

GLOBAL AFFAIRS CANADA DETAILED ACTION PLAN
to Recommendations of the Audit on Consular Services to Canadians Abroad
Spring 2018 Reports of the Auditor General of Canada

Report Para Ref. No.	OAG Recommendation (Please include topic only)	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)
Para. 23	Lessons Learned and Communications Strategy & Outreach to Canadians	Agreed. Global Affairs Canada recognizes the important role of lessons learned (LL) reports in continually improving emergency response for Canadians, and will further standardize the elements of lessons learned reports across all types of emergencies. Global Affairs Canada will continue to track the implementation of the resulting recommendations. Global Affairs Canada will also further develop its communications and outreach strategy in order to better inform Canadians about travel risks, the importance of preparedness, and the types of consular services that are available in times of crisis.	Lessons learned are collected and assessed, with input from all relevant responders, following each significant emergency response event requiring activation of Global Affairs Canada's Emergency Response Team. The implementation of lessons learned recommendations will be systematically tracked, resulting in continuous improvement in emergency response. Global Affairs Canada's external communications process during emergencies will be reviewed and formalized, and proactive outreach to Canadians on preparedness and the availability of consular services will be enhanced.	October 2018	<ul style="list-style-type: none"> Develop and mainstream a Department-wide all-hazards approach to Lessons Learned, with appropriate and standardized templates and tools. This approach will include tracking of recommendation implementation October 2018 Develop a specialized crisis communications plan as part of the existing consular communications plan. This will include proactive strategies to inform Canadians in advance of travel. October 2018 	Heather Jeffrey Assistant Deputy Minister, Consular, Security and Emergency Management (343) 203 2556 Charles Mojsej, Assistant Deputy Minister, Public Affairs.	

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Para. 32	Completion of Mandatory Cyclical Reviews of Travel Advice	<p>Agreed. Global Affairs Canada recognizes the importance of providing up-to-date information to Canadians about safe travel abroad and will continue to enhance efforts to ensure travel information is current. Further steps will be taken to ensure that Travel Advice and Advisory pages are subject to overall cyclical reviews on schedule.</p> <p>Global Affairs Canada will continue to provide targeted advice to Canadians, and will also enhance its external communications plan in order to extend its reach through additional targeted briefings and outreach. The actions associated with this recommendation will be completed by September 2018.</p>	<p>By March 2019 all outstanding mandatory cyclical reviews will be completed. The mandatory cyclical review process will be reviewed and revised to ensure coherence with other Global Affairs Canada planning cycles.</p> <p>An external communications strategy will be formalized to extend the reach of consular communications related to emergencies.</p>	<p>Review capacity strengthened by August 2018.</p> <p>Revised mandatory cyclical review process by September 2018</p>	<ul style="list-style-type: none"> Mandatory cyclical review capacity will be strengthened to address the backlog in updates. <i>January 2018-August 2018</i> The mandatory cyclical review process will be reviewed in consultation with stakeholders and revised to ensure coherence and effectiveness. <i>September 2018</i> An external communications strategy and implementation plan will be formalized and updated on an annual basis. <i>September 2018</i> 	Heather Jeffrey Assistant Deputy Minister, Consular, Security and Emergency Management (343) 203 2556	

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Para. 51	Consular training	<p>Agreed. Global Affairs Canada recognizes the importance of enhancing its quality control mechanisms in regard to maintaining contact with Canadians who are arrested or detained abroad. Global Affairs Canada will review its service standards and reinforce its monitoring activities. Global Affairs Canada is already in the process of modernizing its case management information systems which will further enhance the quality control and monitoring capabilities of the program.</p> <p>The Department has already piloted enhanced training in regard to the safe conduct of prison visits and will extend this to all consular officers. A process will also be put in place to ensure that officers are fully trained including in arrest and detention cases. The initial actions associated with this recommendation will be completed by December 2018, with final systems updates to be completed by September 2020.</p>	<p>Service standards and quality control processes will be clearly defined and universally understood, with resulting improvements in data quality and performance.</p> <p>Implementation of new Case Management systems with improved data management and quality control capabilities will ensure consistent service delivery across the network</p> <p>Consular officers will benefit from enhanced training on arrest and detention, and on the detection of incidents of torture, abuse or mistreatment, and will be better equipped to handle these situations.</p> <p>Recurrent and cyclical training will be made available to consular officers to ensure knowledge is maintained and enhanced.</p>	September 2020	<ul style="list-style-type: none"> Enforce the application of consistent service standards by regularly informing and reminding missions on the topics of contact and assistance to arrested and detained Canadians and related risk factors. <i>June 2018</i> Additional capacity put in place dedicated to the monitoring of consular assistance provided to Canadians detained abroad, including monitoring of documentation and data input <i>May 2020</i>. Implementation of new Case Management systems with increased quality control and data management abilities, with associated training. <i>September 2020</i> Development of enhanced training and tools for cases involving arrest and detention, torture and mistreatment (September 2019) with a process to ensure consular officers complete this training on a cyclical basis. Review of the on-line training on case notes and documentation (September 2019), with process to ensure consular officers complete this training on a cyclical basis. 	Heather Jeffrey Assistant Deputy Minister, Consular, Security and Emergency Management (343) 203 2556	

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Para. 73	Passport delivery data quality and performance	Agreed. Global Affairs Canada recognizes the importance of having reliable data in order to appropriately monitor and manage workforce performance. Global Affairs Canada will analyze performance and data quality variations and, in cooperation with Immigration, Refugees and Citizenship Canada, put in place a program to address them. Additionally, Global Affairs Canada will review and define reporting standards and ensure that these processes are reflected in the business requirements of new IT systems, already in development, to ensure better oversight of passport delivery service. Actions associated with this recommendation will be completed in two broad phases: interim measures to be completed by Fall 2018, with the final IT systems to be fully functional no later than May 2021.	Data quality is enhanced, interim performance variation is appropriately mitigated, and new passport processing systems enable effective measurement of passport program delivery performance abroad. Revised processes are clearly defined and understood, resulting in an improved ability to measure and monitor service delivery standards.	May 2021	<ul style="list-style-type: none"> • Reminder regarding generally accepted data input procedures to be sent to mission consular sections so that all passport program employees are applying consistent rules. <i>March 2018</i> • Revised agreement to be established between Immigration, Refugees and Citizenship Canada and Global Affairs Canada for passport delivery abroad, including service standards, resourcing and performance monitoring. <i>Fall 2018</i> • Revised instructions reflecting any changes to be sent to all mission consular sections for immediate implementation. <i>November 2018</i> • Global Affairs Canada review of passport delivery performance in mission consular sections abroad (including continued evaluation of the impacts of the Electronic Travel Authorization (eTA) completed and interim mitigation put in place until modernization initiatives are implemented. <i>December 2018</i> • Detailed business requirements for data capture for new IRCC passport processing systems. <i>December 2018</i> • Deployment of new IRCC passport processing systems with enhanced data quality capabilities. <i>June 2022</i> 	Heather Jeffrey Assistant Deputy Minister, Consular, Security and Emergency Management (343) 203 2556	

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Para. 82	Monitoring of urgent document delivery	Agreed. Global Affairs Canada recognizes the need to monitor the delivery of urgent travel documents in order to ensure that Canadians continue to receive them in a timely manner, while maintaining the security and integrity of the passport program. As such, Global Affairs Canada will, in conjunction with Immigration, Refugees and Citizenship Canada, further develop its monitoring system for the delivery of emergency travel documents and temporary passports. The actions associated with this recommendation will be completed by October 2018.	Methodology put in place to evaluate the issuance of Temporary Passports and Emergency Travel Documents to ensure that urgent documents are being provided to Canadians in a timely way, while respecting program integrity and security considerations.	October 2018	<ul style="list-style-type: none"> Methodology to be included in new Immigration, Refugees and Citizenship Canada / Global Affairs Canada memorandum of understanding. <i>Fall 2018</i> Implementation of enhanced approach to gathering targeted data on client feedback. Strategy to be developed in June 2018 and launched to missions in September 2018. 	Heather Jeffrey Assistant Deputy Minister, Consular, Security and Emergency Management (343) 203 2556	

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Para. 91	Revised service standards and resource allocation model	Agreed. Global Affairs Canada recognizes the importance of establishing and maintaining service delivery standards for key consular services provided to Canadians at missions abroad. As such, Global Affairs Canada has begun a review of the consular services provided with a view to updating and modernizing existing service delivery standards. Additionally, Global Affairs Canada will review its resource allocation methodology to ensure that the distribution of resources is optimized across the mission network. The actions associated with this recommendation will be completed by March 2019.	Revised service standards for key consular services are adopted, consistent with relevant Treasury Board policies. They are made public so that Canadian consular clients know the level of performance they can expect under normal circumstances. A sound, sustainable methodology is adopted to determine how resources are allocated, with the aim of achieving a more consistent level of service across the mission network.	March 2019	<ul style="list-style-type: none"> • The Department will conduct a review of the current consular service standards, in light of relevant Treasury Board guidelines. <i>July 2018</i> • The Department will publish any changes to the current standards on its websites, and make them publicly available at missions. <i>September 2018</i> • The current methodology for allocating resources to the consular network will be reviewed. <i>September 2018</i> • The revised methodology for allocating resources is implemented <i>March 2019</i> 	Heather Jeffrey Assistant Deputy Minister, Consular, Security and Emergency Management (343) 203 2556	

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Para. 101	Update of the costing methodology and performance information for the consular services fee	<p>Agreed. Global Affairs Canada recognizes that the fees collected from Canadians for consular services have fallen short of the cost of delivering these services, and that it is important to ensure that consular services fees are underpinned by a robust costing methodology. As such, the department will review and update the current methodology and costing elements.</p> <p>The Department will further develop its mechanisms for measuring performance against service standards, including through the implementation of a new case management system.</p> <p>The actions associated with the first part of the recommendation will be completed by September 2018, and those related to the second part will be completed by October 2021.</p>	<p>A costing methodology that can be used annually by the department to develop a reasonable cost estimate for the provision of services linked to the consular services fee and support annual reporting to Parliament on such costs.</p> <p>The Department will have an increased ability to monitor its performance and the extent to which it meets service standards.</p>	October 2021	<ul style="list-style-type: none"> • Review the costing methodology for consular services with stakeholders, including in relation to the Services Fee Act. <i>July 2018</i> • Finalize a modernized costing methodology and initiate implementation. <i>September 2018</i> • See the responses for paragraphs 73 and 91 regarding the review of service standards and tracking of performance. • Mission implementation of guidance on tracking and measuring performance in respect of revised service standards. <i>September 2018</i> • A new consular case management system will be put in place with an improved ability to track service standards and monitor performance. <i>October 2021</i> 	Heather Jeffrey Assistant Deputy Minister, Consular, Security and Emergency Management (343) 203 2556	