



Treasury Board of Canada
Secrétariat

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Canada

Project Management

Raising our game for better results

Presentation to:
The Financial Management
Institute – Capital Chapter

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Purpose

1

Provide an overview of today's project environment

2

Discuss key factors impacting projects

Today's Project Environment



Projects are increasingly more complex and transformational in nature. Major project failures undermine our credibility as project managers.



To respond to the changing environment, TBS led the development of a Government of Canada Project Management Strategy with participation from departments.

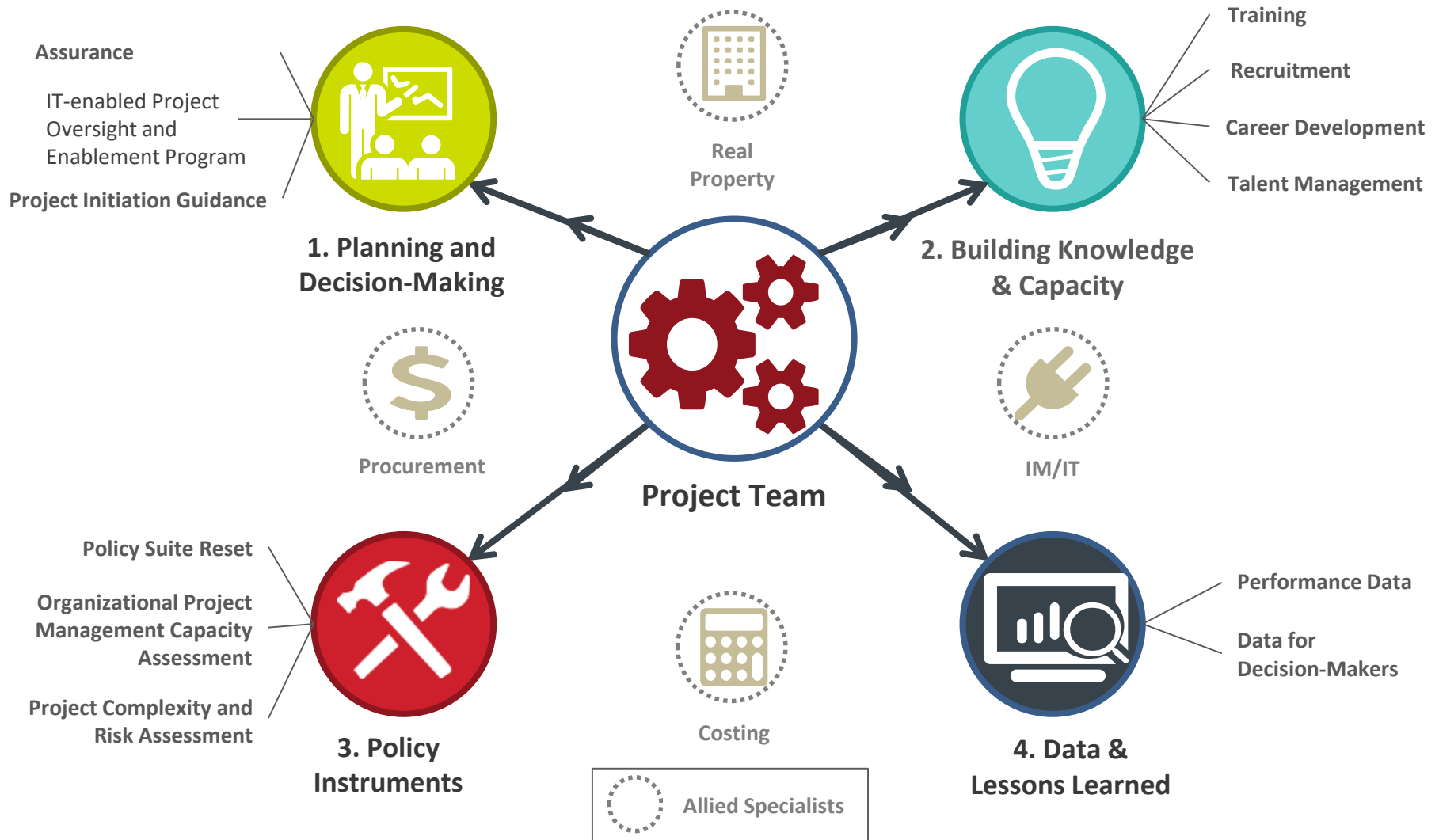


A Policy Reset initiative is underway to strengthen alignment and integration across functions and “codify” project management fundamentals.



The Comptroller General was designated Champion of the project management community.

The Project Management Strategy



Driving for Results Through Policy

Policy is one of many levers to change behaviour....



Informed investment decisions implemented through well managed projects and procurements



Better delivery of programs and service to Canadians

Key Factors Impacting Today's Projects



Joint and Enterprise Projects

- ✓ The number of multi-departmental (joint) and enterprise projects is increasing.
- ✓ Need for clear accountability and roles and responsibilities.



Project Governance

- ✓ A “one-size” fits all approach to project governance and decision making is no longer practical.
- ✓ Project governance needs to be adapted to the complexity, intent and reach of each project.

Project Complexity



- ✓ Projects are increasingly complex and transformational in nature.
- ✓ Programme management principles being tested to support successful delivery of business transformation projects.

Agile or Iterative Approaches

- ✓ There is a strong desire to adapt an agile or iterative approach in planning and delivering today's complex projects.
- ✓ Policies are being written to allow the required flexibility.



GC Effective Project Management Standards



- 1. Understand the problem and the user needs first**
- 2. Choose the right people for the job**
- 3. Clear Authority, Roles and Responsibilities**
- 4. Engage Users and Stakeholders, Early and Often**
- 5. Plan, and plan to change your plans**
- 6. If You Can't Articulate – Iterate**
- 7. Continued Business Justification**
- 8. Culture of Openness**
- 9. Actively Manage**
- 10. Transition to Operations**
- 11. Lessons Learned**
- 12. Meet the Digital Principles:**
<https://open.canada.ca/en/blog/digital-principles>