

Recommendation 5 – On management and oversight of physical security projects

That, by 31 January 2020, *Global Affairs Canada* present the House of Commons Standing Committee on Public Accounts with a report outlining A) how it has strengthened project management and oversight of its real property projects, including those related to physical security, to improve their timely and effective delivery; B) how it has identified the root causes of project delays for correction; and C) any new collaborations with other federal entities, such as Defence Construction Canada, to provide infrastructure advice and support for its real property projects.

Global Affairs Canada continues to build on its improvements to project management oversight and delivery capacity.

In the Project Delivery, Professional and Technical Services Bureau, the Project Management Office (PMO) has significantly increased its capacity. The PMO is responsible for, among other things, quality assurance, reporting on project delivery, and financial management, as well as the provision of advice on project schedule, cost and risk management. Twelve new employees have been added to the team, and contracts have been put in place to secure project management expertise in order to improve the project management oversight regime. As such, the bureau is leading the review of the department's project delivery framework along with key stakeholders, in consideration of all audit recommendations. Also, project delivery tools have been implemented for major projects, along with a new project oversight regime, which has led to significant improvements in project reporting. Furthermore, the PMO has also developed and implemented a revised process to gather and treat lessons learned related to project delivery, and has established the Project Advisory Review Committee (PRAC), which allows for greater technical oversight and more transparency in the development of project management plans.

The Bureau's new reporting tools allow for improved performance management of project delivery via standardized indicators and streamlined reporting. This new Service Delivery Reporting Regime (SDRR) involves the implementation of a Project Delivery Tool, which contains project financial information and performance indicators based on industry best practices in project management, while leveraging existing corporate systems as source data. An internal portal has been established to ensure transparent access to service delivery performance information and data analytics to all stakeholders. The portal is also used to communicate priorities and results via monthly reporting, including periodic governance review of project performance. By streamlining reporting on project delivery, the SDRR improves service delivery oversight through ongoing tracking, monitoring and reporting cycles.

The Bureau continues to invest in its project managers, with many project managers and support staff members either having completed or in the process of completing a professional project management designation (either Project Management Professional or Prince2). In addition, the Bureau is developing a competency model based on the work undertaken by the Treasury Board Secretariat's Investment Planning and Project Management Community of Practice (IPPMCP). A competency model is being rolled out, meaning that project management teams will be subject to a training program encompassing current best practices in cost, schedule and risk management. A senior executive is also enrolled in graduate studies on complex project management at the University of Ottawa; he is slated to graduate in the fall of 2020.

Governance for real property projects has also been strengthened. Security projects in particular are subject to governance direction at the ADM-led Duty of Care Strategic Coordination Committee. In addition, governance of all projects continues to fall under the authority of the ADM-chaired Platform Project Oversight Committee (PPOC), as recommended by the Auditor General. A working-level committee comprised of project teams in the Project Delivery, Professional and Technical Services Bureau is also being implemented, so as to provide timely reporting and oversight of projects in implementation.

In 2018, a third party consultant was hired to identify root causes of delays related to capital project delivery. After evaluating 17 case studies, recommendations were made to improve project delivery. These recommendations have been taken up and agreed to by the GAC real property community, and have been advanced through a Management Action Plan. Recommendations such as the redefinition of a change management process and an overall refresh of the methodology by which project stages advance are being implemented.

GAC continues to work with its partners to improve its project management delivery capacity and deepen its project management expertise. Two former employees of Defence Construction Canada (DCC) have been hired by GAC, allowing GAC to internalize DCC best practices while improving GAC's delivery capacity. GAC project management teams have also been working closely with the United Kingdom's Foreign and Commonwealth Office Services (FCOS) to share expertise and build capacity. FCOS is working with GAC to deliver several co-location and security projects around the world, with GAC learning from FCOS' considerable project management expertise. The Treasury Board Secretariat's IPPMCP has also been engaged, with GAC working to align its training for project managers with TBS' evolving competency model as well as working with OGDs on the sharing of best practices.