



Indian and Northern
Affairs Canada

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INDIAN AND NORTHERN AFFAIRS CANADA

PROJECT CHARTER

Final Draft

**Implementation of
Chief Financial Officer Model**

Canada

Signature Page

Support for the implementation of the Chief Financial Officer (CFO) Model project charter has been acknowledged by INAC's senior management team as evidenced by the following signatures.

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Executive Summary

Project Mandate

The purpose of this project is to strengthen financial management within INAC through the implementation of the Chief Financial Officer model.

To achieve this, this project will:

- Standardize processes;
- Define interdependencies;
- Define financial accountabilities;
- Establish an effective working relationship with the OCG;
- Establish effective working relationships with central agencies;
- Outline Finance skills and knowledge;
- Outline Responsibility Centre Managers skills and knowledge;
- Identify training required; and
- Document new technical requirements.

It is important to note that the organization has elected to maintain a functional relationship between regional finance staff and the CFO due to the mature nature of this existing model.

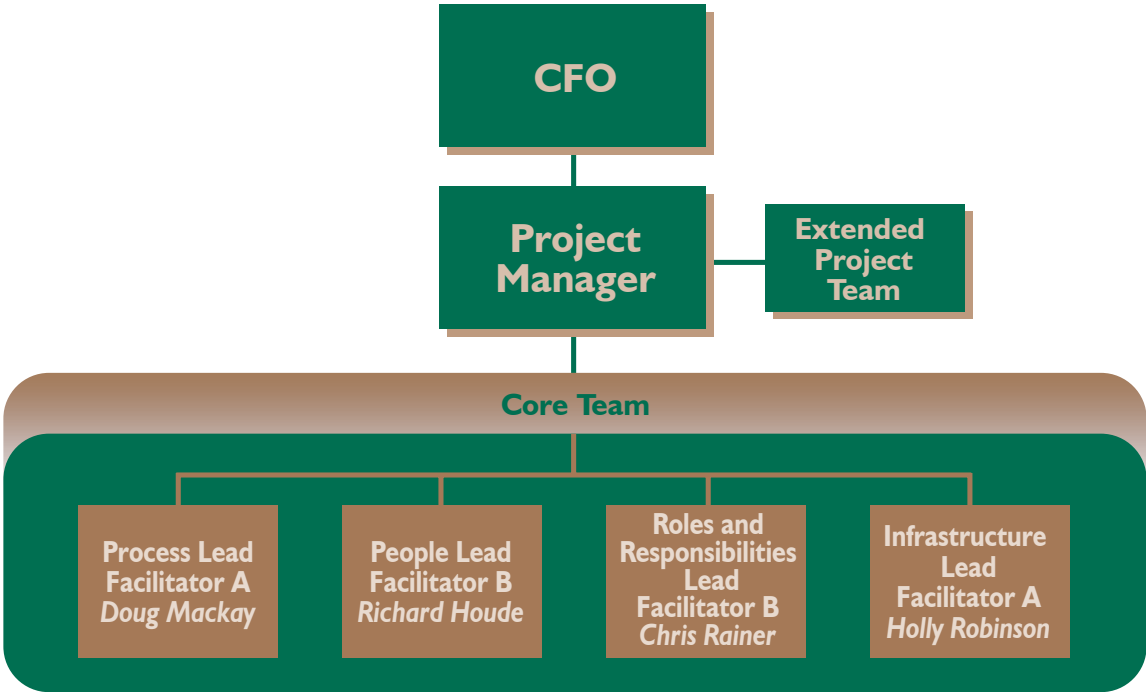
Project Structure

The CFO will provide guidance and oversight and will be supported by:

- Project Manager: Internal INAC resource;
- 4 Team Leads for the Areas of Focus: Members of the Finance Community;
- Director, Transfer Payments;
- Finance Community: INAC resources; and
- Extended Project Team: small consulting team, communication support, HR and administrative support.

The broader Finance Community will be consulted on a periodic basis throughout the project. The Finance Community includes:

- HQ Finance Branch Directors and Managers;
- Regional Directors of Corporate Services;
- Regional Finance Managers; and
- Sector Function Leads.



Project Timeline and Deliverables

Stage	Time	Deliverables
Project Planning 1. Confirm Approach 2. Prepare for Working Sessions	September to October 2006	CFO Project Charter High Level Overview implementation plan Overview visual of planned activities Kick-off Meeting to establish working groups
Implementation Planning 3. Conduct Working Sessions 4. Report on Progress 5. Integrate the Plans 6. Vet and validate the Integrated Plan	October 2006 to March 2007	Detailed implementation plan with interdependencies for four areas of focus: <ul style="list-style-type: none"> • Process • People • Roles and Responsibilities • Infrastructure
Development 7. Develop deliverables listed in project plans	January to June 2007	<p><i>Process</i></p> <ul style="list-style-type: none"> • Documentation of select set of standard processes and procedures to be used consistently across INAC • Revised financial management guide content (content related to part 5 to be led by Transfer Payments) <p><i>People</i></p> <ul style="list-style-type: none"> • Documented CFO model skills matrix • Skills gap analysis report • Draft training plan for CFO model • Developmental approach for CFO model (e.g., coaching) • Recommendation for standard classification where appropriate <p><i>Roles and Responsibilities</i></p> <ul style="list-style-type: none"> • Documented governance structure • Documented Accountability Framework • Documented finance roles and responsibilities for the CFO organization, e.g.: <ul style="list-style-type: none"> — Allocation — Challenge Role — Consequence Management — Role with Central Agencies • Documented financial roles and responsibilities for Regional Directors General and Sector ADMs. • Documented financial roles and responsibilities for local finance officers • Recommendation for HQ organizational structures and associated work descriptions <p><i>Infrastructure (Technology and Facilities)</i></p> <ul style="list-style-type: none"> • Recommendations related to stated IT business requirements • Customized reporting required by the CFO model • IT business consultation process • Defined facilities requirements
Migration to CFO Model 8. Ready to Implement: Communicate to non-Finance stakeholders	March to June 2007	Executive endorsement of end state and transition strategy Communicate strategy CFO Town Halls/information sessions Training Implement CFO newsletter and intranet site Begin using standard processes and procedures

I. Purpose of the Document

This document is expected to guide the work involved in the implementation of the CFO model at INAC.

The purpose of this charter is to establish a common understanding between the Project Sponsors and the Project Team regarding the goals and objectives of the project. The project charter provides the foundation for the project by documenting:

- Project definition;
- Risks;
- Project approach;
- Project plan; and
- Project governance.

While it is understood that the project charter may evolve during the life of the project, it has been structured to define the work, how it is to be accomplished and by whom. The charter structure should also provide the basis for evaluating changes to project scope and the resulting impacts on schedules and budgets.

2. Project Definition

The objectives set out in this Project Charter set the goals against which the project will be monitored throughout its lifecycle. The detailed planning in Section 5 may require updating as the project moves through its lifecycle.

2.1. Project Context

INAC is adopting the CFO model to strengthen its financial management capacity consistent with a system wide initiative currently underway which is being promoted by the Office of the Comptroller General. More information on this broader initiative can be found at http://www.tbs-sct.gc.ca/organisation/ocg-bcg_e.asp

Within the context of a highly decentralized organization which responds to the varying needs of a culturally, economically and geographically diverse clientele, the Chief Financial Officer (CFO), will:

- Act as the single point of accountability for ensuring sound financial management and associated information and system frameworks are in place while reporting to the Deputy Minister and operating as a senior member of the Deputy Minister executive management team; and
- Be accountable to ensure the necessary infrastructure processes, organizational structure and expertise are in place to achieve the effective financial planning, management and control of all departmental programs and business lines or identify strategies designed to address known gaps.

The CFO will have the key roles of:

- Strategic advisor to the Deputy Minister;
- Business planner, partner and manager;
- Financial performance advisor to the Deputy Minister, Associate Deputy Ministers and Assistant Deputy Ministers;
- Lead executive with Central Agencies and other stakeholders for all financial management and program financing;
- Steward of departmental financial management;
- Responsibility owner for financial policy framework, information and system requirements, standards, performance, financial accounting and reporting; and
- Challenge agent providing assurance for financial data, information and reports.

In discharging these roles, and in accordance with the Government of Canada model for improved financial management, the CFO will have the accountability to support the Deputy Minister in the financial planning, financial management, financial operations, information and system support of the department.

The combined impacts of the ongoing financial planning and reporting make it increasingly important that the CFO ensure that appropriate systems and controls as well as level of staff expertise are in place to provide effective financial management for the department. In effect, the CFO will be expected to function as a strategic advisor to the Deputy Minister and as a business partner to the Senior Executive rather than restricting the role to one of departmental accountant and/or chief financial administrator.

The CFO must therefore not only ensure that departmental managers are provided with professional financial and investment advice, guidance and support with respect to ongoing operations, but also, will ensure that they are provided with experienced, highly skilled resources who will be capable of providing professional assessments of the various initiatives. Senior executives will look to the CFO to provide the critical advice and guidance which will ensure that each initiative responds to tests of due diligence.

It is important to point out that the department has decided to maintain a functional relationship between regional finance staff and the CFO. This relationship will be based on departmental-wide adherence to national standards and policies.

2.2. Project Mandate

The mandate of this project is to strengthen financial management through the implementation of a Chief Financial Officer model.

To achieve this, this project will:

- Standardize selected financial processes within INAC to ensure that financial requirements are met;
- Define the interdependencies between the CFO and the operational finance functions in sectors and regions;
- Define the financial accountabilities within INAC to enable the CFO to effectively meet his/her obligations;
- Define and establish an effective working relationship with the OCG;
- Define and establish effective working relationships with central agencies;
- Outline the skills and knowledge needed by Finance staff;
- Outline the skills and knowledge needed by Responsibility Centre Managers (RCMs) in order to ensure sound financial management;
- Identify the training required to develop and maintain the skills and knowledge for both ongoing and new requirements; and
- Document any new information and technical requirements needed to operate more effectively.

2.3. Project Principles

The OCG has defined key design principles for departments implementing the CFO model. The principles suggest that the CFO have:

- Clear responsibilities;
- Independence from operations and/or program delivery;
- Senior executive responsibility; and
- Appropriate competencies and qualifications, both personal and professional.

The OCG has also suggested that the CFO model adopted by each department ensure:

- Continuum of financial management standards and policies between OCG and departments;
- Flexibility and adaptability; and
- Sustainability.

2.4. Project Scope

The scope of the project includes four stages of work:

1. *Project Planning*: To develop the high level plan for implementing the CFO model and functional responsibilities.
2. *Implementation Planning*: The development of four areas of focus to develop and implement the CFO model. They are:
 - **Processes**: Identify opportunities to enhance and standardize existing processes and/or identify need for new processes.
 - **People**: Identify skills/knowledge requirements, and recommend possible career development programs.
 - **Roles and Responsibilities**: Develop recommended governance structure, specific accountabilities, and roles and responsibilities.
 - **Infrastructure**: Identify facility, technology and information requirements.

In addition, there will be a separate stream of transformational activity focused on the enhancement of the Management Control Framework for Transfer Payments. This stream will cut across all four areas listed above and will be led by the Director, Transfer Payments, who will work in collaboration with the 4 Team Leads.

3. *Development*: The teams will work to develop the deliverables listed under each of the four areas of focus.
4. *Migration*: On a ongoing basis, recommendations accepted by the CFO, in consultation with INAC's senior management team, will be implemented.

3. Risks and Assumptions

3.1. Risk Management Approach

As part of the development of this Project Charter, an assessment has been made of the major risks which could affect the success and timely completion of the project.

The Project Manager will be responsible for the pro-active management of risks which includes maintaining a log of these risks as the project progresses, for identifying and implementing appropriate risk management strategies and for communicating the status of major project risks to the CFO.

The table below identifies the main risks likely to jeopardise the successful delivery of this project, the impact if they were to occur and the associated strategies designed to address them.

3.2. Risks

Risk	Impact	Mitigating Action
People Risks		
Lack of understanding by the project sponsors and workshop participants on the process for developing the implementation strategy.	Delays to review delivery, missed options, reduced deliverables	An initial conference call will be set up to review this charter and explain concepts, methodology and details
Lack of understanding of what is different in the new environment	Lack of required culture change within the organization	The core team members will communicate at key points throughout the project lifecycle to all stakeholders
Core team members unable to continue or complete project due to other commitments	Delays to working group meetings and deliverables review as new staff sought and brought on board, increased costs whilst new staff brought up to speed	Confirm commitment and staffing requirements initially, communicate with working group members regarding development plans and identify alternative staff upfront.
Project skills and experience not available in INAC staff	Delays to review as staff trained in review tools and techniques, reduced analysis ability	Identify key skills and experience required and identify sources for these through external bodies, initiate contracting
Other Risks		
Core team members unavailable to work within the schedule of this project to provide the technical and business support required	Reduced and untimely support given, delays to delivery and reduced deliverables	Conduct an early kick-off meeting with the regional Directors General and the Sector leads to gain commitment by providing them with a detailed work plan and validating their required participation.
Core team members do not perform according to plan	Milestones not achieved, deliverables not delivered	Introduce strong project management approach, clearly identify control mechanisms and initiate project monitoring and measurement techniques

Following approval of the Project Charter, the Project Manager will work with the Core Team to identify, analyze, track and control risks throughout the duration of the project. The risks identified above, along with any additional risks, will be documented and managed in the project Risk Management Plan.

3.3. Assumptions

Content Knowledge: Core team members have familiarity with financial management related concepts and processes being utilized on this project.

Documentation Support: Core team members will be responsible for preparing their own project deliverables. No administrative resources have been assigned to this project to assist with documentation as it is felt that the Core team members assigned can handle this within the project. Documentation will be completed following the Documentation Standards set out by the department in both official languages as needed.

Resources: It is expected that the Core team will be able to use existing resources to conduct this review.

Availability: Internal resources for the roles of Team Leads and working group members will be available to complete the work as described.

Consultants will focus on supporting the process through facilitated working sessions, integrating plans, and providing guidance and support through the implementation planning phase.

Travel to the working sessions will be necessary. Travel will be done in accordance with the Treasury Boards Travel policy.

4. Overall Approach

The project will use a working group approach and will adopt an integrated program plan comprised of detailed implementation plans for each of the four key areas. The Finance Community, made up of regional, sector, and CFO representatives, will be responsible for the development of the implementation plans.

Step	Description	Outcomes
1. Confirm the Approach Teleconference/ Videoconference with Finance Community	An initial conference call with the Finance Community will be set up to set the stage for the working groups and ensure that the goals and objectives are explained, any queries are answered, a common understanding is established. This monthly conference call will be the ongoing communications vehicle for the project. The first call will: <ul style="list-style-type: none"> • Review the Project Charter and answer any questions surrounding the project; • Confirm the working group approach in order to develop detailed implementation plans and work coming out of the plans; • Confirm the Team Leads for each of the areas of focus; and • Determine working group participants — both regions and sectors — Participants will typically only be involved in one of the four working sessions. 	It is expected that from this stage, the Finance Community will become champions for this approach and implementation. The outcomes for this stage include: <ul style="list-style-type: none"> • Leads for each area of focus: Process, People, Roles and Responsibilities, and Infrastructure • Dates for working sessions ; • Location for working sessions; • Regions and Sectors to conduct needed research as preparation for the working sessions; • Confirmation of support for the approach by the Finance Community; and • Confirmation of participation including resources allocated.
2. Prepare for Working Sessions Face to face meetings as well as teleconferences	The preparation stage is important to ensure that the working sessions are effective. During this stage, the Team Leads and facilitators will work together (as a larger team and one-on-one) to: <ul style="list-style-type: none"> • Identify and gather information necessary for the working sessions; • Develop work plan templates to more easily integrate the separate plans; and • Develop working session materials for both participants and facilitators. 	<ul style="list-style-type: none"> • Inventory of existing processes and procedures, templates, forms used within INAC; • Inventory of other projects going on within INAC that either overlap or have dependencies on this project; • Project plan template for use by facilitators; and • Facilitation guidelines for each of the working sessions.
3. Conduct Working Sessions Developing Detailed Implementation Plans	The working sessions will include participants from both the regions and sectors. Participants will be responsible for representing the interests of their colleagues as each participant will only be in one working session. There may be the need for the facilitator and small working group to meet a second time. During the sessions, the working group will: <ul style="list-style-type: none"> • Review existing materials within the department and determine best practices; • Determine gaps in each of the areas of focus i.e. processes/procedures; • Document detailed level project plans for implementation; and • Estimate resource requirements, timeframes, and interdependencies for implementation. 	Deliverables coming out of this stage are: <ul style="list-style-type: none"> • Detailed Implementation plans (including time and resource requirements); • Recommendations for use of existing departmental practices as future standards; • Recommendations for the adoption of new practices where required; • Dependencies list; and • Skills requirements for implementation.

Step	Description	Outcomes
4. Report on Progress Finance Community: Regularly scheduled teleconferences	As part of ongoing communication amongst the Finance Community, set-up monthly communication vehicles to: <ul style="list-style-type: none"> • Report on smaller working group progress; • Share information; and • Confirm recommendations. 	The outcome is to keep all members informed: <ul style="list-style-type: none"> • Status reports on progress; and • Keeping all members informed about the other “Areas of Focus” plans.
5. Integrate the Plans Face-to-face working session	Once the working sessions are completed, the Team Leads, Project Manager and Facilitators will: <ul style="list-style-type: none"> • Integrate all session materials into one plan; • Confirm milestones, interdependencies, and risks; and • Draft integrated plan. 	The outcome of this stage is a draft integrated implementation plan in MS project.
6. Vet the integrated plan Finance Community: Teleconference	In order to ensure that all members of the Finance Community have the opportunity to input on each area of focus, at this stage, the integrated plan will be validated. Participants will: <ul style="list-style-type: none"> • Review the integrated plan; • Provide feedback on the plan including the interdependencies, milestones, and risks; and • Sign off on integrated plan. 	Sign-off on integrated plan.
7. Develop Materials	The working groups will: <ul style="list-style-type: none"> • Develop the deliverables listed for each area of focus External resources will be involved to: <ul style="list-style-type: none"> • Develop training material for internal and external stakeholders; • Develop communication strategy for internal and external stakeholders; and • Develop communications materials for the CFO site visits. 	The outcome is to produce: <ul style="list-style-type: none"> • Documentation of deliverables as listed in Section 1.3; and • Communications strategy. The outcome of this stage will include: <ul style="list-style-type: none"> • Communication materials; and • Training materials.
8. Migration to CFO Model	The implementation will affect both internal and external stakeholders. For internal Finance stakeholders this may mean: <ul style="list-style-type: none"> • A change to their job description; and • Additional training opportunities. For external stakeholders, the CFO, Project Manager, and Team Leads will: <ul style="list-style-type: none"> • Conduct information sessions with RC Managers; • Conduct Town Halls for local Finance staff; and • Brief management teams in regions and in sectors. 	The outcome of this stage will mean: <ul style="list-style-type: none"> • New job descriptions in place (if required); • Training sessions; • Town Halls/Information Sessions; • Briefings; and • Infrastructure changes incorporated.

** Throughout this process, briefings with Executive Committee as well as the OCG will be held.

5. Project Activities and Deliverables

The project will have five areas of focus:

- Process;
- People;
- Roles and Responsibilities;
- Infrastructure (Technology and Facilities); and
- Transfer Payments (intersecting with each of the other four streams).

Description of each area:

5.1. Process

Background

INAC conducts its financial management through a series of processes and procedures which often differ across regions and programs. To optimize the effectiveness of finance operations selected finance processes are expected to be standardized based on best practices within the department. This work will need to be consistent with the work being done by the Comptroller General for all departments. The review may result in:

- Redesigning/reworking existing processes;
- Replacing processes completely or creating new processes (e.g., annual audited financial statements); or
- Removing the process if no longer required.

Financial processes to be reviewed include:

- Internal Financial Processes;
- INAC Budget Management Processes;
- Priorities Review Processes;
- Section 32, 33, 34 signing authorities processes; and
- Financial Performance Reporting.

Approach

For this area of work, the approach is to:

- Solicit input from the regions and sectors to understand the finance processes in terms of what works and what needs to be improved;
- Establish decision criteria to review and analyze the best options from the existing processes, including the degree of consistency with TBS recommended approaches;
- Identify new processes as required; and
- Review recommendations with Finance Community for final approval on standard processes to be used.

Deliverables

- Set of standard financial management processes and procedures to be used consistently across INAC; and
- Revised financial management guide for INAC managers (part 5 to be led by Transfer Payments).

5.2. People

Background

Ensuring that people have the appropriate level of skills and knowledge to perform financial management task associated with a change in approach is critical to the successful implementation of the CFO model. Skills and knowledge are considered the “what” and “how” of work. For competence to be enhanced or established in a given area, the individual must know what to do and how to do it (i.e., have the right knowledge and the appropriate skills to be able to put that knowledge into action).

In this task, we will compare the skills and competencies required to execute the roles and responsibilities of the current financial management environment to those that will be required in the future financial management environment. Gaps will be identified and strategies will be developed to address those gaps, including a sustainable training and development program and associated necessary resources.

Beyond assessing the training needs of employees and management in the CFO model, the needs assessment will also include external audiences such as responsibility centre managers (RCMs) and partners. The training goals should:

- Be clearly defined;
- Include training effectiveness and success measures; and
- Include the wider (softer) aspects for successful change (e.g., the impact of changed organization structures and reporting lines) in addition to the technical skills required to operate new or amended business processes and systems.

Approach

For INAC the following will be considered to ensure that finance skills and competences are enhanced throughout the organization:

- Define Skill Sets and Competencies and Classifications for CFO organization, finance staff and Responsibility Center Managers
- Training, including an associated communications and awareness strategy for CFO organization, finance staff and Responsibility Centre Managers
- Developmental Approach
 - Career path
 - Formal Coaching

Deliverables

- Skills gap analysis;
- Training curriculum for staff involved in financial activities;
- Developmental approach for the CFO organization; and
- Recommendation for standard classification where appropriate.

5.3. Roles and Responsibilities

Background

In this task, the governance accountabilities, roles and responsibilities, tasks, performance measures and targets will be designed to support the new model. Defining the new accountabilities, roles and responsibilities is critical to ensuring the CFO can successfully execute his/her mandate.

Based on the workshops held earlier in 2006, the basic functional organizational structure was identified and agreed to by the stakeholders and approved by the DM. It is shown in the following diagram:

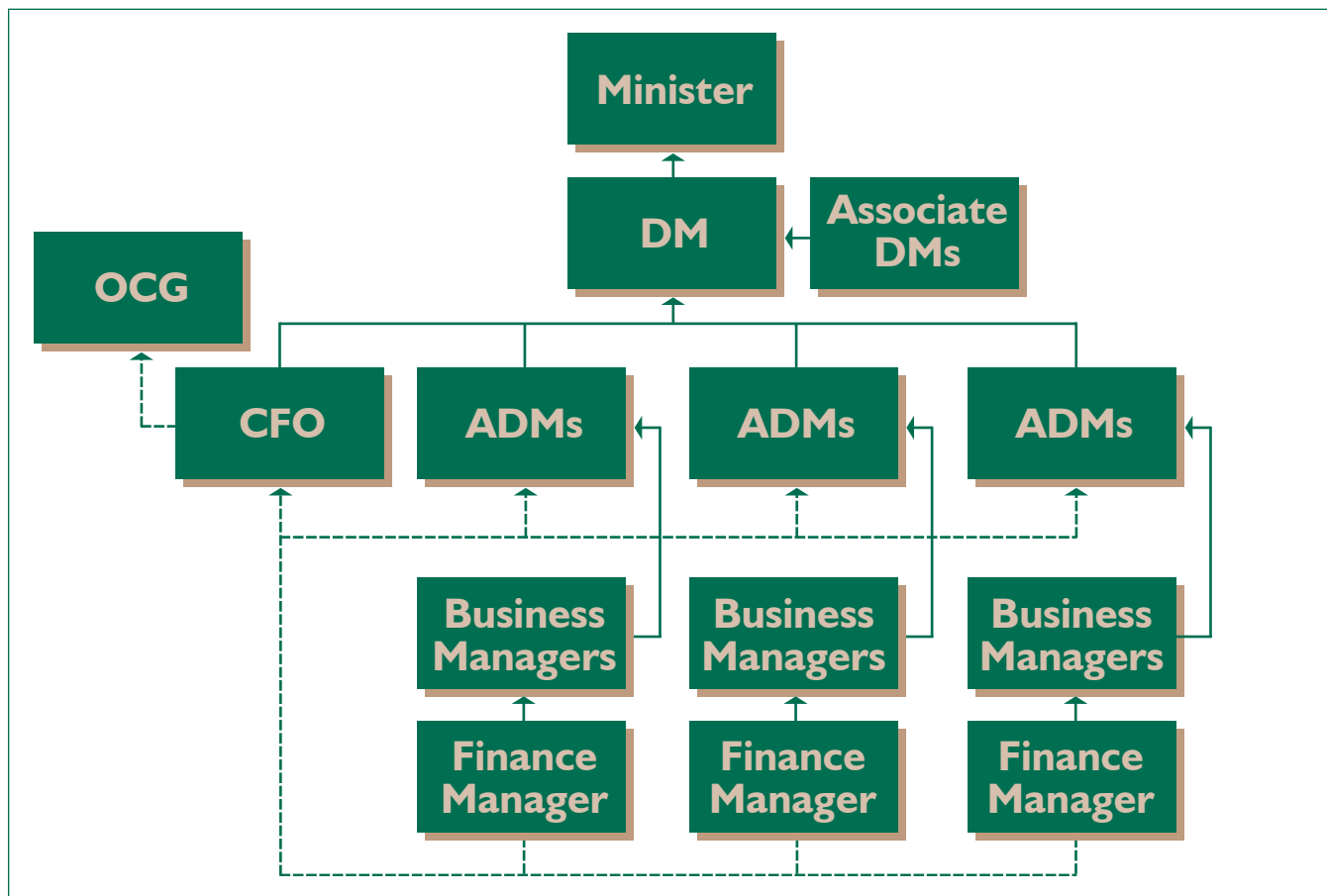


Diagram: CFO Functional Model

Approach

For the purposes of this project, the resulting change in roles and responsibilities as well as the change in accountabilities as a result of the CFO model must be reviewed and documented.

For the CFO model, the project will define:

- Primary accountabilities, roles and responsibilities, including a high-level description of the work activities completed in that unit;
- Resources required;
- Levels in hierarchy/control arrangements;

-
- Operating style and arrangements;
 - Incentives;
 - Coordination and control mechanisms; and
 - Links with other related processes (e.g., strategic outcome table planning).

Deliverables

- Documented governance structure;
- Documented Accountability Framework;
- Documented finance roles and responsibilities for the CFO model:
 - Allocation
 - Challenge Role
 - Consequence Management
 - Role with Central Agencies
- Documented finance roles and responsibilities for Regional Directors General and Sector ADMs;
- Documented finance roles and responsibilities for local finance officers and those directly supporting the finance function;
- Documented expectations of Responsibility Center Managers;
- Recommendation for HQ organizational structures and associated work descriptions;
- Established Formal Finance Community for communications.

5.4. Infrastructure

Background

In this task, the term infrastructure refers to both the technology required to support the new model as well as the facilities required to house the headquarters organization. This task includes review and recommendation for both technology and facilities in relation to the processes, roles and responsibilities of the changed organization.

For INAC's CFO project, it will be important to understand how the financial system is being used by managers as this has direct impact on the accuracy of financial reporting, management of resources elsewhere in the department, the allocation of budgets, and the legislative requirements and accountabilities placed on the CFO. From the workshop, several technological business requirements were named. These should be reviewed as part of this task. Analyzing information to identify any technology issues such as unused, obsolete, redundant, incompatible or inappropriate technologies will lead to well documented business requirements for better use of technology.

Based on the organizational and process designs there may be space considerations to take into account for the organization to fully transition. Facilities must be taken into account to ensure that:

- There is sufficient office space (including work stations etc.);
- There are sufficient tools for staff (computers etc); and
- Appropriate or efficient layout or space allocation.

Approach for Technology

The review of the financial system is aimed to identify and confirm issues and opportunities.

Issues may include:

- Unused or underutilized technological assets;
- Redundant or inconsistent technological capabilities; and
- Gaps in technological capabilities.

Potential opportunities may include:

- Finding new uses for existing technological investments;
- Eliminating redundant capabilities by reassigning technologies;
- Using new or emerging technologies; and
- Redesigning processes to take advantage of automation opportunities.

Approach for Facilities:

- Identification of new requirements;
- Assessment of current facilities; and
- Co-ordination with PWGSC for fit-up.

Deliverables

- Recommendations around stated IT business requirements definitions;
- Customized reporting appropriate in the CFO model;
- IT business consultation process; and
- Defined facilities requirements appropriate for the CFO organization.

6. Project Management and Communications

Project Management

The project will be managed using a rigorous project management approach to ensure integration of activities, control of risks and issues, timely and appropriate responses to change requests and delivery of results. This will be done through a process of ongoing validation of priorities and active monitoring and reporting to drive the project to delivery.

Communications

Clear, transparent and concise communication enables successful project delivery by reducing barriers and ensuring that all stakeholders are aware of progress in the project. Communication also facilitates the beginning of the process of acceptance within the stakeholder community.

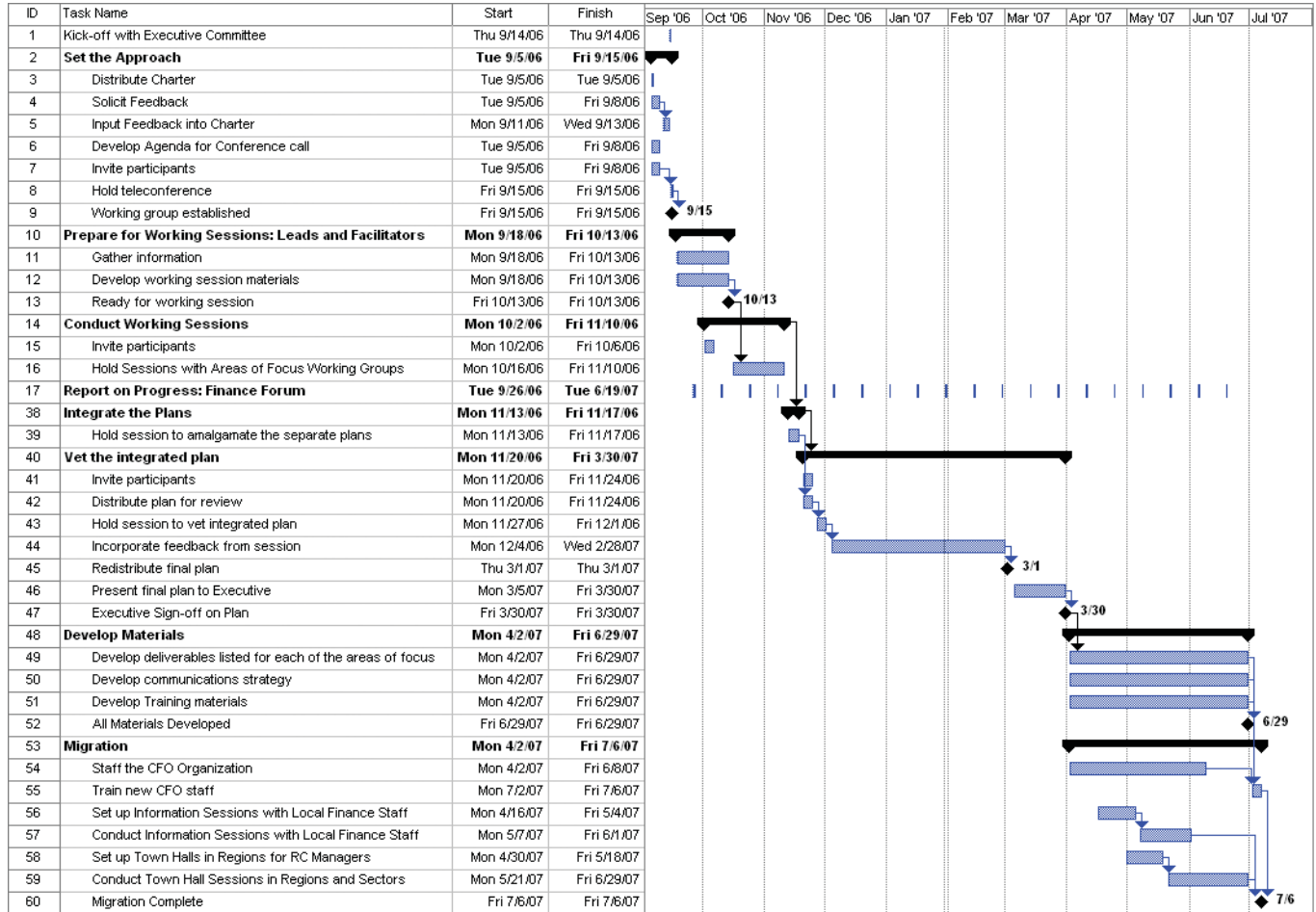
This will be achieved through:

- Establishing Finance Community; and
- Establishing other forms of communications vehicles as part of ongoing operations such as: newsletter, Website, etc.

7. Project Plan

The following Gantt chart represents a summary of the initial project plan. The plan is a live document, which will be maintained by the Project Manager. Any required changes will be communicated through the project organization structure as necessary.

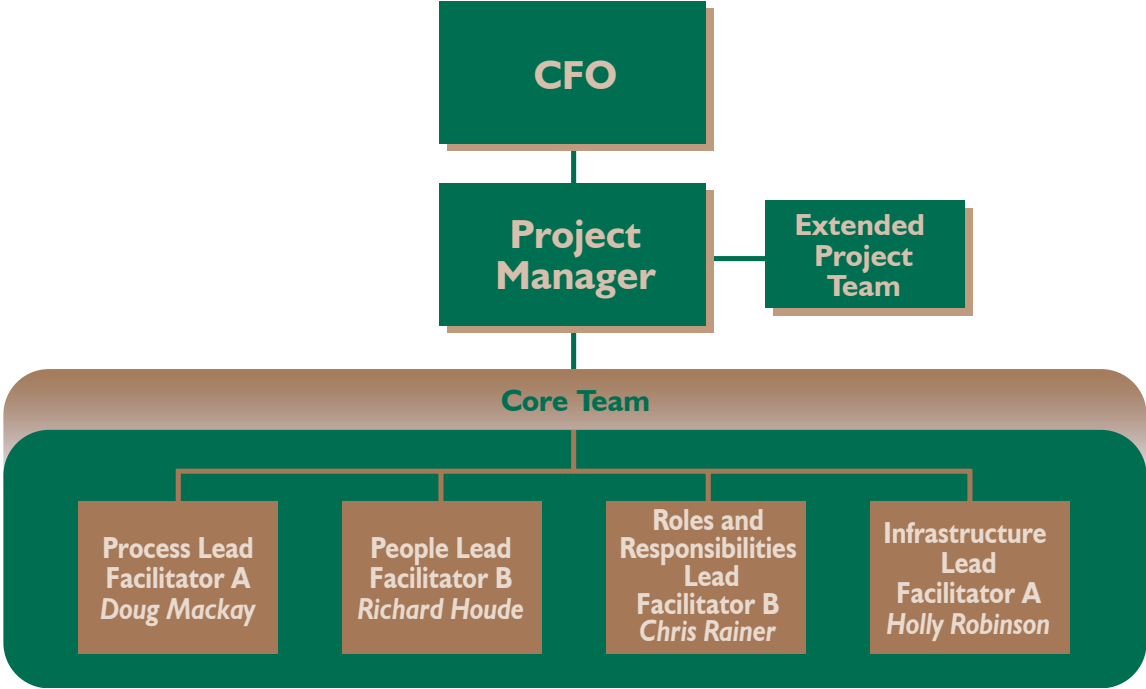
7.1. Project Gantt Chart



8. Project Governance

8.1. Governance Structure

The diagram depicts the project organization structure.



Finance Community includes:

- HQ Finance Branch Directors and Managers;
- Regional Directors of Corporate Services Representatives;
- Regional Finance Managers; and
- Sector Finance Leads.

Extended Project Team includes:

- Communications support;
- HR support;
- Administration support; and
- 2 Consultants (Facilitators).

8.2. Roles and Responsibilities

The table below describes the direct resources required for project and their roles and responsibilities.

Project Role	Project Responsibilities
CFO	<p><i>Reporting</i></p> <ul style="list-style-type: none"> • Report to the DM on project progress <p><i>Approval</i></p> <ul style="list-style-type: none"> • Approve draft and final project reports, plans, and deliverables <p><i>Activities</i></p> <ul style="list-style-type: none"> • Ultimate authority and responsibility for the project • Champion the project and raise awareness at senior levels • Drive and manage change throughout the organization • Communicate with key organizational representative
Team Leads	<p><i>Reporting</i></p> <ul style="list-style-type: none"> • Report to the CFO for purposes of this project on plans, progress, and deliverables <p><i>Approval</i></p> <ul style="list-style-type: none"> • Approve implementation plans and recommendations for change <p><i>Responsibilities</i></p> <ul style="list-style-type: none"> • Working group participation and input • Development of implementation plan • Champions for implementation of the project • Drive and manage change throughout the regions/sectors • Communicate with key organizational representatives in the regions/sectors
Project Manager	<p><i>Reporting</i></p> <ul style="list-style-type: none"> • Report to the CFO and Working Group Leads on progress, risk issues management, deliverables, and dependencies <p><i>Approval</i></p> <ul style="list-style-type: none"> • Integrated Project management activities and communications <p><i>Responsibilities</i></p> <ul style="list-style-type: none"> • Authority and responsibility for day to day management of the project • Act as focal point for managing high level concerns and problems of the project • Provide Status Reports to the CFO and working group leads • Monitor and manage the progress of the project • Monitor and respond to issues at the project level • Monitor and respond to risks at the project level • Co-ordinate the activities of the working groups • Develop and manage the project charter • Control project planning and control (including formal change control) • Direct communication with wider organizations • Direct communication with Core Team • Act as focal point for resolving resourcing issues • Manage contracting
Core Team	<p><i>Report</i></p> <ul style="list-style-type: none"> • Report to Project Manager on implementation activities <p><i>Responsibilities</i></p> <ul style="list-style-type: none"> • Assist and support the CFO planning sessions • Assist and support in the development of the implementation plans • Identify risks/issues to delivery • Facilitate communications between the leads to identify workable solutions • Integrate results of the planning sessions

9. Project Control

Due to the relatively short timeframe of this project, project control procedures have been kept to a minimum to facilitate timely completion of the deliverables.

The project will be monitored and controlled on a day-to-day basis by the Project Manager.

Progress will be evaluated by assessing the work completed, identifying variances, ensuring issues are resolved and ensuring the quality of delivered outputs.

9.1. Reporting and Communication

Appropriate two way communication with all stakeholders is crucial to the success of the project. The table below identifies all the key project stakeholders and the communication channels to be used for each group.

Stakeholders	Communications	Frequency	Media
Working Groups	Status reporting	Bi-Weekly Finance Community Conference calls	Conference calls
CFO	Issues reporting Risk reporting Status reporting Change requests	Monthly Finance Community Conference calls	
	Urgent change requests	On demand	Telephone and e-mail for urgent requests
	Project progress/monitoring	Ad-hoc	Telephone and face-to-face for monitoring
Core Team	Status reporting	Weekly	Team meetings
	Internal Core team meetings	Bi-weekly	Team meetings and group e-mail
	Documentation and standards	Ad-hoc	Central repository for Project information managed by Project Administrator

Electronic means of communication will be used where appropriate:

- Formal documents will be collected on a project server managed by the Project Manager. The contents will be readable by any member of the wider Project Team but the ability to update documents will be limited to the Core Team. The project file will be maintained electronically on the project drive which will be made available to all team members. All approved project deliverables will be maintained at this location. Hard copies of documents will be available by request to the project administrative support.
- In order to facilitate effective team working Microsoft Project will be used to develop the project plan.
- Working documents will utilise Word format, apart from process diagrams which will be held in Visio. Published documents will be in portable document format (PDF) to allow access to users regardless of platform or software versions.

9.2. Quality Assurance

A standard quality assurance process will be used to ensure an unbiased approach is utilized and that appropriate substantiation is provided to justify the options provided.

The Project Manager will be asked to review the initial project plan and interim project status reports to ensure ongoing quality throughout the project life cycle.

9.3. Information Management

The availability and quality of information will be a critical contributory factor to successful achievement of project goals. Furthermore, it is expected that a culture of sharing information and knowledge will help the Core Team to learn and transfer knowledge.

It is therefore intended to establish a knowledge repository on a designated server for the project which will hold formal documentation and useful reference documents and standards, as well as providing a forum for informal team communications.

The project knowledge repository will be managed by the Project Manager.