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Management Response and Action Plan
Audit of the Project Management Framework

October 2014

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Recommendations	Management Response and Planned Management Action	Deliverables	Expected Completion Date	Responsibility
<p>Recommendation 1 <i>It is recommended the Chief Financial Officer update the framework to reflect the changes in governance and to include a formal role for the oversight committees in the management of the close-out of projects.</i></p>	Management agrees with the recommendation.			
	1.1 CFOB will update the HC Project Management and Governance Framework to reflect changes in governance.	Updated HC Project Management and Governance Framework.	April 2015	CFOB, Director General, Resource Management Directorate
	1.2 CFOB will develop a formal role for the oversight committees in the close-out of projects, in consultation with stakeholders, for endorsement by the governance committees. This will be incorporated into the framework.	Modifications to the governance in the HC Project Management and Governance Framework to include project close-out, endorsed by governance committees.	April 2015	CFOB, Director General, Resource Management Directorate DG-IP, EC-FIPT
<p>Recommendation 2 <i>It is recommended that the Chief Financial Officer use the results from the Organizational Project Management Capacity Assessment to further strengthen the project management process.</i></p>	Management agrees with the recommendation.			
	The OPMCA is one of a suite of tools that the Department uses to identify potential improvements to project management.			
	2.1 CFOB will include the results of the OPMCA as a source of information to make further improvements in project management practices.	Review updated, approved OPMCA to identify opportunities for improvement.	June 2015	CFOB, Director General, Resource Management Directorate

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		Present options for improvement to governance committees for consideration and implementation.	August 2015	DG-IP, EC-FIPT
<p>Recommendation 3 <i>It is recommended that the Chief Financial Officer (in partnership) maintain a set of minimum content and documentation requirements for all aspects of the framework, which consider the common needs and essential control requirements of the different projects while allowing that others may require complementary documentation for their particular projects and partnerships.</i></p>	Management agrees with the recommendation.			
	3.1 HC templates are consistent with Treasury Board of Canada Secretariat guidelines and reflect requirements. CFOB will work with the branches and project owners to make sure that the expectations of documentation for gate approvals are being met where different templates are used. In such cases, the branches may need to prepare a cross-walk of their templates to those of HC to meet minimum content requirements.	CFOB to work with branches to make sure content for gate approvals meets HC requirements where different templates are used.	April 2015	CFOB, Director General, Resource Management Directorate

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<p>Recommendation 4 <i>It is recommended that the Chief Financial Officer continue to develop options to improve project costing and to work with sponsoring branches to ensure that project documentation is more closely aligned to the requirements outlined in the departmental project management framework.</i></p>	Management agrees with the recommendation.			
	4.1 CFOB will produce a guidance document on costing details required for each gate. CFOB will work with the branches to ensure that suitable costing information is provided for each gate approval.	Guidance document outlining the costing details required for each gate.	April 2015	CFOB, Director General, Resource Management Directorate