

**ACTION PLAN IMPLEMENTATION STATUS UPDATE  
REPORT TO THE AUDIT COMMITTEE  
AS OF SEPTEMBER 30, 2014**

<b>Policy and Strategic Direction</b>			
<i>Audit of Corporate Business Planning</i>			
<b>APPROVAL DATE: 11-21-2013</b>			
<b>PROJECT RECOMMENDATIONS</b>	<b>ACTION PLAN</b>	<b>EXPECTED COMPLETION DATE</b>	<b>PROGRAM RESPONSE</b>
<p>1. The Senior Assistant Deputy Minister of PSD Sector should take further steps to collaborate with the CFO Sector and HRWSB to better align the timing of planning activities and, within available resources, develop business planning processes that effectively integrate resource requirements associated with priorities and planning commitments and should ensure that processes support horizontal alignment across sector business plans when there is shared accountability and where dependencies among sectors exist.</p>	<p>PSD has taken steps to support better alignment and timing of planning activities as demonstrated through the formation of an <i>integrated planning working group</i> with CFO and HRWSB.</p> <p>Since the completion of the audit work the working group has already been able to align the IM/IT, Investment and Procurement plans time lines, as well as the Business, Resource and HR plans time lines through two integrated process launches for the 2014-15 fiscal year.</p> <p>The Sr ADM of PSD will explore further opportunities to better integrate planning processes and products, with input from the CFO and the DG HRWSB, such that the resource requirements associated with priorities and planning commitments are properly considered.</p> <p>Further, PSD will adjust departmental business planning processes in support of enhanced horizontal alignment of sector business plans where there are shared accountabilities and where dependencies among sectors exist.</p>	<p><b>March 31, 2015</b></p>	
<p>2. The Senior Assistant Deputy Minister of PSD Sector should develop support mechanisms (e.g. additional training, guidance in establishing and implementing</p>	<p>PSD will seek input from and provide regular and ongoing direct and indirect support to the departmental planning community through various means</p>		

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<p>new processes, tools, etc.) within available resources, and provide sectors with additional guidance for the development of efficient and effective planning processes.</p>	<p>(Corporate Results-based Management Directorate Staff, Senior Strategic Outcome Analysts (SSOAs), frameworks and support associated with the streamlining of the PAA and PMF, and through planning fora, such as the Integrated Planning, Reporting, Management and Accountability Forum (IPRMAF), which includes representatives from across all Sectors and Regions, including CFO and HRWSB).</p> <p>The Sr ADM of PSD, with input from the CFO and the DG HRWSB, will pursue means to support more efficient and effective planning processes by :</p> <ul style="list-style-type: none"> <li>• developing additional and new/revised tools, training and guidance</li> <li>• developing a planning calendar</li> <li>• identifying and sharing best practices and lessons learned</li> </ul>	<p><b>Sept 2014</b></p>	<p><b>Status:</b> Request to Close (Completed)</p> <p><b>Update/Rationale:</b> <b>As of 30/09/2014:</b> A series of information guide has been produced to assist in better understanding the components parts of planning, reporting and measuring results and will be placed on Collaboration, GConnex and also communicated through the Express (in Q3). Tools, training and guidance for the 2015-2016 planning cycle have all been updated. The Collaboration site is used by HRWSB, PSD and CFO to share information. Finally, the IPRMAF continues to be used as a forum to share best practices, lessons learned throughout the planning community.</p> <p><b>AES: Recommend to close. Closed.</b></p>
<p>3. The Senior Assistant Deputy Minister of PSD Sector should, within available resources, develop and implement a governance framework that supports quality assurance and</p>	<p>Business planning is an integral part of coordinating and aligning functions to deliver on results and to manage competing priorities within available resources. To ensure quality control and consistency, PSD provides, in addition to</p>	<p><b>Sept 2014</b></p>	<p><b>Status:</b> Request to Close (Completed)</p>

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oversight by defining the expectations of sectors as they develop their business plans, by providing support through the review of plans for quality and consistency, and by addressing the alignment of shared priorities and resource requirements across sector plans.	<p>planning templates, appropriate guidance to the planning community.</p> <p>The Sr ADM of PSD, with input from the <i>integrated planning working group</i> as needed, will study the governance of business planning and business plans and the linkages to current sector and corporate level governance bodies. The outcome of the study will be to identify opportunities to improve consistency in the quality and detail of sector business plans and define expectations for quality assurance and for departmental oversight, and alignment of common/cross-cutting priorities and resource requirements. PSD will provide individual support to sectors requiring additional guidance to achieve the expected level of quality.</p>		<p><b>Update/Rationale:</b> As of 30/09/2014, PSD has completed, in consultation with CFO and HRSWB, the revision of its business planning guidance and assessment grid and shared these via Collaboration. Additionally, the piloted approach on integrated planning (which is currently underway), proposes the establishment of an ad hoc review committee of the Annex L's to ensure alignment between priorities and resource needs. Ongoing support to Sectors / Regions is provided by the planning, finance and HR communities.</p> <p><b>AES: Recommend to close. Closed.</b></p>
4. The Senior Assistant Deputy Minister of PSD Sector should facilitate the development of Department-wide expectations, and a corresponding strategy, for business planning across AANDC, and, within available resources, develop broad guidance (e.g. guidelines) to support sectors in optimizing the value of planning in	<p>PSD, in partnership with CFO and HRWSB, created an <i>integrated planning working group</i> to develop mechanisms to support greater integration of planning throughout the department.</p> <p>In the interest of streamlining work and integrating planning, PSD/CFO/HRWSB jointly brought to Senior Management Committee in October 2013, a common</p>		



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	<p>will develop a standardized assessment template for business plans, which will serve as a quality-control checklist; identifying strengths, best practices, weaknesses, opportunities for streamlining, and opportunities for alignment with departmental priorities.</p> <p>The working group will also explore the applicability of "One-Pass Planning" as currently used in DFO.</p>		<p>with the Integrated Planning Working Group, PSD has developed a standardized assessment template for business plans and has begun to test it to assess the 2014-15 sector/region business plans.</p> <p><b>AES: Recommend to close. Closed.</b></p> <p><b>Request to Close (Completed)</b> (As of March 31, 2014) The Integrated Planning Working Group has consulted with DFO in regards to their "One-Pass Planning" and a decision was made not to implement such a model because it is not an integrated planning model, but rather a single call letter for multiple planning and reporting processes. Additionally, the DFO model does not integrate financial information into business plans.</p> <p><b>AES: Recommend to close. Closed.</b></p>