

**PSPC DETAILED ACTION PLAN**  
**Response to the recommendations from the Audit on the Procurement of Complex IT Solutions for the Federal Government**  
**(Auditor General of Canada, Spring Report 2021)**

Report Ref. No.	OAG Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Planned Milestones (Description/Dates)	Responsible Organization/ Point of Contact (Name, Position, Tel #)	Indicator of Achievement (For Committee Use Only)
Para. 47	<p><b>Recommendation 1</b></p> <p>To further support the government's modernization of procurement;</p> <p>- the Treasury Board of Canada Secretariat, Public Services and Procurement Canada, and Shared Services Canada should develop more comprehensive guidance and training for employees to improve understanding of agile procurement and how to apply collaborative methods</p> <p>- the Treasury Board of Canada Secretariat, with input from Public Services and Procurement Canada and Shared Services Canada, should also</p>	<p><b>Agreed</b></p> <p>The Treasury Board of Canada Secretariat, Public Services and Procurement Canada, and Shared Services Canada are working closely together to successfully implement transformational IT procurements and fostering a common understanding of agile procurements. Work on agile procurement has been done in close partnership, in addition to engaging with other government departments that are procurement clients.</p> <p>Public Services and Procurement Canada will work in collaboration with the secretariat with respect to assessing the skills and competencies needed to support agile approaches to complex IT procurement. In addition, the department has a robust general procurement training regime in place for its procurement officers. The department has also undertaken significant efforts to further develop and launch guidance specific to agile procurement, as well as establishing a centre of expertise to support</p>	<p>More comprehensive guidance and training is available to employees to improve their understanding of agile procurement and how to apply collaborative methods.</p>	<p>March 31, 2023</p>	<p><u>Immediate Actions (2021-22)</u></p> <p>1.1 PSPC will develop a formal agile procurement training plan and supporting documentation for PSPC. This work will be led by the Innovation and Agile Procurement Centre within the Procurement Branch, building on PSPC's response to recommendations contained in the OGGO Modernizing Federal Procurement For Small And Medium Enterprises, Women-Owned And Indigenous Businesses report.</p> <p>[March 31, 2022]</p> <p><u>Following Actions (2022-23)</u></p> <p>1.2 Develop additional agile guidance documents, to support procurement officers in conducting agile procurement. These guidance documents will support the Agile Playbook and the Agile 101 presentation that were launched in 2020 and are used to inform procurement officers, client departments, and suppliers on how to co-design procurement processes and project management methodology. For example, PSPC will be developing a Request for Information template and a questionnaire to help determine whether a procurement project is a good candidate to</p>	<p>Lorenzo Ieraci A/Assistant Deputy Minister, Procurement Branch</p> <p>613-325-3791</p>	

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	<p>assess what skills, competencies, and experience procurement officers need to support agile approaches to complex IT procurements</p>	<p>procurement officers in implementing this approach for public procurement. Guidance for procurement officers will continue to be refined and evolve, and as more procurements are undertaken using the agile procurement approach, opportunities will be identified to enhance training and other supporting tools. The department will complete this work by the fourth quarter of the 2022–23 fiscal year.</p>			<p>leverage agile procurement methodologies based on client feedback.</p> <p>[March 31, 2023]</p> <hr/> <p>1.3 The Department will build on experiences to date with delivering agile training and symposiums and continue to expand training opportunities as well as other agile tools to the procurement community in Public Services and Procurement Canada. In addition, once the formal agile training plan has been developed, it will be included as part of the mandatory training provided to participants in the Procurement Intern Officer Program of the Procurement Branch in order to raise awareness on agile procurement.</p> <p>[March 31, 2023]</p>		
<p>Para. 63</p>	<p><b>Recommendation 3</b></p> <p>Public Services and Procurement Canada should continue to advance its use of data analytics so that it can identify procurement integrity issues.</p>	<p><b>Agreed</b></p> <p>Public Services and Procurement Canada will continue its implementation of using data analytics to identify potential procurement integrity issues by establishing a formal plan to operationalize data analytics and data mining by the end of the 2021–22 fiscal year.</p>	<p>Data analytics is an important component of PSPC’s fraud risk management framework, contributing to procurement integrity by mitigating the risk of fraud through detection and prevention.</p>	<p>March 31, 2022</p>	<p><u>Immediate Actions (2021-22)</u></p> <p>3.1 Establish a formal plan to operationalize the existing data analytics and data mining function to strengthen procurement integrity within PSPC</p> <p>[December 2021]</p> <p>3.2 Consult with stakeholders to develop and implement guidelines on prioritizing and addressing anomalies detected through the use of data analytics</p> <p>[March 31, 2022]</p>	<p>Johanne Bray, Assistant Deputy Minister, Departmental Oversight Branch</p> <p>819-420-5341</p>	

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Para. 68	<p><b>Recommendation 5</b></p> <p>Public Services and Procurement Canada and Shared Services Canada should improve their information management practices to help contracting authorities better demonstrate that procurement processes are fair. The departments should ensure that procurement records include, at minimum, file histories, explanations of problems that arise (and how they were resolved), and all relevant decisions and communications with implicated parties.</p>	<p><b>Agreed</b></p> <p>Public Services and Procurement Canada is updating its information management procedures and best practices in terms of maintaining proper documentation related to its procurement files. Existing policies and procedures support a paper-based process, but with procurement moving to a paperless environment, work is underway to update policies and procedures to reflect the use of an electronic filing system. Further, tools and training on managing procurement files within the electronic filing system are also being developed. In addition to these efforts, the department is in the process of implementing the Electronic Procurement Solution, which will further improve the capture of procurement data and information associated with decision making. The department will implement the updated policies, procedures, tools, and training by the fourth quarter of the 2022–23 fiscal year. The phased implementation of the Electronic Procurement Solution is underway.</p>	<p>Improved information management practices to help contracting authorities better demonstrate that procurement processes are fair.</p>	<p>March 31, 2023</p>	<p><u>Immediate Actions (2021-22)</u></p> <p>5.1 Provide reminders of procurement information management best practices through branch-wide activities and communications. For example, virtual events on procurement information management have been held for procurement officers starting in February 2021. In addition, information management was also recently added as a standing item in the monthly Acquisitions Program Newsfeed, which reaches 1,500 Acquisitions Program employees across the department.</p> <p>[October 31, 2021]</p>	<p>Lorenzo Ieraci A/Assistant Deputy Minister, Procurement Branch</p> <p>613-325-3791</p>	
					<p><u>Following Actions (2022-23)</u></p> <p>5.2 PSPC will update information management policies and practices for procurement files to reflect the move to a paperless operating environment. Through the development and launch of the Electronic Procurement Solution, information management, including audit trails has been incorporated into how procurements will be managed in the future. Onboarding of the Electronic Procurement Solution has begun, and it is expected that all officers will be using the system by end of 2021. To date, over 525 officers and 3600 suppliers have been onboarded.</p> <p>[Mar. 31, 2022]</p>		

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					<p>5.3 Update the Supply Manual to reflect new policies and processes related to information management for procurement files through the development of a procurement information management classification system and naming convention which will be implemented throughout the Acquisitions Program.</p> <p>[May 31, 2022]</p>		
				<p>5.4 Update the Procurement Intern Officer Program curriculum to include information management best practices for procurement files, once the work on the changes to the Supply Manual have been completed.</p> <p>[Mar. 31, 2023]</p>			
				<p>5.5 PSPC will develop procurement electronic information management guides with an emphasis on long-term complex procurements that will support the work undertaken through the launch of the Electronic Procurement Solution. Through the solution, information management, including file histories, approvals, correspondence with suppliers, and audit trails have been incorporated into how procurements will be managed in the future. Further, the new CanadaBuys Service desk logs communications with implicated parties, including explanations of technical problems that arise and how they were resolved. These guides will form part of a Procurement Information Management</p>			

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					<p>Strategy is being developed that will include guidance for complex procurements that occur over several years and involve agile approaches that focusses on how to ensure that various types of records are maintained in order to demonstrate fairness.</p> <p>[Mar. 31, 2023]</p>		