



Treasury Board of Canada  
Secrétariat

Secrétariat du Conseil du Trésor  
du Canada

Canada

# Strengthening Planning and Management of Investments TB Policy Suite Reset Phase 1 Launch

New Treasury Board rules effective as of April 2019

FMI  
May 30<sup>th</sup>, 2019



# Purpose and Outline

## PURPOSE

To inform departments and agencies of changes to Treasury Board policy instruments for the planning and management of investments

- **Context**
- **Driving results through policy**
- **Planning and Management of Investments – an overarching policy**
- **Foundation for Effective Planning and Management**
- **Management of Projects and Programmes**
- **Changes to the Policy Suite and Timelines**
- **How Treasury Board Secretariat will support you**

# Context

*Treasury Board is resetting its policies to support modern comptrollership and better enable departments and agencies in the planning and management of investments*



## TREASURY BOARD

TB sets the Policy Framework for the Management of Assets and Acquired Services

TB also makes decisions on proposals such as investment plans and specific projects

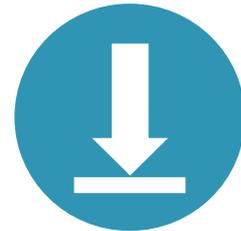


## WHY CHANGE?

TB's policy suite has, over time, become complex and difficult to navigate

Some rules are out-of-date and do not reflect today's realities or best practices

Work is often done in silos, without an eye to how each step of the cycle impacts others



## WHY NOW?

Seemingly small issues have large consequences given the size and scope of investments

Departments and agencies want policies that allow them to work in more efficient and effective ways

# Driving for Results Through Policy

*Expected outcomes .....*



**Informed investment decisions implemented through well managed projects and procurements**

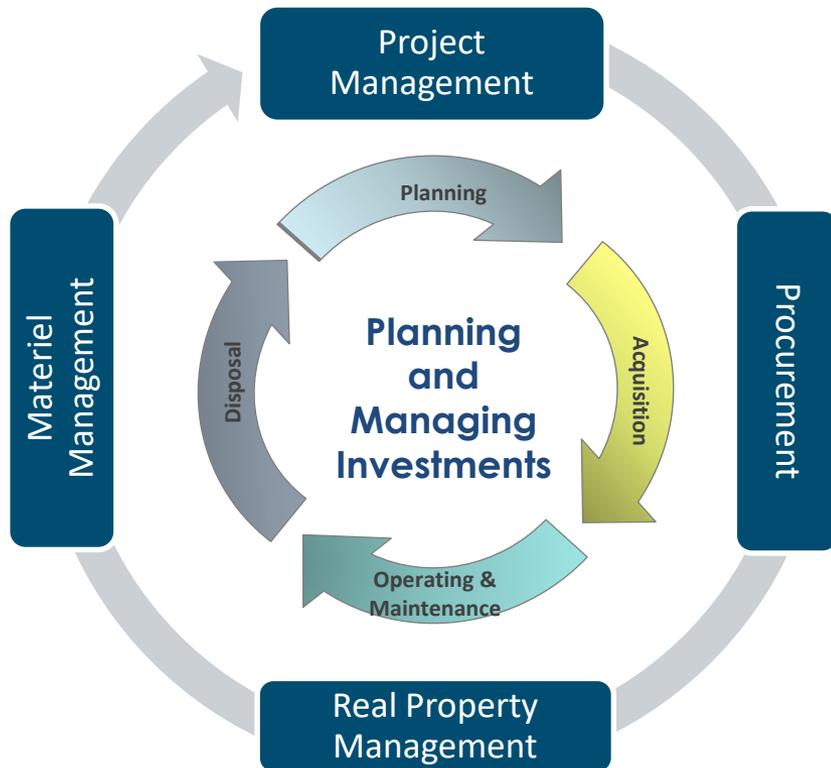


**Better delivery of programs and service to Canadians**

# Planning and Management of Investments

*Successfully planning and managing investments requires that each step, from the earliest stages of planning to final disposal of the asset, takes the whole process into account*

## The Planning and Management Cycle



## Key Features

- Annual updates to Investment Plans, including planned projects and procurement strategies
- Investment decisions advance socio-economic and environmental objectives
- Senior Designated Officials for project management, procurement, real property & materiel
- Concept case for digital projects
- Appointment Letters for Project Sponsors

# Foundations for 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 ACCOUNTABILITIES

Empowering the right actors to have influence on their areas of responsibility



### INTEGRATED PLANNING AND DECISION-MAKING

Enabling all actors to inform decisions and processes with their perspectives



### CALIBRATED OVERSIGHT

Striking a better balance between risk and return when mandating oversight



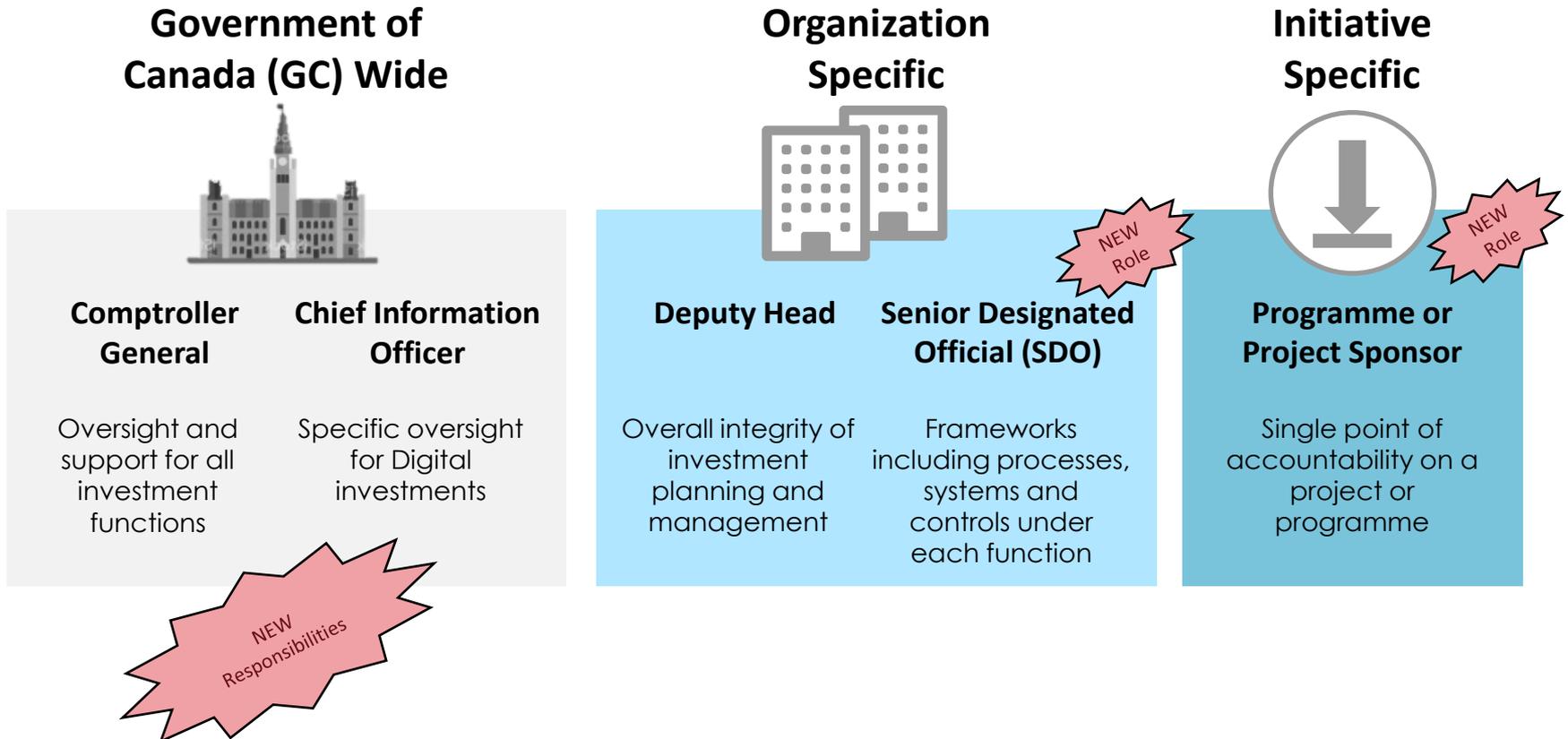
### CAPACITY BUILDING

Equipping people and organizations with the tools needed for a more responsive workforce

**LEADING TO BETTER PLANNING AND MANAGEMENT OF INVESTMENTS**

# Clear Accountabilities

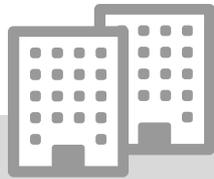
*The new instruments are meant to make it easier for all stakeholders to understand their roles and responsibilities by formalizing a few central roles*



# Capacity Building

*The rules bring capacity building to the forefront by making it an explicit part of the duties of several senior-level roles*

## Departmental Capacity



### **Deputy Heads**

Ensure systems and processes are appropriate (e.g., enable effective life-cycle management)

### **SDOs**

Focus on community support, advice to the Deputy Head, and the creation of a framework for the function in the department

## Workforce Capacity



### **Comptroller General**

Support GC-wide leadership and professional development of functional communities

### **SDOs**

Identify and address departmental needs for knowledge, skills, and experience

# Current Project Context



## 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 allow the required flexibility.



# Key focus areas in Project Management

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## Effective Governance

- Governance and controls over projects and programmes are effective

## Realization of Benefits

- Decisions are made throughout the life of the project and programme with a view to maximizing efficiency and ensuring the realization of benefits

## Evidence-based decision-making

- Performance measurement data are used in support of regular monitoring of project and programme health and evidence-based decision-making

## Appropriate Capacity

- Capacity for project and programme management, commensurate with organizational need, is developed and maintained

# Draft - 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>

# Changes in effect as of April 2019

*Phase 1 introduces the overarching Policy and begins the updates toward full implementation of the new policy suite*



## **New**

*Overarching Policy*  
**Policy on the Planning and Management of Investments**

***First associated Directive***  
Directive on the Management of Projects and Programmes



## **Amended**

Contracting Policy

*Technical updates to:*  
Accessibility Standard  
Fire Protection Standard  
Reporting Standard



## **To be rescinded**

Framework for the Management of Acquired Services and Assets

Policy on Investment Planning (Acquired Services & Assets)

Policy on the Management of Projects

Procurement Review Policy

# When requirements will apply

*Departments will have six months for full transition from April 11<sup>th</sup>, 2019*

## IMPLEMENTATION TIMELINE



*... however, in-flight projects approved under the Policy on the Management of Projects prior to October 11, 2019, have until April 11, 2020 to transition to the new Policy and Directive*

*See Annex A and B for phased approach detail*

# TBS will support you

Guidance posted on GCPedia and accessible through the Project Management Hub:

Senior Designated Officials

Crosswalk - Policy

Appointment Letter sample

Guide to Project Sponsorship

Crosswalk - Directive

Application of New Authorities

PMI Publications

*More to come.....*

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[ASAS - Project Management - Policy Instruments - GCPedia](#)

Questions? [PMCOMM.COMMGP@tbs-sct.gc.ca](mailto:PMCOMM.COMMGP@tbs-sct.gc.ca)

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# Annex

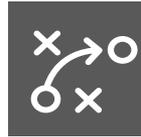
# Annex A – Phased Approach to Policy Renewal

## Phase 1 (Spring 2019)



### A. New Policy and Project Management

- New *Policy on the Planning and Management of Investments* to strengthen planning and life cycle management of assets, investments and projects
- New *Directive on the Management of Projects and Programmes* to align with IT policies and codify project management best practices



### B. Housekeeping

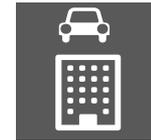
- Amendments to *Contracting Policy* to increase contract entry limits and require consideration of accessibility
- Rescind *Procurement Review Policy*
- Technical updates to *Policy on Management of Real Property*

## Phase 2 (2019/2020)



### A. Procurement

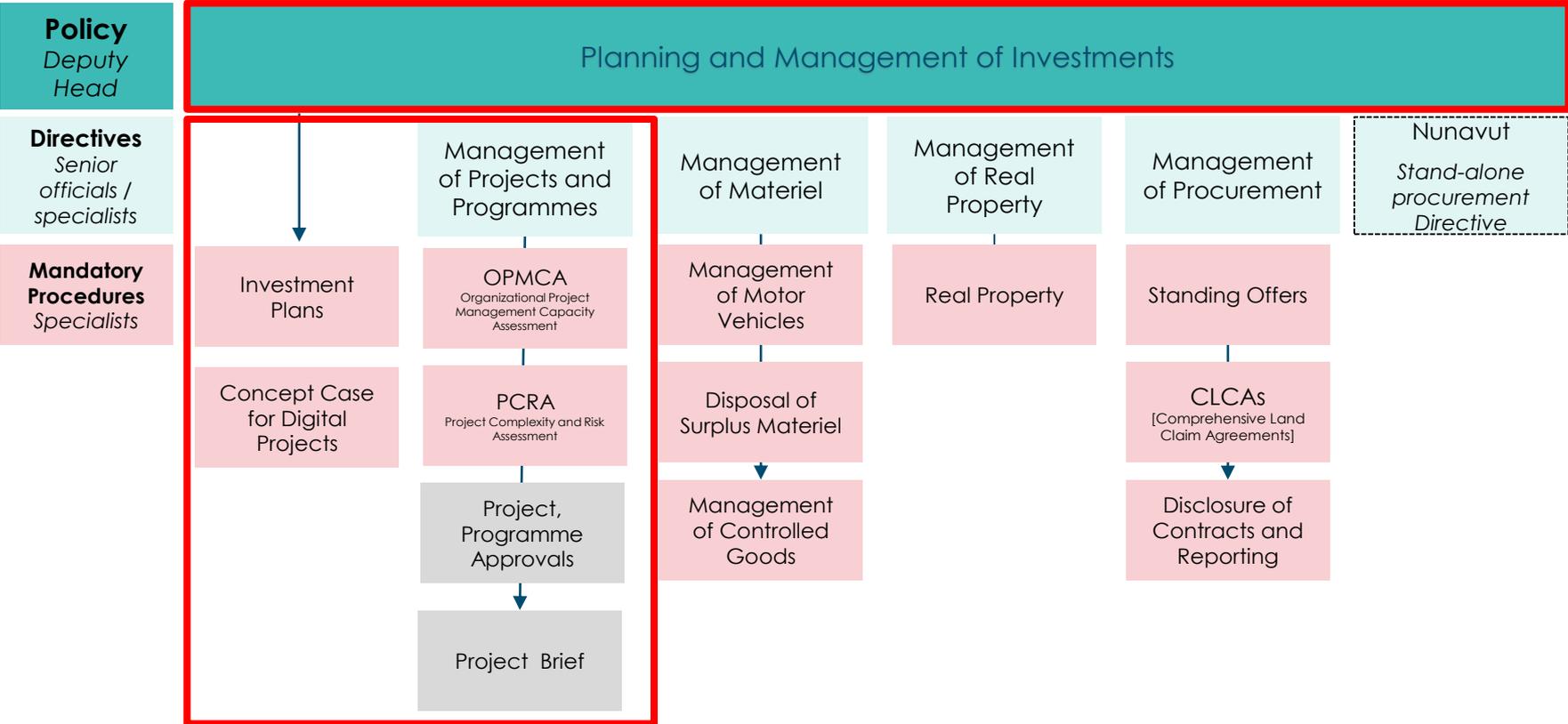
- New *Directive on the Management of Procurement* and associated guidance, procedures and tools
- Updates to the *Policy on the Planning and Management of Investments* as needed



### B. Assets

- New *Directive on the Management of Real Property*
- New *Directive on the Management of Materiel*
- Updates to the *Policy on the Planning and Management of Investments* as needed

# Annex B - The Future Policy Suite



*Phase 2 will replace the remaining instruments with three Directives and their Mandatory Procedures, and minor amendments may be made to the overarching Policy*