** - Assurance is integrated in that the Assurance Plan, which is developed from the Assurance Strategy, plans and coordinates assurance activities from investment approval through program delivery and benefits realization to inform decision-making.
- **Linked to major decision points** - Assurance reviews should take place prior to each Approval to Proceed decision taken by the Sponsoring Group, moving from one IPgMF process to the next, as well as at the end of each tranche.
- **Risk-based** - Assurance focuses on areas of greatest risks to the program where program stakeholders require increased levels of assurance, including legal, regulatory, investment, and performance risks.
- **Action and intervention** - Assurance reviews will report key findings, priority areas for improvement, best practice recommendations and lessons learned, along with an action plan for implementation which identifies action owners and deadlines. These findings should be actioned, either through the recommended action plan, through follow-up actions tracked in the Program's Action Log, through a follow-on review in a particular area, and/or through escalation to the Sponsoring Group if appropriate.

5.2.4.2.1 *Types of Assurance Reviews*

Assurance incorporates different types of reviews:

- **Approval-to-Proceed Reviews** – focus on the readiness of the prepared artefacts in demonstrating that there is sufficient control within the program and continued viability of the Program Business Case to proceed to the next tranche or program process. These are typically initiated at the end of each tranche, and prior to seeking Sponsoring Group

⁴ According to TBS Independent Reviewer's Handbook, a reviewer is considered independent if (1) He or she **does not have a conflict of interest** – real or perceived – with regards to the project, and (2) He or she **is not influenced** by someone with an interest in the project.

approval to proceed to the next IPgMF process. However, the SRO may choose to initiate an independent Assurance review at any time during a program’s life cycle.;

- **Governance Function Reviews** – focus on the structure, responsibilities, performance and effectiveness of the IPgMF governance function;
- **Benefit Realization Reviews** – focus on the processes and deliverables within the benefit realization function and actual performance of the benefit realization management process;
- **Program Management (IPgMF) Reviews** – focus on the program management (IPgMF) processes and deliverables across the program;
- **Project Management (PPMP) Reviews** – focus on project management (PPMP) processes and deliverables across the program;
- **Solution Reviews** – focus on the technical and business solutions, including a specific focus on business processes and internal controls.
- **Risk Assurance Reviews** – focus on business risks within the context of the Program under review

5.2.4.2.2 Assurance Findings Report

5.2.4.2.2.1 Reporting Frequency

The Governance and Performance Management Team will discuss issues, progress and remediation directly with the SRO and Program Board throughout the reviews. This will ensure that any critical issues identified in the review can be actioned immediately. It will also enable agreement on action plans so that formal reporting provides a plan or position that has already been agreed to; this facilitates a more constructive discussion on actions and progress when the formal report is tabled.

At the end of an IPgMF process or at the end of each tranche, the Assurance report will inform the Sponsoring Group’s decision to proceed, close, pause or recycle.

The timing of assurance work should take into consideration the factors identified in Table 18.

Table 18: Assurance Timing Considerations

Factor	Considerations
Length, structure and nature of the program	<ul style="list-style-type: none"> ▪ Number of tranches ▪ Key events and dates such as contract end points, supplier selection or corporate/public commitments ▪ Benefits realization timeframes
Timing of reporting requirements	<ul style="list-style-type: none"> ▪ Internal reporting requirements (e.g., to Program Board, to Sponsoring Group, to internal audit committee) ▪ External reporting (e.g., Office of the Auditor General, regulatory requirements)
External factors affecting availability of information and staff	<ul style="list-style-type: none"> ▪ Natural business flow i.e., busy periods, seasonal peaks and valleys, financial year end ▪ External factors affecting the program timetable outside the program's control such as a legislative timetable or elections ▪ Public holidays

5.2.4.2.2.2 Reporting Format

The report and its underlying findings may be Red/Amber/Green (RAG) rated to reflect the significance of findings and the likely impact on the program’s success of taking or not taking mitigating action. The RAG rating also provides a baseline against which to measure improvement.

At the end of each Assurance review, a formal report will be provided and tabled at the next Program Board meeting. Report frequency and timing will be included in the detailed Program Quality and Assurance Management Plan section of the Program Plan.

The Assurance report format will include the following sections:

Table 19: Assurance Report Sections

Report Section	Description
Executive Summary	The overall conclusion of the Assurance review, including the use of dashboard or heat map diagrams to highlight key findings and risk areas.
Scope	The scope and objectives of the review, including any exclusions or limitations.
Findings	The key findings of the review for each area within scope, including an explanation of the potential impact if the findings are not actioned. This section will also include a follow-up of issues raised in previous reviews to ensure appropriate action has been taken.
Recommendations	Proposed actions to be taken by the project team and management to resolve issues raised, and mitigate risks identified.
Action Plan	(if appropriate) Proposed scope, objectives, approach and timing for future reviews. This plan is tabled for approval by the Program Board.

5.2.4.2.3 Assurance Roles and Responsibilities

The roles and responsibilities for assurance are outlined in Table 20.

Table 20: Assurance Roles and Responsibilities

Role	Responsibilities
Sponsoring Group	<ul style="list-style-type: none"> ▪ Approves the Quality Management and Assurance Strategy as the departmental standard for Program management. ▪ Reviews any Assurance reports that are generated as a result of Assurance reviews initiated by the SRO
EPMO	<ul style="list-style-type: none"> ▪ Establishes a capacity-on-demand contracting capability for ESDC Programs and for preparing standard statements of work that programs may tailor to their specific Assurance needs. ▪ Administers the overall contract, which includes reviewing and approving proposed resources with each Task Authorization, while a program’s Program Office will serve as the task’s Technical Authority for work performed.
Third-Party Assurance Provider	<ul style="list-style-type: none"> ▪ Performs Assurance Reviews as determined by capacity-on-demand contract vehicle according to the terms outlined in the Task Authorization’s statement of work.
Program Office	<ul style="list-style-type: none"> ▪ Acts as the Technical Authority for an authorized Task under the capacity-on-demand contract; as such, the Program Office is responsible for: <ul style="list-style-type: none"> ○ Identifying assurance needs and including them in the Program Plan e.g., reviews at critical points in the IPgMF to make sure that the

Role	Responsibilities
	<p>Program does not continue to the next IPgMF process unless it meets certain criteria, at the end of each tranche;</p> <ul style="list-style-type: none"> ○ Preparing the Task Authorization's statement of work; ○ Ensuring that key stakeholders are available to the assurance team; ○ Upon the Program Board's approval, responding to the findings including developing an agreed action plan, which identifies action owners and deadlines for completion; and ○ Monitoring progress against delivering the actions.
SRO	<ul style="list-style-type: none"> ▪ In Identifying a Program, consults with the Sponsoring Group on the Assurance approach documented in the Program Mandate. During the review of the Program Preparation Plan, ensures that the assurance arrangements adequately address all quality aspects of the program. ▪ In Defining a Program, endorses the Quality Management and Assurance Strategy and approves the Program Plan, which includes the Quality Management and Assurance Plan. ▪ Throughout the program, initiates independent quality assurance reviews and audits.
Program Manager	<ul style="list-style-type: none"> ▪ Prioritizes assurance activities by developing a clear plan for assuring a Program and its component projects: in the Program Plan, the program should have its own costed and resourced Assurance Plan, drawing on a range of assurance sources. ▪ Implements the Assurance Plan, ensuring that any lessons learned and approved action plans resulting from Assurance reviews are implemented. ▪ May initiate assurance reviews of projects within the Projects Dossier.
Business Change Manager(s) & Technical Authority	<ul style="list-style-type: none"> ▪ While Assurance is meant to provide confidence of Program performance to senior management, assurance reviews may also be undertaken for business-as-usual operations. When such assurance reviews occur, the Business Change Manager and Technical Authority work closely with the assurance review team to provide required information.

5.2.5 Information Management Strategy

5.2.5.1 Purpose

Incomplete and out-of-date program information can significantly compromise the ability to manage and control a program. The Information Management Strategy serves to define the required activities for ensuring good management of all program information with a focus on the progress of constituent projects and business performance. Providing the right information at the right time in the right format to the right people is at the heart of information management.

5.2.5.1.1 Program Approach for Information Management

The Information Management Strategy for all ESDC programs follows the Treasury Board Secretariat *Directive on Information Management Roles and Responsibilities* and the *Policy on Information Management*. Together, these documents set the expectations for effective information management to support program and service delivery.

In support of the TBS Directive and Policy on information management, all ESDC programs and projects are expected to use the department's Project Management Information Solution (PMIS) as the central repository for all program and project information and as the source for all performance reporting to senior management.

In following these standards, the ESDC Information Management Strategy for programs supports the following program-level critical success factors:

- **Compliance:** The storage and retention of program information complies with the departmental and TBS standards for information management.
- **Integrity:** Program information is subject to change and release management control, performed by the Program Office.
- **Availability:** The governance bodies in IPgMF (Sponsoring Group, Program Board) have the access to the information needed to make informed decisions about the program as it relates to progress and business performance.
- **Confidentiality:** Program information management follows the Security Organization and Administration Standard which sets out how documents are to be designated and handled according to the operational standard for the organization and administration of security as required by the Security policy.
- **Currency:** All Program information should be kept up-to-date to reflect the current situation.

5.2.6 Resource Management Strategy

5.2.6.1 Purpose

The Resource Management Strategy provides a standard approach, leveraging departmental standards, for Program resource planning. This includes the identification of a team of workers that possess the appropriate skill set, and a record of the non-labor resources (tools, equipment, process, etc.) necessary for program completion.

5.2.6.2 Funding

TBS is currently conducting a policy reset that takes into account the directive on the management of projects. Several stakeholder departments are involved in this initiative, including ESDC. The principles and methodologies pertaining to program management will be reviewed as part of this initiative and this section will be updated when accounting procedures for costs and expenditures as they relate to programs are known.

5.2.6.3 Procurement Approach

ESDC employees should be given first consideration when determining the resources required to deliver a program.

If there is a long-term requirement for skills that are not available internally, begin HR staffing actions.

Professional service contracts may be used to acquire required skills that are not readily available within the department on an interim basis, either because the requirements for those skills are temporary or because there is longer-term plan to staff those skills internally.

To procure goods and/or services for your Program:

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- Refer to the [iService Catalogue](#) for a comprehensive list of over 200 services covering Finance, HR, IM/IT and Security.
 - Refer to the [How Do I Buy?](#) page in the ESDC IntraWeb for instructions on how to make low-dollar-value purchases (less than \$10,000), and how to purchase commodities that include consulting services.

5.2.6.4 [Shared Resources](#)

Certain resources will be shared across programs, and others shared across the projects that make up a program's Projects Dossier.

Resources shared across programs, such as independent Assurance Providers, are administered through enterprise capacity-on-demand contracts within CFOB. Resources shared across the projects that make up a Program's Projects Dossier should be administered and managed within the program by the Program's Program Office.

5.2.6.5 [Management of Internal and External Resources](#)

For external resources, refer to the [Contract Management Toolkit](#) for checklists to help with the administration of contracts.

5.2.6.6 [Knowledge Transfer to Business Operations](#)

The transfer of knowledge from program team (and project teams, as appropriate) resources to business-as-usual operations should be included in both the Stakeholder Engagement Plan and in the Benefits Realization Plan.

5.2.6.7 [Dispute-Resolution Approach](#)

Disputes should first be handled internally with a program, starting with Project Managers for any disputes within specific projects. Project Managers may escalate to the Program Manager to resolve disputes, as necessary. If the Program Manager is unable to resolve the dispute, he or she should either work with the internal resource's manager and/or HR, or in accordance with the external resource's dispute resolution clause in the contract documentation.

5.2.7 *Benefits Management Strategy*

5.2.7.1 [Purpose](#)

The Program Benefits Management Strategy defines the approach for identifying program benefits and responsibilities for their realization, measurement and reporting. It can be used to maintain the program's focus on realizing benefits for ESDC.

The Benefits Realization Plan is developed in response to this document, and includes information on benefit profiles, dependencies, and the plan for completing benefits activities.

A standard approach to benefits management serves to:

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- Provide ongoing alignment and clear links between the program, the ESDC/Branch strategic plans and priorities, and the initiative endorsed by government;
 - Ensure that benefits are identified, defined, and clearly linked to ESDC outcomes and corporate objectives;
 - Ensure that the desired benefits are achievable and verifiable (and that they can, and will be measured);
 - Ensure that the affected parts of the ESDC business areas understand their responsibilities and the critical role they play in benefits realization, and are able to commit to undertaking those activities;
 - Actively drive the process of realizing benefits, which includes actively measuring, tracking and recording benefits during the period of benefits realization; and
 - Provide a “benefits roadmap” that serves as a continuing focus for the delivery of the Program and the necessary changes that need to occur in the ESDC operational areas.

5.2.7.2 Benefit Profiles

A Benefit Profile is a description of the relevant information relating to a single benefit and is used to manage and track each benefit throughout a change initiative.

NOTE: Not all the benefits (intermediate and end benefits) identified through the benefits identification process are selected for tracking purposes. The determination of which benefits to monitor and track is an important decision and should be agreed using the mechanisms defined in the program’s governance arrangements.

Individual Benefit Profiles should be created, maintained and managed for each of the benefits that have been selected; the program costs associated with this work of managing and tracking benefits will need to be agreed.

A set of completed Benefit Profiles, one for each of the selected benefits and any adverse impacts that require monitoring, provides a repository of benefits-related information. This repository of information can be used for analysis and reporting and is a key input to the Program Business Case.

All of the above also holds true for dis-benefits.

The selection of which benefits to monitor and track is influenced by a number of factors, including:

- **The number of benefits identified** - if there are a large number of benefits identified on the Benefits Map, some prioritization may be required to control the benefits realization management workload;
- **The linkages between the various benefits on the Benefits Map** - it is important that each end benefit is effectively monitored, either directly or via other appropriate intermediate benefits;
- **The importance of a particular benefit** - the more strategically important a benefit is, the more likely it is that it should be selected for monitoring purposes; and

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- **The ease and reliability of measurement** - benefits that are easier to measure and for which more reliable measures already exist should, where feasible, be prioritized for selection.

5.2.7.3 Benefits Map

The Benefits Map illustrates the link between project drivers, objectives, solutions, business changes and the benefits to be realized. It informs the SRO and Sponsoring Group on prioritization within the Projects Dossier, and on resource allocation. It can also be used to develop key Cabinet documents, if required, such as Memorandum to Cabinet and Treasury Board Submission.

5.2.7.4 Benefits Management Process

The Program Benefits Management Strategy identifies the key steps required in managing benefits through Program change. These steps are divided into phases of the Benefit Lifecycle:

- Identifying and Defining Benefits
- Benefits Planning
- Benefits Delivery
- Benefits Realization and Evaluation

5.2.7.4.1 *Identifying and Defining Benefits*

Once the Program Brief is approved and there is approval to proceed with Defining a Program, the first step in the Benefits Management process is benefits identification. Initial benefits should already be identified in *Identifying a Program*, but new benefits may also be identified as the Program continues to be defined.

Stakeholder involvement is crucial to the identification and validation of benefits. As part of Defining a Program, a benefits workshop is an effective way to get key stakeholders involved and thinking about Program benefits from the very beginning.

5.2.7.4.1.1 Determine Benefit Eligibility

- *Describable* – What precisely is the benefit? When will it arise? In describing a benefit, distinguish between outputs, outcomes/capabilities and benefits. For direct benefits, there should be clarity around where the benefits will arise, in which part of the client journey and who the recipient will be.
- *Observable* – What verifiable differences should be noticeable between pre- and post-implementation? For an improvement to be acknowledged as a benefit, it must be possible to clearly observe it. If the benefit cannot be observed, its existence cannot be validated.
- *Attributable* – Can this initiative claim the benefit? To claim a direct benefit, a program must demonstrate that the improvement arose as a result of its implementation.
- *Measurable* – How and when will the achievement of the benefit be measured? Some benefits maybe be measured directly, others will be assigned an indicator as a proxy. Measurements against this indicator will occur prior to implementation (baseline) and at regular intervals post-implementation.

5.2.7.4.1.2 Determine Benefit Type

- *Tangible vs Intangible Benefits:* Tangible benefits are able to be objectively measured, while intangible benefits cannot: instead a proxy indicator will need to be assigned for intangible benefits, for example, a survey using a rating scale may be assigned to capture subjective improvement in client satisfaction.
- *Qualitative and Quantitative Benefits:* Qualitative benefits refer to service quality improvements such as increased security of data, improved compliance, staff moral or capability to respond to client needs. Quantitative benefits are directly measurable in numbers such as a cost or time reduction. They encompass financial, efficiency and non-financial benefits.

5.2.7.4.1.3 Determine Dis-Benefits

As a result of change, there will usually be a negative impact on one or more stakeholders involved. Whether this will be a negative financial impact or an increased workload for a particular staff member, these impacts need to be identified and tracked to ensure they do not escalate beyond the control of those experiencing the dis-benefit. For this reason, it is important to identify any dis-benefits that will arise as a result of the project's implementation. As with benefits, dis-benefits will need to be validated by business representatives, and dis-benefit profiles will be developed.

5.2.7.4.1.4 Prioritize Benefits

Once a validated benefit list has been developed, benefits can be prioritized according to their level of importance in contributing to ESDC's strategic objectives. Prioritizing benefits also enables identification of the benefits that will be measured and reported on. As a general rule, Programs should prioritize 4-5 benefits that will be tracked, measured and reported against. Benefit Profiles will only be created for these prioritized benefits.

5.2.7.4.1.5 Map the Benefits

Programs are required to establish and maintain a Benefits Map that captures and illustrates the relationships between:

- the outputs that the projects are producing;
- the business changes needed to take on the new capability;
- the outcome(s) expected from the successful conduct of those business changes;
- the benefits anticipated to be realized because of those outcomes; and
- ESDC's strategic objective(s) that will be achieved as a result of realizing these benefits.

5.2.7.4.2 Benefits Planning

5.2.7.4.2.1 Establish clear benefits indicators and measurements

As part of the planning process, benefit indicators, baseline measurements and benefit targets will be assigned for each of the prioritized benefits, and will be included in the Benefit Profiles as part of the Benefits Realization Plan. Only one indicator, or way in which the benefit will be measured, should be assigned for each prioritized benefit. When assigning benefit indicators, the following principles should be followed:

- Benefit indicators should be valid and reliable: that is, of sufficient strength in order that conclusions are able to be drawn, and of a consistent and repeatable nature.
- Where possible, use existing data collection and indicators. For example, indicators that align with accreditation or district KPI metrics.

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- Where possible, establish indicators that can be automated or drawn from enterprise systems, such as PMIS or SAP. When establishing measurement methods, central data sources within ESDC should be used in preference to local data sources for both efficiency and consistency between sites.

Benefits targets will be established considering their baseline value. Targets will need to be agreed with stakeholders. The EPMO will provide support to Programs to ensure benefit indicators, baseline measurements, and benefit targets are appropriately developed.

For transformational and service related projects, TISMB will play a role in defining benefits and their targets.

5.2.7.4.2.2 Estimate Benefit Value

Accurate and reliable benefit estimating is important in developing a rigorous case for investment. The EPMO will provide support for estimating the value of benefits including gathering primary sources of information, modelling benefit value, capturing the value of infrastructure and validation of benefits from district and facility representatives. Once benefit values have been assigned, the Program's Business Case should be updated accordingly.

5.2.7.4.2.3 Develop Benefit Realization Plan

The final step of the planning phase is completion of the Benefits Realization Plan (BRP). The BRP is an accumulation of the steps outlined above into a comprehensive document that will be a crucial tool to maintain the Programs focus on realizing benefits for the business. The key purpose of the BRP is to define Program benefits and responsibilities for their realization, measurement and reporting. The BRP covers the Program description, governance structures, measurement approach, handover strategies and benefit/ dis-benefit profiles.

5.2.7.4.3 Benefits Delivery

Program implementation begins with the execution of the projects within the Projects Dossier in the *Managing the Tranches* process of the IPgMF.

5.2.7.4.3.1 Benefits Workshop

At the beginning of *Managing the Tranches*, a Benefits Workshop should be held to ensure that key stakeholders are aware of, and in agreement with, the planned benefits and targets. Through the Workshop, the Benefits Map should be reviewed and any specific business change processes required to enable benefit realization should be validated.

5.2.7.4.3.2 Collect baseline benefit measurement

Following completion of the Benefits Workshop, baseline benefit measurements can be gathered.

5.2.7.4.4 Benefits Realization and Evaluation

5.2.7.4.4.1 Pre-Transition Activities

As projects approach completion, certain business areas within ESDC will need to be prepared for converting the project outputs into capabilities and outcomes for the organization. Following is a list of activities to consider in preparing the pre-transition activities.

- Review the benefit profiles relevant to the business area;

- Monitor the delivery of project outputs. That is, maintain a benefits focus on the projects, and escalate if adjustments are required;
- Plan the transition from projects to business-as-usual operations;
- Communicate the change to the business / operational areas; and
- Assess and establish the readiness for change of the business-as-usual operations area(s).

5.2.7.4.4.2 Transition Activities

As the projects hand over project outputs to the business, Business Change Managers will need to manage the acceptance of the new capabilities into operations. To manage the transition, the Business Change Manager(s) should:

- Initiate the transition into the business-as-usual operations areas, careful to maintain business-as-usual;
- Establish support arrangements which may be more than what was originally planned;
- Make the transition;
- Manage the achievement of the planned outcomes in operations, as a result of receiving the project outputs; and
- Review how the transition has been handled, and be ready to comment on shortfalls or opportunities.

5.2.7.4.4.3 Post-Transition Activities

As new capabilities become embedded into business-as-usual operations, the Program needs to measure and understand what has been achieved in terms of benefits, and what remains outstanding. To manage the post-transition from Program into business-as-usual operations, the Business Change Manager(s) should:

- Measure the benefits;
- Decommission old systems / practices when ready;
- Respond to and provide feedback on any changing requirements; and
- Continue to monitor and report on benefits realization.

5.2.7.4.4.4 Communicate Success

Programs which succeed in delivering real benefits to an organization often fail to communicate this success. Communicating success acknowledges contributions from various parties involved in the change, and informs the broader audience not involved in the change process of the new capabilities. It also provides a model for future Programs to successfully implement change initiatives. Such communication may occur during project implementation, or after as more benefits are realized. The program's Stakeholder Engagement Plan should outline the mechanisms through which project successes will be broadcast for communication teams to assist the Business Change Team after project finalization.

5.2.7.5 Benefits Management Roles and Responsibilities

The key benefits management roles and responsibilities are outlined in Table 21.

Table 21: Benefits Management Roles and Responsibilities

Role	Responsibilities
SRO	<ul style="list-style-type: none"> ▪ Is ultimately accountable for the overall realization of Program benefits.



Role	Responsibilities
	<ul style="list-style-type: none"> ▪ Responsible for ensuring that an effective Benefits Realization Plan is developed, maintained, and implemented in response to the Program Benefits Management Strategy. ▪ Establishes and maintains oversight of the Benefits Realization Plan and ensures that Business Change Managers are achieving the targets detailed in the benefit profiles. ▪ In the event that the SRO can no longer execute this function, he or she is responsible for nominating and securing a suitable replacement to oversee the completion of the Benefits Realization Plan.
Benefit Owner	<ul style="list-style-type: none"> ▪ The individual responsible for harvesting and accepting the identified benefits. ▪ The Benefit Owner should ideally be represented by the operational/business area.
Business Change Manager(s)	<ul style="list-style-type: none"> ▪ Collaborates with the Business Change Team and business representatives to develop the Benefits Realization Plan ▪ Manages the delivery and realization of specific benefits
Program Office	<ul style="list-style-type: none"> ▪ Acts as the information hub for the Program and, as such, supports the Program Board, Program Manager, and Business Change Managers in managing and controlling the delivery of capabilities and benefits

5.2.8 Stakeholder Management Strategy

5.2.8.1 Purpose

The Program Stakeholder Engagement Strategy sets out how program stakeholders will be engaged during the design of the program, and how the views of government and public beneficiaries continue to inform the program throughout implementation.

5.2.8.2 Principles

The following are underlying principles that will be followed as a guide in developing and delivering all engagement activities over the duration of the program:

- **Everyone affected by the program should be engaged with** – it is vital that all those who will be impacted are engaged so that they have an understanding of the scope of the program activities, how it will impact them, how they can provide feedback on the program and what the results are when they are evaluated. It is vital to the success of the program to have constant dialogue and interaction with government stakeholders at federal, regional, and community levels.
- **All field staff and community organizations should be trained in engagement, participation, accountability, and communications** - training of the program team and community organizations that will be involved in the delivery and accountability of the program will help increase effectiveness and improve engagement with beneficiary communities. Accountability and safeguarding measures will be put in place to ensure we achieve quality in our participation practice.
- **Engagement activities should be regularly reviewed** – continuous and ongoing review by implementation teams and the program’s senior management will help to ensure that the engagement strategy is fit for purpose and is contributing to the aims of the program. This will help create opportunities to engage with and listen to all stakeholders and be held accountable for doing so.



- **Engagement should be honest and transparent** – to help deliver accountability, all engagement activities with stakeholders must be transparent about the progress and scope of the program and to help build trust.
- **Engagement should be appropriate** - all program engagement activities should be sensitive of cultural, religious, and gender issues and consider how they will be received by marginalized and minority groups. The program will seek to ensure greater and more equitable participation of marginalized community members, with a particular focus on women, in local, social, political, and development forums. Local knowledge and understanding will be harnessed to ensure awareness of practical barriers to participation (e.g. language, meeting locations, or gender) that can inadvertently exclude local stakeholders. Furthermore, the program will employ staff that is able to work safely and productively with the different clan groups, taking into account the complex dynamics and relationships in the region.

5.2.8.3 Stakeholder Analysis

Based on the stakeholder map developed in the Program Stakeholder Engagement Plan, identified stakeholders are categorized into one of four categories, as illustrated in Figure 3. The planned stakeholder activities will be based upon which quadrant the stakeholders belong.

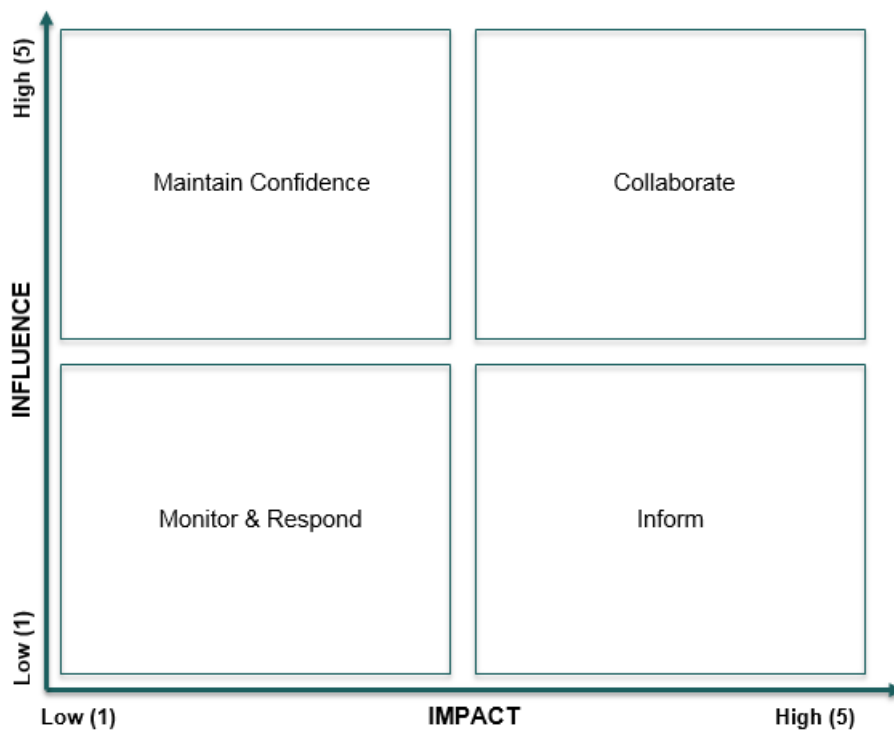


Figure 3: Stakeholder Analysis Quadrants

6 Conclusion

As the Functional Authority for program and project management within ESDC, the Enterprise Project Management Office (EPMO) is responsible for communicating this Foundation, for ensuring that its content is understood, and for validating that all requirements under the TB policies referenced within are adhered to. The following key factors will serve to achieve, support and reinforce a high level of project and program management consistency, capability and maturity within ESDC:

- The organization will embrace a program and project management culture through building a strong and a vibrant knowledge network across all program and project management practitioners, including supporting skills development.
- Project and Program Managers will abide by the principles identified in this Foundation.

Additional information regarding governance and the EPMO is available in the Project Program Management Framework.

Appendix A References

- 1 Policy on the Management of Projects. (2013, November 12). Retrieved August 16, 2016, from <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=18229>
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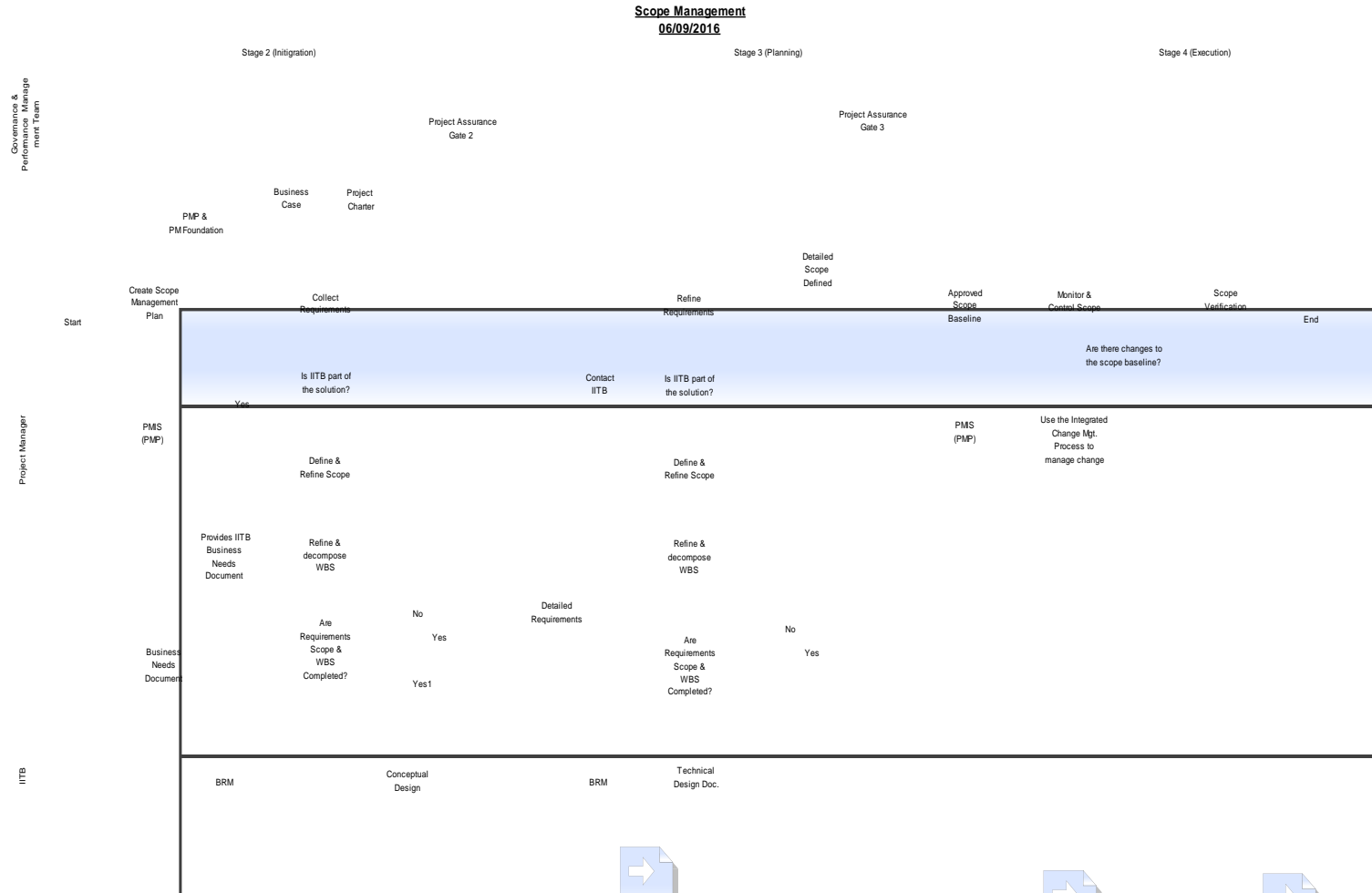
Appendix B Glossary

Term	Definition
ADM	Assistant Deputy Minister
AUC	Asset Under Construction
BCM	Business Change Manager
BRM	Business Relationship Management
CFOB	Chief Financial Officer Branch
CoE	Centre of Excellence
CR	Change Request
DG	Director General
DG-MPOC	Director General Minor Projects Oversight Committee
EPMO	Enterprise Project Management Office
ESDC	Employment and Social Development Canada
ETC	Estimate to Complete
FMA	Financial Management Analyst
IITB	Innovation, Information and Technology Branch
IT	Information Technology
IPgMF	Investment Program Management Framework
IPPM	Investment, Procurement and Project Management
LA	Legal Advisor
MPIB	Major Projects and Investments Board
MSP	Managing Successful Programmes
OCM	Organizational Change Management
OPMCA	Organizational Project Management Capacity Assessment

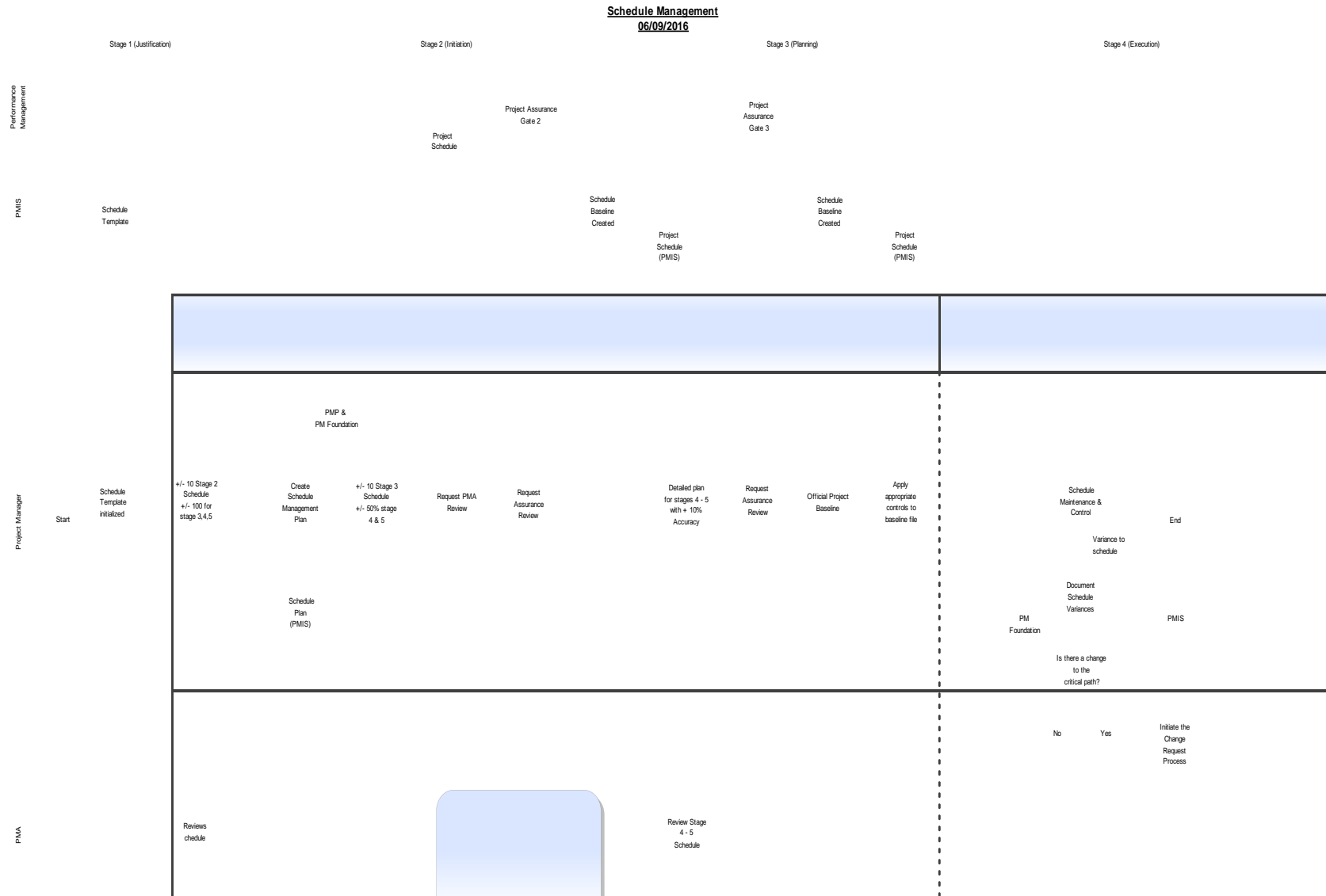
PCRA	Project Complexity and Risk Assessment
PIA	Privacy Impact Assessment
PM	Project Management
PMA	Project Management Advisor
PMB	Portfolio Management Board
PMBOK	Project Management Body of Knowledge
PMBSC	Portfolio Management Board Steering Committee
PMDA	Privacy Management Division Analyst
PMP	Project Management Plan
PMI	Project Management Institute
PMIS	Project Management Information Solution
PMO	Project Management Office
PPMP	Project Program Management Practice
PPP	Project Procurement Plan
PSC	Project Steering Committees
SDLC	Software Development Life Cycle
SMC	Service Management Committee
SRO	Senior Responsible Owner
TB	Treasury Board
TBS	Treasury Board Secretariat
TISMB	Transformation and Integrated Service Management Branch
UAT	User Acceptance Testing
WBS	Work Breakdown Structure

Appendix C Project Management Process Flows

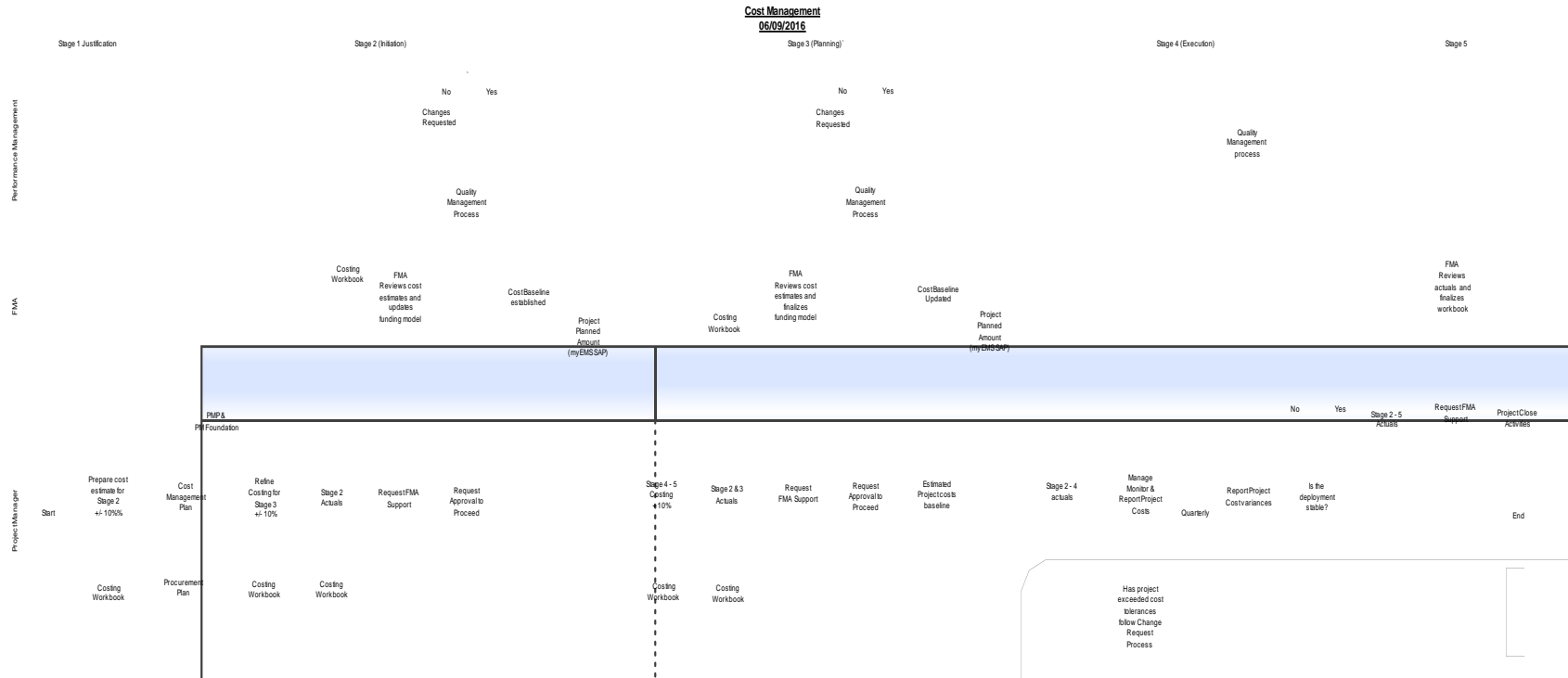
C.1 Scope Management Process Flow



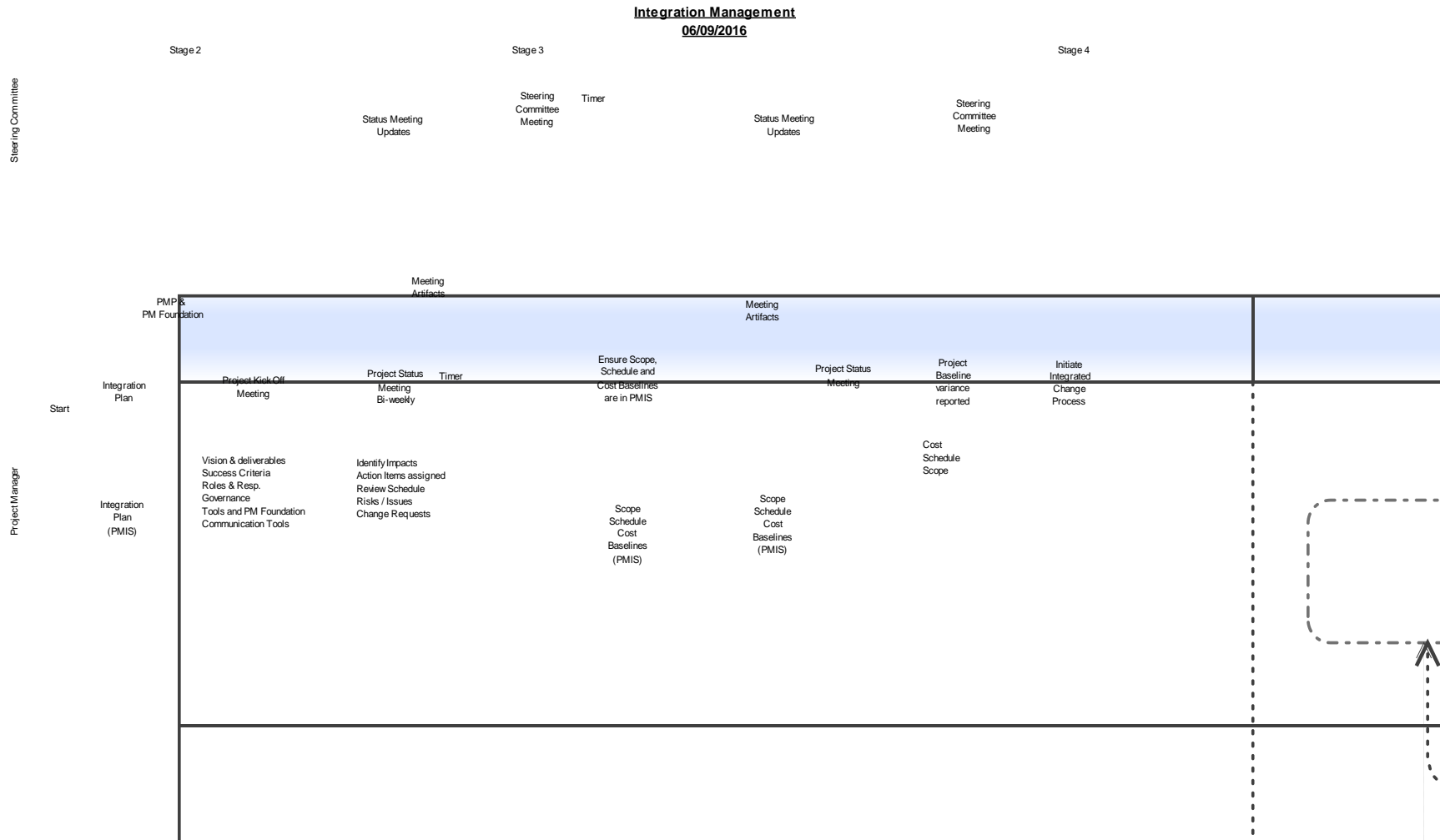
C.2 Schedule Management Process Flow



C.3 Cost Management Process Flow

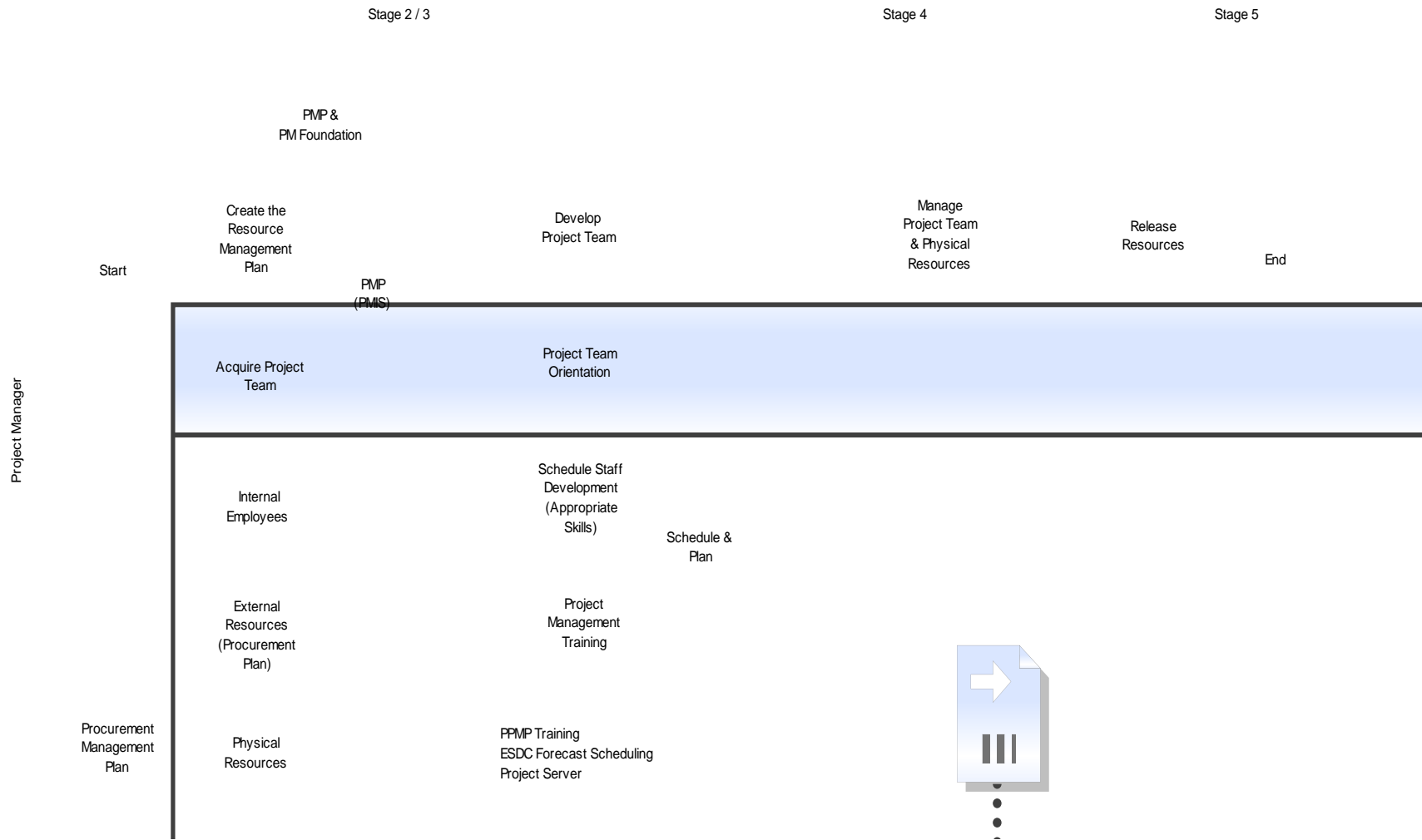


C.4 Integration Management Process Flow

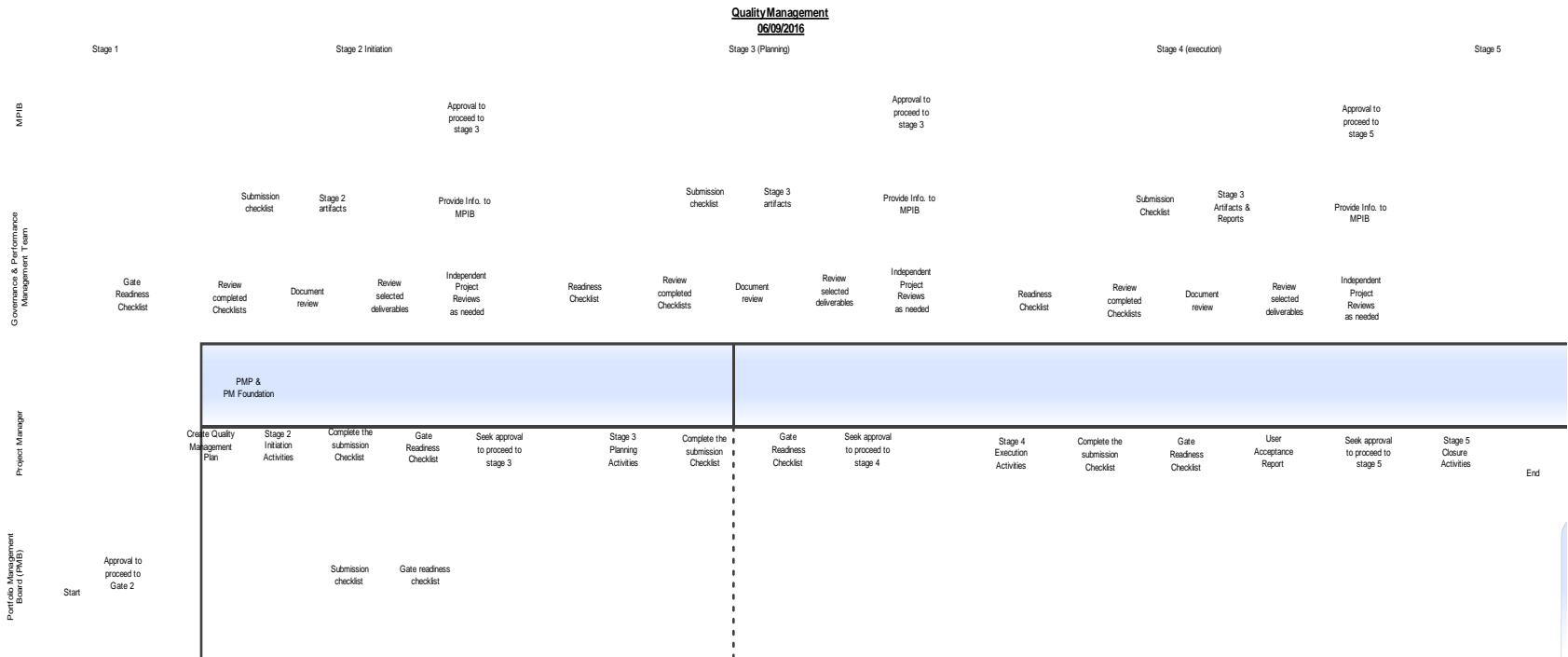


C.6 Resource Management Process Flow

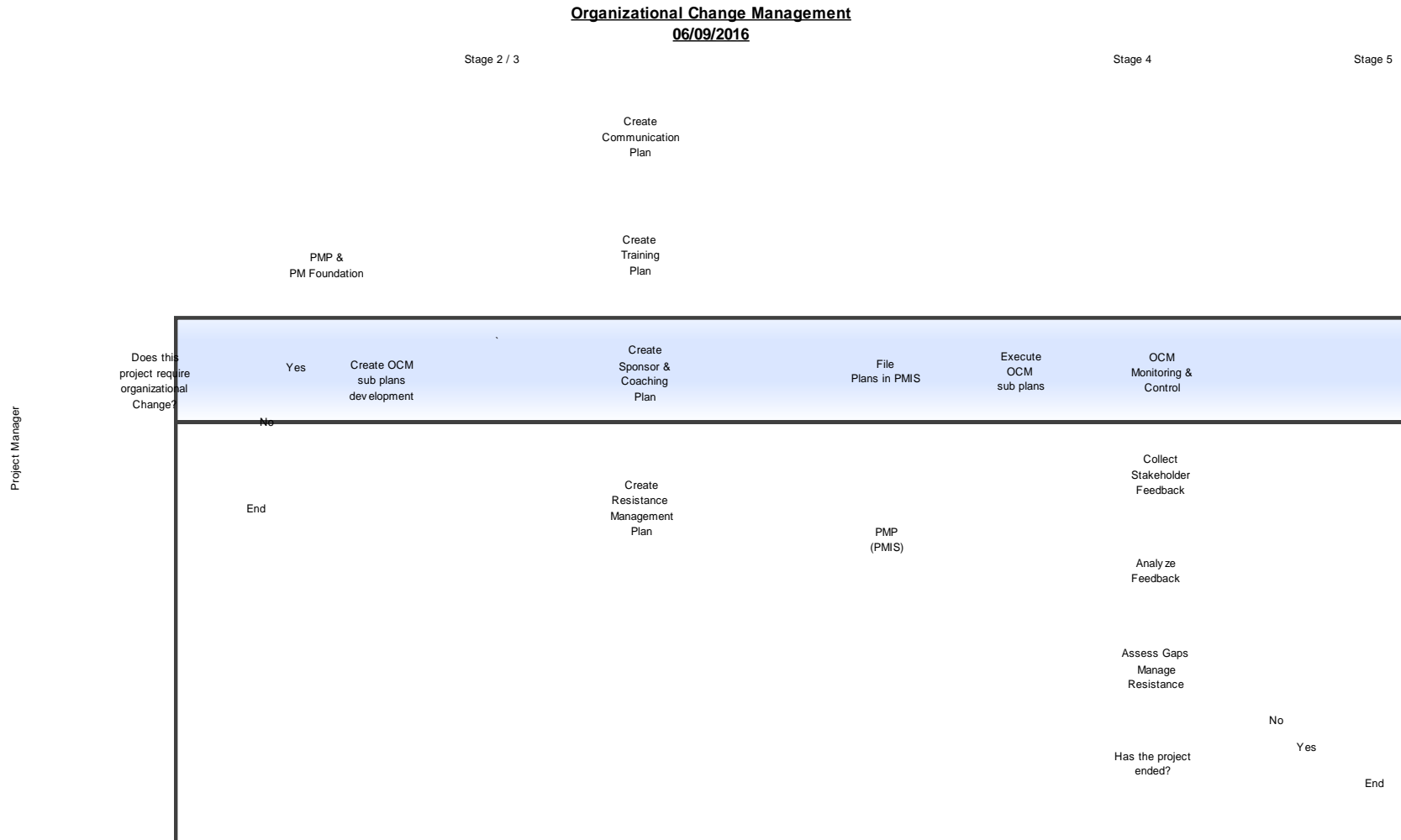
Resource Management 06/09/2016



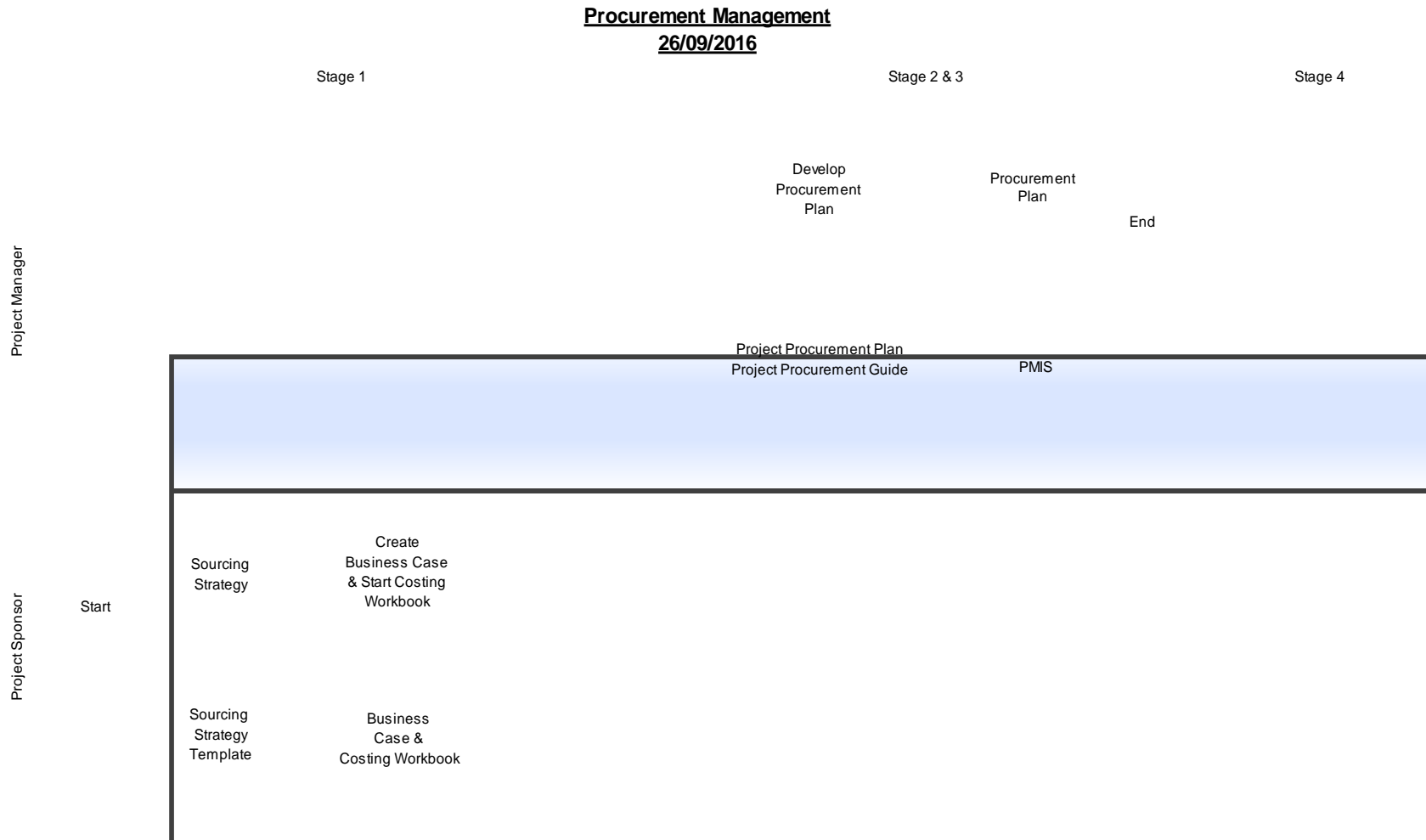
C.7 Quality Management Process Flow



C.8 Organizational Change Management Process Flow



C.9 Procurement Management Process Flow



C.10 Deployment Process Flow

