

**PSPC MANAGEMENT ACTION PLAN**  
**to the recommendations from the OAG Audit of Phoenix Pay Problems (Fall 2017)**

Report Ref. No.	OAG Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact (Name, Position, Tel #)	Indicator of Achievement (For Committee Use Only)
1.59	Public Services and Procurement Canada, in partnership with the Treasury Board of Canada Secretariat and departments and agencies, should conduct an in-depth analysis of the causes of pay problems to determine what solutions are needed to resolve them.	Agreed. The causes of pay problems are complex, exist at each stage in the human resources-to-pay (HR-to-pay) process, and involve many stakeholders. Further, these complexities were not well understood at the time of implementing the Phoenix IT solution. Building on the analysis and lessons learned conducted to date, Public Services and Procurement Canada, in partnership with the Treasury Board of Canada Secretariat and departments and agencies, is developing an HR-to-Pay Integrated Plan reflective of this in-depth analysis of the causes of pay problems and the integrated and effective solutions needed to resolve them. The HR-to-Pay Integrated Plan is comprehensive and will be multi-phased. It is evergreen and will incorporate additional analysis as it becomes available. Oversight on the progress and outcomes of the implementation of the Integrated Plan will be provided by the government-wide Governance Framework. A preliminary HR-to-Pay Integrated Plan for Phase I will be finalized by December 2017.	A multi-phased, evergreen suite of measures in an HR-to-Pay Integrated Plan to improve pay issues that recognizes the causes and nature of government-wide problems and solutions to support the efficient and effective delivery of timely and accurate pay. The suite of measures in the Integrated Plan to improve pay issues will reflect lessons learned including appropriate timeframes, investments, success factors, risks, outcomes and metrics.	April 2018 and ongoing	<p>PSPC, in partnership with TBS, departments and agencies, unions and third parties, and based on the results of our engagement with stakeholders, since Phoenix go-live, has been developing a suite of measures in an HR to Pay Integrated Plan to improve pay issues that reflects in-depth analysis of the causes of pay problems and the integrated and effective solutions needed to resolve them.</p> <ul style="list-style-type: none"> <li>• Finalize assessment of key root causes – <b>December 2017</b>.</li> <li>• Establish a suite of measures and steps to implement the recommended short term priority actions to improve the situation – <b>Completed</b>.</li> <li>• Identify additional, subsequent priority measures and establish implementation plans to continue to improve the situation and build capacity – <b>April 2018 and ongoing</b>.</li> </ul>	Les Linklater, Associate Deputy Minister, HR-to-Pay Integrated Team, PSPC, 613-948-8711	
1.60	<p>Public Services and Procurement Canada, with the support of the Treasury Board of Canada Secretariat, and in partnership with departments and agencies, should develop a sustainable pay solution, which includes</p> <ul style="list-style-type: none"> <li>• a thorough analysis of possible options for a sustainable solution that includes detailed cost information; and</li> <li>• a complete and comprehensive plan for implementing the chosen</li> </ul>	Agreed. The integration of human resources (HR) with pay has resulted in a need to consider solutions taking into account the continuum of HR interventions that lead to pay actions. As part of the HR-to-Pay Integrated Plan, Public Services and Procurement Canada, with the support of the Treasury Board of Canada Secretariat and in partnership with departments and agencies, will review long-term options to develop a sustainable pay solution that fully considers the complexity of the HR-to-pay environment. The HR-to-Pay	Building on successive suites of measures, establish a comprehensive whole of government HR-to-Pay strategy developed in collaboration with TBS and departments recognizing the different HR to Pay systems currently operating within government. The strategy will define an optimized environment with an enhanced alignment of human resources, technology	December 2018	<p>PSPC, in partnership with TBS and departments and agencies, will develop long term options for a sustainable pay solution that fully considers the complexity of the HR-to-Pay environment. These options will be informed by the suite of measures in the HR-to-Pay Integrated Plan.</p> <ul style="list-style-type: none"> <li>• Continue implementing system and process enhancements to stabilize the Phoenix pay system based on iterations of the suite of measures identified in the HR-To-Pay Integrated</li> </ul>	Les Linklater, Associate Deputy Minister, HR-to-Pay Integrated Team, PSPC, 613-948-8711	

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	option, including alignment to human resource systems and processes, timelines, accountability, and costs.	Integrated Plan is comprehensive and will be multi-phased. It identifies an integrated and effective solution, and ensures an alignment of governance, human resources, systems, processes and controls, and change management. It is evergreen and will incorporate additional analysis as it becomes available. Oversight on the progress and outcomes of the implementation of the Integrated Plan will be provided by the government-wide Governance Framework. A preliminary HR-to-Pay Integrated Plan for Phase I will be finalized by December 2017.	and business processes. The strategy will recommend a long-term, sustainable solution including accountabilities, costs, timelines and any transition considerations.		<p>Plan to improve pay issues – <b>Ongoing.</b></p> <ul style="list-style-type: none"> <li>Propose a long-term solution for administering HR to Pay looking at the entire continuum to ensure efficiency, process simplification and streamlining. This to be followed by a comprehensive implementation plan – <b>December 2018.</b></li> </ul>		
1.74	<p>Public Services and Procurement Canada should</p> <ul style="list-style-type: none"> <li>work with departments and agencies to identify and provide relevant, accurate, and timely information and reports for them to properly assess pay problems where they have a responsibility to do so; and</li> <li>ensure sufficient, reliable, and timely access to the pay system for departments and agencies to process pay requests and to perform checks and authorizations they are responsible for.</li> </ul>	Agreed. The complexity of roles in the HR-to-pay process has created a need for mechanisms to effectively share information with and provide access to stakeholders. As part of the HR-to-Pay Integrated Plan and established governance, Public Services and Procurement Canada is working with departments and agencies to identify and provide relevant, accurate, and timely information and reports, and ensure sufficient, reliable, and timely access to the pay system for departments to allow them to effectively discharge their responsibilities to their employees related to pay problems and Financial Administration Act obligations. The access provided must respect the privacy of employees under the Privacy Act. The HR-to-Pay Integrated Plan is comprehensive and will be multi-phased. It is evergreen and will incorporate additional analysis as it becomes available. Oversight on the progress and outcomes of the implementation of the Integrated Plan will be provided by the government-wide Governance Framework. A preliminary HR-to-Pay Integrated Plan for Phase I will be finalized by December 2017.	Stakeholders have the information and access to the system they need to effectively discharge their responsibilities to their employees related to pay problems while fulfilling their accountabilities pursuant to applicable legislative and regulatory authorities.	Early 2018	<p>PSPC, in partnership with TBS and departments and agencies, has been developing a suite of measures as part of an HR-to-Pay Integrated Plan to improve pay issues. These measures include strategies to identify and provide relevant, accurate and timely information and reports and ensure sufficient, reliable and timely access to the pay system, therefore allowing departments to effectively discharge their responsibilities to their employees related to pay problems and FAA obligations.</p> <ul style="list-style-type: none"> <li>Review existing reports, confirm departmental reporting requirements, develop and implement a streamlined reporting strategy, and enhance where necessary to support improved operational reporting and decision making – <b>Underway and Ongoing.</b></li> <li>Enhance system access for departments so that data can be inputted and developed in a more timely manner – <b>Early 2018.</b></li> </ul>	Les Linklater, Associate Deputy Minister, HR-to-Pay Integrated Team, PSPC, 613-948-8711	

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1.98	<p>Public Services and Procurement Canada, with the support of departments and agencies, should resolve outstanding pay requests as soon as possible, by</p> <ul style="list-style-type: none"> <li>considering all the outstanding pay requests; and</li> <li>establishing priorities and setting targets to process all outstanding pay requests, and monitoring and reporting regularly on progress.</li> </ul>	<p>Agreed. Reducing the size of the queue and improving timely and accurate processing of pay requests flowing through the HR-to-pay process remains a critical priority. As part of the HR-to-Pay Integrated Plan, Public Services and Procurement Canada, with the support of departments and agencies, is resolving outstanding pay requests. Public Services and Procurement Canada continues to monitor the inventory of outstanding pay requests and its progress against established priorities and targets. The HR-to-Pay Integrated Plan is comprehensive and will be multi-phased. It is evergreen and will incorporate additional analysis as it becomes available. Oversight on the progress and outcomes of the implementation of the Integrated Plan will be provided by the government-wide Governance Framework. A preliminary HR-to-Pay Integrated Plan for Phase I will be finalized by December 2017.</p>	<p>Employees receive timely and accurate pay in accordance with established targets, priorities and service standards. Within this context, the number of pay requests in the queue declines and timeliness and accuracy of pay processing consistently meets service standards.</p>	<p>End of 2018</p>	<p>As part of the suite of measures included in the HR to Pay Integrated Plan, PSPC with the support of departments and agencies, is resolving and monitoring outstanding pay requests and tracking progress against established priorities and targets.</p> <ul style="list-style-type: none"> <li>Review data in the workflow management tool and identify opportunities for cleanup to improve the integrity and quality of data – <b>Ongoing</b>.</li> <li>Pilot an adjusted workflow model at the Pay Centre to improve productivity – <b>Early 2018</b>.</li> <li>Building on work to date, continue to engage with stakeholders through established governance to identify the next wave of priorities with the highest impact on employees – <b>Early 2018</b>.</li> <li>Fully implement the updated workflow model at the Pay Centre to improve productivity – <b>End of 2018</b>.</li> </ul>	<p>Les Linklater, Associate Deputy Minister, HR-to-Pay Integrated Team, PSPC, 613-948-8711</p>	

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Marie Lemay, P.Eng., Ing.  
Deputy Minister, Public Services and Procurement Canada

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Approval Date