Raising our game for better results

FMI

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Presentation Outline

➢ **Drivers for Change**

➢ **Objectives and Expected Results of Policy and Directive**

➢ **Principles of Effective Planning and Management**

➢ **Effective Project Management Standards**

➢ **Clear Accountabilities and Responsibilities**

➢ **Reference Documents and Key Links**

➢ **How to Reach Us!**

Key Drivers for Change

Streamlined Policies

Disruptive Technology

Greater Accountability

Building Capacity

Driving for Results Through Policy

Expected outcomes …….

Strengthen the Community

Our people feel supported and equipped to perform their function

Serve Canadians Through Better Decisions

Decisions are supported by the best information and expertise

Focus on What Matters

Principled, effective management

Define Success By Results

It's not a success if you didn't get what you need

Think Enterprise

Opportunity to collaborate is the default

Informed investment decisions implemented through well managed projects and procurements

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Better delivery of programs and service to Canadians

Principles of Effective Planning and Management

The new approach aims to put the right conditions in place to support sound decision making and execution at each step of the investment lifecycle

BUILDING THE FOUNDATIONS…

CLEAR ROLES & RESPONSIBILITIES	INTEGRATED PLANNING AND DECISION-MAKING	CALIBRATED OVERSIGHT	CAPACITY BUILDING
Empowering the right actors to have influence on their areas of responsibility	Enabling all actors to inform decisions and processes with their perspectives	Striking a better balance between risk and return when mandating oversight	Equipping people and organizations with the tools needed for a more responsive workforce

LEADING TO BETTER PLANNING AND MANAGEMENT OF INVESTMENTS

Policy on the Planning and Management of Investments

Objective

- The Government of Canada has the necessary assets and services in place to support program delivery to Canadians

Expected Results

- Assets and services are well managed;
- Decisions are based on an assessment of full life-cycle costs and demonstrate value for money and sound stewardship;
- Governance and oversight are effective;
- Integrated and collaborative practices are in place; and
- The workforce has the requisite knowledge, experience and skills.

Effective Project Management Standards

Understand the problem and the user needs first	01
Choose the right people for the job	02
Establish clear authorities, roles and responsibilities	03
Engage users and stakeholders continuously	04
Plan, and plan to change your plans	05
Iterate, if you can't articulate	06
Ensure continued business justification	07
Ensure a culture of openness	08
Manage actively	09
Transition effectively to operations	10
Learn from lessons	11
Apply Government of Canada Digital Standards	12

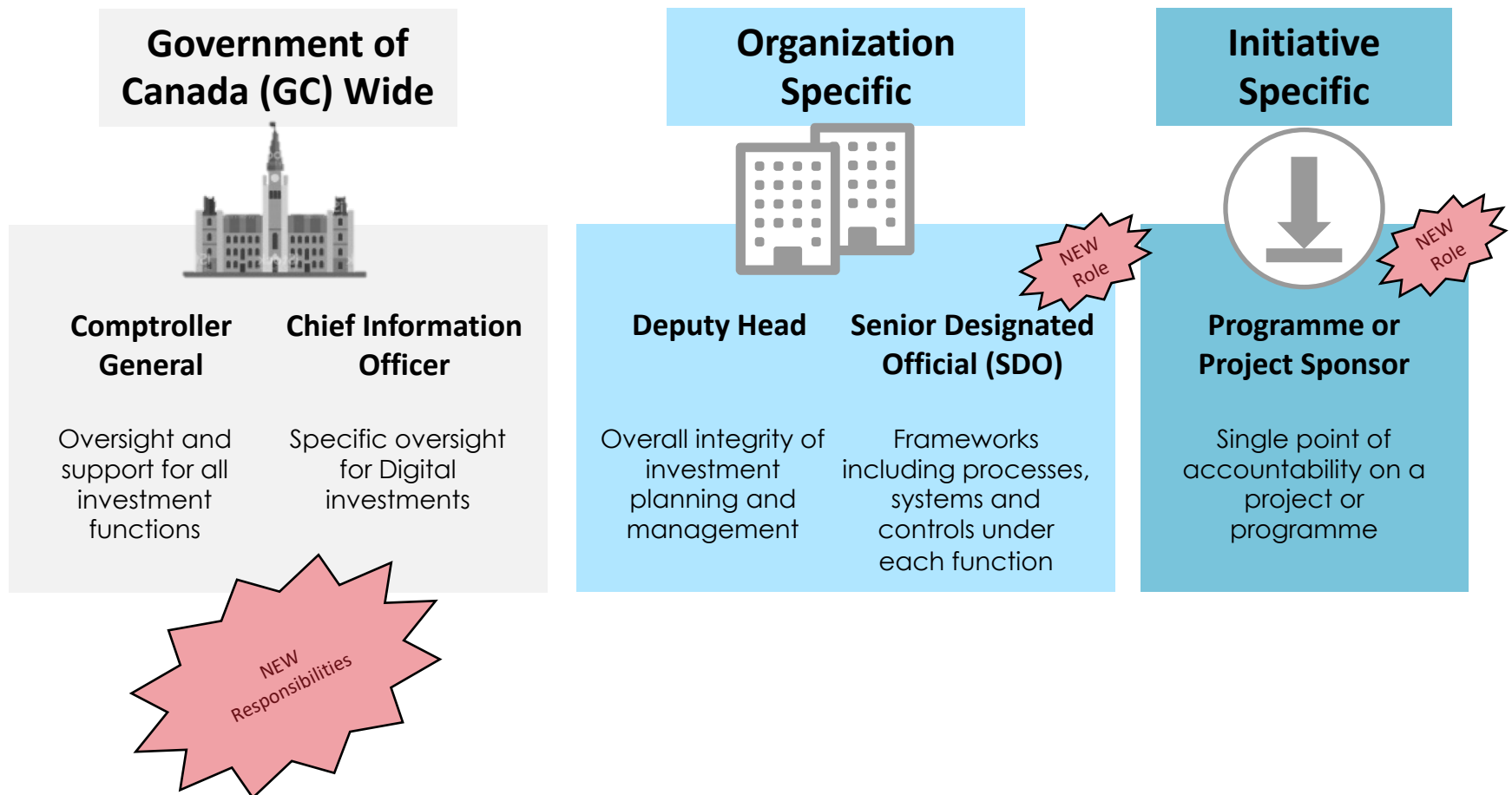# Directive on the Management of Projects and Programmes

Objective

- Government projects and programmes are effectively planned, implemented, monitored and controlled, and closed to enable the realization of the expected benefits and results for Canadians.

Expected Results

- Governance and controls over projects and programmes are effective;
- Decisions are made throughout the life of the project and programme with a view to maximizing efficiency and ensuring the realization of benefits;
- Performance measurement data are used in support of regular monitoring of project and programme health and evidence-based decision-making; and
- Capacity for project and programme management, commensurate with organizational need, is developed and maintained.
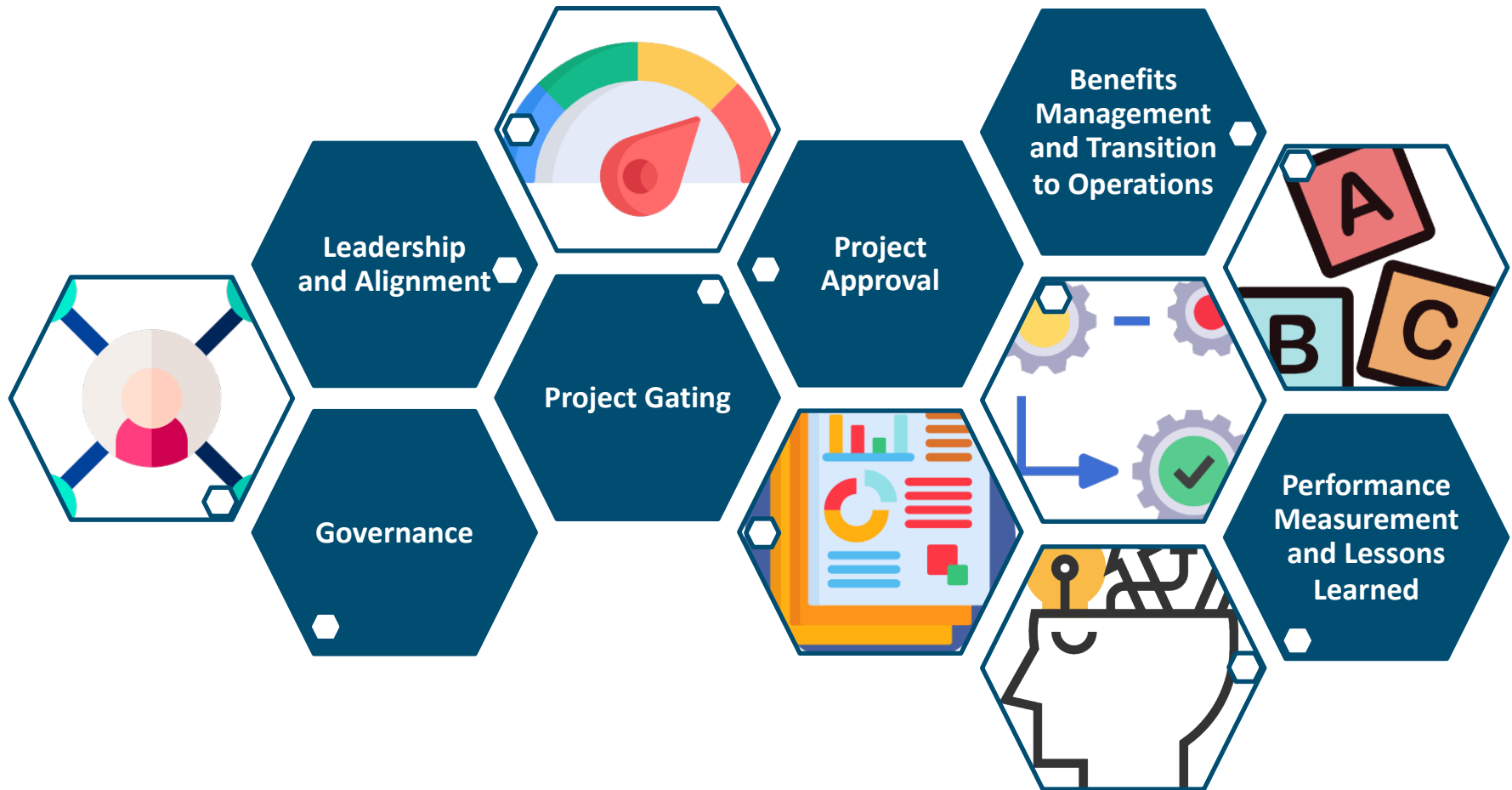
Clear Accountabilities

The new instruments are meant to make it easier for all stakeholders to understand their roles and responsibilities by formalizing a few central roles

Government of Canada (GC) Wide

Comptroller General

Oversight and support for all investment functions

Chief Information Officer

Specific oversight for Digital investments

NEW Responsibilities

Organization Specific

Deputy Head

Overall integrity of investment planning and management

Senior Designated Official (SDO)

Frameworks including processes, systems and controls under each function

NEW Role

Initiative Specific

Programme or Project Sponsor

Single point of accountability on a project or programme

NEW Role

Responsibilities: Senior Designated Official

- Project Management Framework
- Performance Measures
- Reporting
- Coordinated Management of Related Projects
- OPMCA and PCRA
- Project Gating
- Processes for Monitoring and Control
- Capacity
- Lessons Learned

Responsibilities: Project Sponsor

- Leadership and Alignment
- Governance
- Project Gating
- Project Approval
- Benefits Management and Transition to Operations
- Performance Measurement and Lessons Learned

Project Sponsor vs Business Owner

Responsibilities of the Business Owner

- Responsible for the business or program area for which the project has been established
- Responsible for describing the business problem or opportunity to be addressed and the business rationale for investing in a project
- Responsible for providing the desired business outcomes and benefits
- Responsible for the achievement of the business outcomes anticipated as a result of implementing the project

- Business Owner CAN be the Project Sponsor

Guidance and reference documents

In support of the Policy and Directive	Project Management Fundamentals
Policy – Planning and Management of Investments ✓ Crosswalk of the Policy ✓ Q&A – Senior Designated Officials (SDO) ✓ Guide to the Application of New Authorities ✓ Implementation guide: Transition of in-flight projects ✓ Q&A for the new Policy and Directive ✓ Guide to Investment Planning (update) ✓ Commonly Sought Authorities (update) ✓ Guide and template for the annual update to the investment plan ✓ Interpretation bulletin – Policy **Directive – Management of Projects and Programmes** ✓ Crosswalk of the Directive ✓ Statement of Accountabilities and Responsibilities for Project Sponsor ✓ Connection with Policy on Results deck ✓ Programme screen – Do you have a programme? ✓ Guide to Independent Reviews ✓ Enterprise and Joint Projects ✓ Projects over $25M ✓ Information package for SDOs (New) ✓ Interpretation bulletin – Directive	✓ Guide to Project Management Frameworks ✓ Guide to Project Sponsorship ✓ Guide to Project Governance ✓ Guide to Benefits Management ✓ Benefits Realization Plan template ✓ Guide to Project Gating ✓ Guide to Programme Management ✓ Guide to assessing project health / metrics ✓ Guide to project close out ✓ Guide to Transition to Operations ✓ Guide to a Project Brief (update) **Published** **In Progress** **Initiated** **PMI® Publications available on PM GCPedia site:** ✓ PMBOK® Guide – Sixth Edition ✓ The Standard for Program Management – Fourth Edition ✓ Agile Practice Guide

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Key Links and Email

Policy on the Planning and Management of Investments

https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32593

Directive on the Management of Projects and Programmes

https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32594

PM Hub (GCpedia)

https://www.gcpedia.gc.ca/wiki/ASAS_-_Project_Management_-_Policy_Instruments

Mailbox: PMCOMM.COMMGP@tbs-sct.gc.ca

Questions/Discussions

'Failure is simply the opportunity to begin again. This time more intelligently.'

Henry Ford

'Culture eats strategy for breakfast.'

Peter Drucker

'No matter how good the team or how efficient the methodology, if we're not solving the right problem, the project fails.'

Woody Williams