

**ACTION PLAN IMPLEMENTATION STATUS UPDATE
REPORT TO THE AUDIT COMMITTEE - AS OF SEPTEMBER 30, 2011**

Education and Social Development Programs and Partnerships			
<i>System Under Development Audit of Education Information System</i>			
APPROVAL DATE: 11/19/10			
PROJECT RECOMMENDATIONS	ACTION PLAN	EXPECTED COMPLETION DATE	PROGRAM RESPONSE
<p>1. In consultations with project stakeholders and the Education Performance Measurement Strategy team, assess whether preventive controls can be implemented to mitigate the risks. In particular, consider the following potential activities to manage the scheduling risks:</p> <ol style="list-style-type: none"> 1. Expand the EIS scope to include key external dependencies, particularly those for which INAC will eventually absorb the associated cost independent of the EIS project 2. Re-examine the requirement for a September 2012 go-live date and consider doing the following, with appropriate adjustments to the project plan, budget and communication strategy; <ol style="list-style-type: none"> a. Inserting greater scheduling buffers between key milestones, particularly for data conversion b. Introducing a pilot implementation prior to the single-release go-live or a phased roll-out to identify and address critical issues prior to introducing the system to all users 	<p>The preventive controls recommended by the audit to mitigate scheduling related risks were identified and addressed during the finalization of the EPA Submission.</p> <p>Key related activities during the EPA finalization process included:</p> <ul style="list-style-type: none"> o The draft EIS scope was reviewed and the resultant scope; cost and related project dependencies approved by the ADM-ESDPP, the CFO and Treasury Board. o The need for a September 2012 go-live date was re-examined and validated and discussed in the finalized EPA submission. The updated project schedule calls for development of the EIS application to be complete in the Spring of 2012 leaving significant schedule buffer for the September 2012 go-live target. o The principles of the Department's System Development Lifecycle (SDLC) will be fully leveraged to ensure the components of EIS software development deemed to be higher risk are included in early development iterations, thereby allowing for longer periods of 		<p>Status: Request to Close (Completed)</p> <p>Update/Rationale: As of 30/09/2011:</p> <p>All remaining mitigation activities have been completed:</p> <ul style="list-style-type: none"> • The data cleansing plan was approved by stakeholders – data cleansing and data conversion activities are underway. • The Deployment Plan has been updated to accommodate the ability to release in phases if/as required by the business cycle and to minimize the risk associated with a single release strategy. • Prototypes are being developed and used to validate functionality and usability with key stakeholder groups. Data prototypes have been developed for Nominal Roll, the Portal, Recipient Reports and the data warehouse component. <p>AES: Fully implemented. The recommendation will be closed.</p>

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	<p>system, integration and user acceptance testing.</p> <ul style="list-style-type: none"> o A conversion strategy has been developed and reflected in the EPA Submission project plan. The conversion activity will be divided into 4 iterations over a period of 16 months starting in spring 2011. Converted data will be used in the 3 user test phases providing an opportunity to validate the conversion process and data well in advance of implementation. o A detailed test plan was developed based on the existing test strategy that ensures all key stakeholder groups are represented in User Acceptance Testing and each of the four solution components (iterations) are extensively tested prior to go-live. <p>Additionally the project will:</p> <ol style="list-style-type: none"> 1. Develop a data cleansing plan based on the current conversion strategy that details roles/responsibilities, timelines and costs and is signed-off by impacted stakeholder groups 	<p align="center">2011-03-31</p>	

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	<p>2. Develop an implementation strategy based on the current implementation approach that:</p> <p>a. Includes appropriate risk mitigation strategies including the potential to release the solution in iterations</p> <p>b. Includes identification of opportunities to pilot or prototype specific solution components or features, as they become available</p>	2011-03-31	
<p>2. INAC should assess, independently of the EIS project team, whether the EIS system design is strategically (with respect to performance measurement), technologically and economically feasible. The Department should estimate the total cost of EIS ownership based on all business and system requirements and stated outcomes, within a reasonable degree of precision.</p>	<p>The recent completion of the EPA submission and approval by Senior INAC management and the Treasury Board provided the project with a review of technological, strategic and economic alignment. In order to optimize additional review opportunities the project will ensure the two (2) independent validation and verification reviews that have been built into the project schedule include assessment activities to determine if the project is still on track and has adequately addressed the key audit findings.</p> <p>o This approach respects the validity of the Audit's recommendation for independent assessment and reflects the activities that have</p>		<p>Status: Request to Close (Completed)</p> <p>Update/Rationale: As of 30/09/2011:</p> <p>All remaining mitigation activities have been completed:</p> <ul style="list-style-type: none"> The Project has incorporated the unfunded dependencies into the project scope with the exception of Cognos Licenses. IMB is completing a department level proposal/strategy for acquiring these licenses. The project plan and forecast have been updated accordingly.

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	<p>occurred during the EPA process that address immediate risk areas.</p> <ul style="list-style-type: none"> ○ The project has incorporated two independent validation and verification activities into the schedule/budget to provide timely checks on progress and to identify any corrective actions that may be warranted. ○ A review of the draft project scope and all associated costs was undertaken during the EPA planning phase and the resultant scope and budget approved by ESDPP and IMB. ○ While work continues to refine responsibility and funding authority for key project dependencies the project has developed mitigation strategies that will ensure the project can be delivered successfully without dependence on funding outside of ESDPP. <p>Additionally the project will undertake the following actions:</p> <ol style="list-style-type: none"> 1. Update the project forecast and identify project dependencies that can be funded by the Project 	2010-11-30	AES: Fully implemented. The recommendation will be closed.

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	2. Confirm funding source for remaining dependencies 3. Adjust the project plan to accommodate any shortfall related to the funding of project dependency activities	2010-12-31 2011-02-28	
3. In conjunction with Recommendation #2, INAC should clearly define what adoption rates and data are required to meet the mandatory requirements and stated business outcomes. Focus should be placed on the ability to collect reliable data prior to designing a system to house the data. Specifically, the performance measurement outcomes and associated timelines should be clearly defined to prevent overspend or rework on a system that cannot be effectively leveraged within a relevant timeline.	The project is actively addressing the ability to collect reliable data and will continue to address the related concerns by: <ol style="list-style-type: none"> 1. Obtaining Departmental approval of Education's Performance Measurement Strategy 2. Identifying key success criteria including adoption rates 3. Finalizing the current data mapping activities (tracing the availability of data required to support the planned performance measures) 4. Finalizing the changes to Data Collection Instrument's required to support EIS performance measurement. 	2010-11-30 2010-12-31 2010-12-31 2010-12-31	<p>Status: Request to Close (Completed)</p> <p>Update/Rationale: As of 30/09/2011:</p> <p>All remaining mitigation activities have been completed:</p> <ul style="list-style-type: none"> • Education's Performance Measurement Strategy was approved November 2010. EIS continues to be aligned with this strategy. • Key success criteria were defined and approved by Education Branch and the ADM ESDPP • Data mapping is complete • DCI changes required to support Performance Measurement have been finalized. <p>AES: Fully implemented. The recommendation will be closed.</p>

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	<p>Notes:</p> <ul style="list-style-type: none"> a. The Sponsor recognizes that while data cleansing activities will improve the quality of historical data it is likely that some quality issues will remain and that there will be gaps in the historical information available. b. Additionally, the Sponsor recognizes that some data that EIS will capture in future may not be available at go-live due to dependence on the successful completion of tri-partite negotiations that are outside the project scope. <ul style="list-style-type: none"> o Currently nominal role, Education's primary source of information, is available for FN Students funded by INAC and attending Provincial schools. Tri-partite discussions are underway that have the potential to make new provincial information available (e.g. literacy and numeracy). o HQ and Regional Working Groups to improve data integrity will continue 		