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ASSISTANT DEPUTY MINISTER (FINANCE)

DG CIPA



Implementation of the new TBS Directive on the Management of Projects and Programmes at the Department of National Defence

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Canada



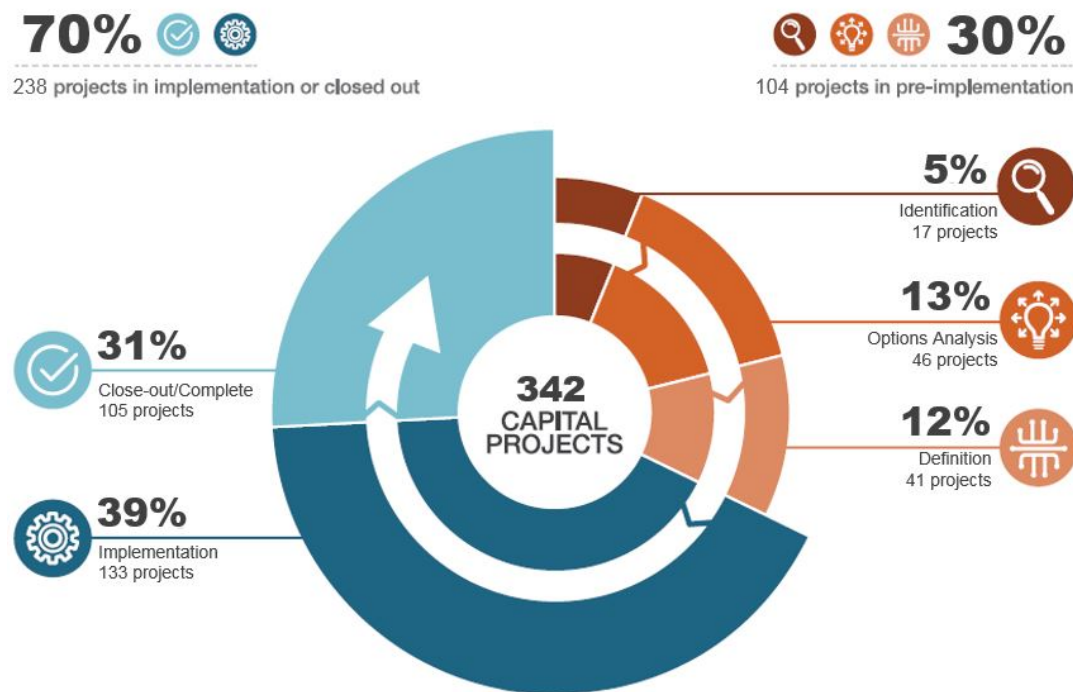
- Largest department in the Government of Canada
 - 120,000+ FTEs (Canadian Armed Forces and Civilians)
 - FY 19-20 \$21.9B budget
- *Strong, Secure, Engaged* (SSE) Defence Policy
 - 333 projects managed under the policy
 - \$256B to be spent (\$108B over 20 years) for acquisition
- Largest Project Manager in the GoC, with significant internal PM capacity and expertise
 - ADM(Materiel) manages DND's equipment projects
 - ADM(Information Management) manages DND's IT projects
 - ADM(Infrastructure and Environment) manages DND's infrastructure projects
- In-house PM institute for policy and training

Progress on SSE Implementation (as of Oct 2019)



- Record approval rates and other internal improvements have driven DND capital projects forward at a rapid pace
 - Nearly 200 projects have progressed into a new phase in the project life cycle since SSE launch in June 2017

As a result, 70% of projects identified in SSE are currently in Implementation, Close-out or are Complete



Capital projects start in Identification and advance through phases to Close-out.



- DND has almost all of the TBS Directive's requirements in place already (some may require tweaking)
- Additional measures and robust governance structures in place
- Codified in the DND Project Approval Directive
 - Project leaders, sponsors, managers and implementers formally appointed and work closely together throughout the project life cycle – Senior Review Boards
 - hand-off points well defined
 - includes project gating, robust costing, reporting and analysis throughout life of a project
 - Ongoing Programme Management Board oversight
 - Focus on project oversight/governance and approval



- All \$25M+ projects must provide TBS with additional information at all approval gates and close-out
 - 250 of 333 SSE projects (76%) are valued at \$25M or more
 - DND to assess whether to pursue an exemption tailored to scale and maturity of program
- Benefits Realization Plan (BRP) at Project Approval required for all projects
 - 67 SSE projects will require a BRP
 - Working with TBS to determine differences between BRP and Results and Delivery Annex
- Additional oversight and documentation for IM/IT and digital projects to be added to Project Approval Directive

