Transportation Safety Board of Canada

Bureau de la sécurité des transports du Canada

T S B

BUSINESS PLAN

2008-2009

Canada

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1.0   Introduction

The Transportation Safety Board of Canada's (TSB) Strategic Plan for 2005 to 2011 has four strategic objectives that we must pursue in all aspects of our business to realize our Vision and serve our Mission. These objectives are:

- **Safety Products and Services**

  To sustain and continuously improve the TSB's operational capability to identify safety deficiencies, and to produce safety products and services that most effectively advance safety change.

- **Organizational Effectiveness**

  To invest in and organize the human, financial, and physical resources required to deliver quality safety products in a timely manner.

- **Alliances and Partnerships**

  To leverage external and internal alliances and partnerships that enhance the TSB's effectiveness and productivity without risk to its independence.

- **Awareness**

  To address risk in the transportation system through effective communication, particularly with key primary safety change agents, to enhance their understanding of TSB findings and to increase the implementation of TSB recommendations.

The 2008-2009 Business Plan contributes to achieving these objectives by defining our corporate priorities for the coming year and by identifying key initiatives or projects that support these priorities. The Business Plan also includes branch and division priorities and the framework that we will use to measure our performance and report on our results. A section of our plan is dedicated to human resources (HR) planning. It provides information about our workforce profile and demographics, HR challenges and opportunities as well as core HR priorities and the additional planning activities that management will be undertaking to address them.

Once again this year, the Executive Committee has streamlined the level of activity based on the financial and human resources available to the organization. It has therefore decided to invest in implementing the recommendations retained during the various reviews undertaken last year to improve the management of our financial and material resources and the production of our investigation reports. It has also earmarked funds to continue the activities undertaken to improve information management, including enhancements to information technology (IT) application infrastructure, standardization of our website and the preparations for the implementation of an electronic records

management system. It will also have to follow up on the study on the feasibility of a training and multi-modal standards unit and on the ideas suggested to improve the efficiency of the TSB recommendations. Improvements in all these areas were deemed essential to enable us to meet the challenges facing us and fulfill our mandate.

From an HR management perspective, the organization will continue to provide managers with funds to support their succession planning efforts, more specifically, the transfer of knowledge from old to new employees. Activities will also be undertaken to update the investigator training curriculum and to pursue the steps undertaken to resolve a number of issues related to the classification of the TSB positions.

2.0 Risks and Challenges

The TSB is faced with a number of factors, both external and internal, that could have significant repercussions on its ability to fulfill its mandate. Management is aware of these factors and of its responsibility to take the necessary measures to mitigate the risks they represent, while ensuring the fulfillment of the organization's mandate. The greatest challenges to be met in 2008-2009 are described in the following paragraphs.

From an External Point of View

2.1 Growing Economy and Increase in the Volume of Investigation Activities

According to a study published by Statistics Canada,[1] the Canadian economy has been hit over the last few years with a number of shocks that in the past could very well have triggered a slowdown in economic activity, or even a recession. However, what the experts are now reporting is a remarkably stable growth regime that has been with us since 2003 in spite of skyrocketing oil prices and the burst of the real-estate bubble in the United States. The overall advance of the gross domestic product and its sectoral composition are quite similar to those of the previous three years. In fact, there has been an ongoing adjustment of the economy to more muscular prices for commodities, such as oil and wheat, and to a stronger exchange rate, which is continuing into its fourth year.

The firmness of the Canadian economy has also brought about expansion in the transportation industry. The aerospace industry in Canada is experiencing continued growth. Canada has the second largest civil aviation aircraft fleet in the world: our commercial sector ranges from international scheduled services to small, one-aircraft charter companies and business aircraft operators; and, in the private sector, the number of light recreational aircraft in use is increasing. Another growth area is the continually increasing number of foreign air carriers operating in, out and over Canada.

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[1] Statistics Canada, "Year-end review: westward ho!," *Canadian Economic Observer*, April 2007, catalogue No. 11-010 (www.statcan.ca/english/freepub/11-010-XIB/00407/feature.htm).

In the rail sector, carriers experienced growth in their intermodal shipments in 2007 and a slight decrease in their non-intermodal shipments. In addition, freight traffic coming from the United States continued its strong growth.[2]

This expansion, particularly in the airline industry, represents a challenge for the TSB, which is faced with an ever-growing volume of investigative activities resulting from an increase in the last three years in the number of incidents and accidents reported to the organization.

2.2   Increase in Sales of Canadian Products and in the Number of Foreign Investigations

The economy has been making a strong comeback in Europe and in Japan.[3] The rapid integration of new market economies, notably China and Eastern Europe, into the global economy constitutes a significant phenomenon in the movement of trade and investment and in the evolution of prices. Within the last few years, Canada's foreign trade has diversified remarkably due to the shift of exports toward countries other than the United States. Exports of industrial goods to several European countries and to China are the cause of most of this change in export destinations. Aircraft and other equipment, which are in big demand overseas, are also contributing to this surge. These circumstances, combined with an increasing number of trips abroad by Canadians, are adding to the TSB's challenges by increasing not only the volume of its activities in Canada but also the number of its investigations abroad.

2.3   Increased Need for Training Resulting from Regulatory Changes, the Introduction of Safety Management Systems and Changes in Technology

To keep the national transportation network safe, secure, efficient and respectful of the environment, the Canadian government has made changes to the rules governing Canadian air, marine and rail safety. It has also adopted a new approach for improving transportation safety in the long term, which entails the progressive implementation of safety management systems in several sectors of the Canadian transportation network.

These changes, combined with the rapidity of technological change, are making the transportation industry increasingly complex and exerting pressure on the TSB. Not only is it increasingly necessary to call on external expertise, but also there is a growing need for training of TSB employees so that they will continue to have the knowledge and technical expertise necessary to perform their functions.

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[2]   Statistics Canada, *Monthly Railway Carloadings*, November 2007 (www.statcan.ca/english/freepub/52-001-XIE/52-001-XIE2007011.htm).

[3]   Statistics Canada, "Study: Trading with a giant: An update on Canada-China trade," *The Daily*, 08 November 2007 (www.statcan.ca/Daily/English/071108/d071108b.htm).

From an Internal Point of View

2.4   Setting of Priorities and Management of the Workload with the Available Resources

As noted, the expansion of the transportation industry over the last few years has meant that the TSB is faced with a high demand for investigations both in Canada and abroad. Moreover, numerous internal and external pressures continue to be exerted to maintain or modify existing activities and to implement new initiatives in order to satisfy the government's demand for change.

Among the government initiatives that are having, or will have, repercussions on the TSB this year are the review of the Treasury Board's management policies and the coming into force of new policies in various domains that will require changes in the TSB's policies and procedures. The department must also complete the implementation of the measures needed to follow up on the evaluation of the organization against the Treasury Board's Management Accountability Framework and to complete the development of its performance measurement framework. In addition, there are horizontal audits, procurement reform, the Shared Travel Services Initiative and the review of the Expenditure Management System.

From the internal viewpoint, other factors will also have an influence on the organization's capacity, such as the measures to be taken to follow up on the internal reviews undertaken during the last fiscal year concerning the A-base budget, the financial resources management processes, the capital assets infrastructure, the organizational structure, and the feasibility of a multi-modal standards and training unit. We will also look into the ideas that were proposed to enhance the visibility of the TSB recommendations. The challenge here will be to choose, among the measures, those that will improve the organization's management and optimize the use of its resources to obtain better results for Canadians.

We must also continue the work that was started in the area of information management and invest judiciously to ensure the long-term viability of the TSB Investigation and Information Management System. We will also further the steps that have already been taken to provide the organization with an electronic records management system and to ensure that our website conforms to the revised Treasury Board Secretariat (TBS) standards.

2.5   Development and Maintenance of a Knowledgeable and Professional Workforce

The success of the TSB and its credibility depend largely on the expertise, the professionalism and the competence of its employees. However, the TSB is faced with workforce challenges. Many of the positions are "one deep," that is, there is only one person responsible for a specific task or function. Due to the large number of employees

and managers who are retiring and the high turnover in personnel in some of the functional support areas, the organization is finding it increasingly difficult to retain its pool of qualified candidates and has to find innovative ways to compete with the private sector and other public sector organizations. The organization must also be in a position to ensure the transfer of essential knowledge according to management's succession plan as well as to ensure delivery of the training and development that employees need to meet their operational requirements. Efforts will therefore be required to follow up on and update the plan already in place for managing human resources in a more strategic fashion and conserving the TSB's knowledge base and technical expertise.

2.6 Review and Improvement of the Report Production Process to Increase Overall Efficiency

The TSB has made a commitment to strengthen and continuously improve its operational capacity to reveal weaknesses in safety and to produce reports that will promote the changes needed to improve safety. Due to the increase in the volume of investigation activities, the division responsible for report production has seen its workload get heavier at a time when some of its key positions were vacant. Even though a number of measures have been taken to correct the situation, senior management is still preoccupied by the way work is carried out within the division and the type of work that is performed there. Therefore, a decision was made at the end of the last fiscal year to conduct a study aimed at maximizing the performance of the division and ensuring that its work is centred on the objectives of the organization. We expect to follow up on this study during the current fiscal year.

3.0 Management Plans and Priorities

The TSB is committed to advancing transportation safety for Canadians. We will do this by conducting independent, objective and timely investigations, by analyzing weaknesses in the transportation network within federal jurisdiction, and by making recommendations aimed at reducing the risks.

After examining the TSB's external and internal environments and the risks and challenges that they present, senior management has identified four priorities for 2008-2009. All require strategic investments to enhance the TSB's contribution to transportation safety in Canada and abroad and to strengthen our internal management. These priorities are summarized in the following paragraphs.

3.1 Implementation of the Recommendations Retained from the A-Base Budget Review

Last year's review of our A-base budget identified opportunities for optimizing resources, saving money and improving efficiency by restructuring certain parts of the organization. During this fiscal period, we will examine these opportunities more closely to determine

whether they are feasible and what impact they could have on the organization over the long term. We will also take advantage of the review of the investigator qualification program to examine the existing training structure in greater depth.

We will seek opportunities to improve the structure of certain components of the organization and align business processes among the transportation modes and the regions, as identified in the study.

We will start using our new activity-based budgeting model to examine how changes in the volume of activities resulting from increased transportation activities in Canada and abroad have an impact on resources.

Additionally, we will implement other measures stemming from last year's projects at the same time as the A-base review, specifically, implementation of the long-term management framework for our material infrastructure and the resulting plan. We will also implement our new Program Activity Architecture and continue to develop our performance measurement framework. All these measures should allow us to optimize the utilization of our human and financial resources toward the attainment of our desired results.

3.2   Maintaining a Knowledgeable and Professional Workforce

The credibility and the success of the TSB depend on its capacity to build and maintain a professional and diversified workforce to ensure continuity in its operations. During the planning session for the current fiscal year, management stressed the importance of finding innovative solutions for mitigating the significant HR issues it identified. Following these discussions, senior management decided to implement a process aimed at integrating the HR planning efforts undertaken by the different organizational units and to provide the TSB with a departmental HR Plan. This plan will be an invaluable tool for following up, in a strategic fashion, on the recommendations that will arise from the organization's A-base budget review and for pursuing future initiatives concerning recruitment, training and development.

Various departmental initiatives will also support managers' planning efforts. We will continue to provide access to a special fund to ensure that knowledge essential to TSB operations is transferred from old to new employees. We will also conduct an analysis of the training needs of investigators so as to update their curriculum and support them in acquiring and updating their knowledge, skills and competencies to perform their functions. Finally, we will implement the measures required by the Canada Public Service Agency (CPSA) in its Monitoring Report of the TSB Classification Program as well as those proposed by the working group on the classification of the investigator positions.

3.3   Report Production

To ensure that we were able to answer public demands for timely investigation reports, taking into account our workload and our capacity, we carried out a review aimed at re-examining and improving our report production process to enhance organizational efficiency. During the current fiscal year, we will follow up on the recommendations made and implement changes that will allow the Publishing and Linguistic Services Division to maximize its productivity.

3.4   Continuing the Residual Work in the Area of Information Management

The TSB Investigation and Information Management System is now a functioning system that meets most of our needs. However, we must continue to invest in it to maintain and manage its components both from an IT perspective as well as from an operational/corporate perspective to ensure its long-term viability. This year, we will invest in enhancing its infrastructure and will follow up on the recommendations contained in the study on the feasibility of implementing a multi-modal standards and training unit, including the future of the Content Management Committee and the Investigation Practices and Tools Committee.

Moreover, we will finalize the implementation of our Enterprise File Plan for our paper and electronic records in a manner that will allow their effective management until an electronic records management system is implemented. We will also take measures to ensure that our website conforms to the revised TBS standards. Finally, we will follow up on the recommendations made by the working group set up by the Chair of the TSB to enhance the visibility of the organization's conclusions and recommendations.

4.0   Detailed Action Plans for Priority Projects or Initiatives

This section provides a summary followed by a detailed description of the projects or initiatives that the Executive Committee has approved to support our management priorities. As indicated earlier, the priority this year will be to invest in the implementation of the recommendations stemming from the various reviews undertaken last year and to complete residual information management projects. Additional funds will also be put aside to support the management of human resources.

The following summary chart shows our corporate priorities and the projects or initiatives that have been approved for each.

Priority	Projects or Initiatives
1. Implementation of the Recommendations Retained from the A-Base Budget Review	To be determined once the A-base budget review is completed
2. Maintaining a Knowledgeable and Professional Workforce	Critical Knowledge Transfer Fund
	Update of the Investigator Training Curriculum
	Follow-up to the CPSA Monitoring Report of the TSB Classification Program
3. Report Production	Follow-up to the report on the improvement of the report production process
4. Continuing the Residual Work in the Area of Information Management	IT Application Infrastructure Enhancements
	Follow-up to the report on the feasibility of a training and multi-modal standards unit
	Implementation of the new Enterprise File Plan for both paper and electronic records
	Standardization of the TSB website
	Enhancement of the efficiency of the TSB recommendations

4.1 Implementation of the Recommendations Retained from the A-Base Budget Review

Over the past year, we conducted an in-depth review of our A-base budget and an analysis of the TSB historical financial resources in order to ensure that we were making an optimal use of our resources to achieve the desired results. This study will result in an activity-based costing model for occurrence investigations. This model will provide us with an improved methodology to cost our investigations and will serve as a basis for discussion to gauge the impact of potential organization changes. We will also take into account the final reports of the two benchmarking exercises that will be completed soon. The first compares our organization against other independent international investigation organizations and the second benchmarks Corporate Services against similar-sized organizations.

We will also study the suggestions provided by the regional and Head Office Investigation Operations personnel as to how to better carry out our mandate. Finally, we will complete and follow up on our capital assets review, which includes the Engineering Branch facility and associated equipment as well as the entire informatics and office equipment infrastructure.

Project 1 : Follow-up to the A-Base Budget Review		
Project Sponsor	*Project Leader*	*Resources Allocated*
Gerard McDonald	To be determined	$75,000

Project Goals and Objectives/Activity Description

Implementation of the recommendations retained from the A-base budget review and its concurrent exercises.

Link to Strategic Plan and Management Accountability Framework (MAF)

Strategic Plan Linkages

- Safety Products and Services

  Sustains the TSB's operational capability to focus on the products and services that most effectively support changes to improve transportation safety.

- Organizational Effectiveness

  Improves the TSB's capability to invest exclusively in the human and financial resources required to carry out its mandate.

- Alliances and Partnership

  Increases the TSB's effectiveness and productivity by using different types of service delivery as needed.

MAF Linkages

- Governance and Strategic Directions

  Improves the TSB's capability to allocate resources based on the desired strategic results.

- Stewardship

  Improves financial resources management to achieve the desired results.

- Results and Performance

  Improves the TSB's capability to carry out only those activities necessary to achieve its mandate and ensure internal service delivery. Also compares the TSB's performance with that of other organizations.

Performance Measures

- Project delivers a list of recommended changes to the A-base budget allocations, investigation processes, organizational structure, and capital assets management.
- Project is on time and within budget.

Action Items	Deliverables	Timelines
Will be communicated later.		

4.2   Maintaining a Knowledgeable and Professional Workforce

Section 6.0 outlines the HR planning activities that management, with the support of the Human Resources Division, will undertake to strengthen and maintain a professional workforce and to ensure that core HR priorities are addressed in an appropriate and timely fashion. A Knowledge Transfer Fund of up to $75,000 will continue to be made available this fiscal year to ensure seamless knowledge transfer within the TSB, in support of our succession planning efforts. We will also update the investigator training curriculum. We will continue to implement measures required by the CPSA monitoring report of our classification program. We will review the recommendations emanating from the working group on the TI classification issue and develop a relevant action plan.

4.3   Report Production

We are in the process of reviewing the recommendations aimed at improving the effectiveness and efficiency of the Publishing and Linguistic Services Division with regards to its processes, workflows and practices used within the unit and client organizations. Once this review is completed, an appropriate action plan will be developed.

Project 2: Follow-up to the Report on Improving the Report Production Process		
Project Sponsor	*Project Leader*	*Resources Allocated*
Elizabeth McCullough	To be determined	$50,000
Project Goals and Objectives/Activity Description		
Implementation of recommendations to improve the report production process.		
Link to Strategic Plan and Management Accountability Framework (MAF)		
Strategic Plan Linkages • Organizational Effectiveness Contributes to the continuous improvement of the TSB report production process.		

Project 2: Follow-up to the Report on Improving the Report Production Process

MAF Linkages

- Citizen-focused service

  Improves TSB's capacity to make public its findings and recommendations.

- Stewardship

  Improves the quality and effectiveness of TSB report production management.

- Accountability

  Ensures that the roles and responsibilities of the stakeholders and the report production process are clearly defined and applied.

- Results and Performance

  Improves the ability to meet TSB performance objectives and targets.

- Governance and Strategic Directions

  Ensures that roles and responsibilities and the report production process are clearly defined and applied to ensure strategic management of the resources dedicated to report production.

Performance Measures

- Project delivers clearly defined and applied roles and responsibilities and report production process.
- Project is on time and within budget.

Action Items	Deliverables	Timelines
Will be communicated later.		

4.4   Continuing the Residual Work in the Area of Information Management

The organization will continue this year to improve the management of its information. It will first invest in enhancements to its IT application infrastructure and pursue the work prerequisite to the implementation of an electronic records management system. It will also standardize its website to make it compliant with TBS standards.

The following tables provide an overview of the activities that will be undertaken this year with regard to these projects.

Project 3: IT Application Infrastructure Enhancements		
Project Sponsor Jean L. Laporte	*Project Leader* Peter Kusovac	*Resources Allocated* $339,000
Project Goals and Objectives/Activity Description To stabilize and optimize existing TSB Investigation and Information Management System applications and infrastructure in order to consolidate our acquisition and improve its performance.		
Link to Strategic Plan and Management Accountability Framework (MAF) **Strategic Plan Linkages** • Safety Products and Services Improves the efficiency and effectiveness of TSB products in terms of timeliness and quality, and streamlines data, thus having an impact on what information we need to manage. • Organizational Effectiveness Builds stronger information management practices into TSB investigation activities and enhances the linkages to systems throughout the TSB, thereby improving the TSB's internal investigation and information management capabilities. • Alliances and Partnerships Streamlines and refines our data interdependencies, thus strengthening our partnerships with stakeholders. • Awareness Builds more effective investigation and information management practices into TSB investigation activities to leverage investigation teams' interactions, thereby improving the dissemination of safety information. **MAF Linkages** • Policy and Programs Provides an organized way to access policies and procedures, ensuring they will be more consistently applied. • Stewardship Improves the stewardship of, and accountability for, enterprise information resources. • Results and Performance Improves internal service by building stronger and more consistent investigation and information management practices.		

Project 3: IT Application Infrastructure Enhancements		
• Learning, Innovation and Change Management Enhances TSB capacity to capture and manage information as corporate knowledge and memory strategic resources.		
Performance Measures • All project deliverables meet user acceptance in terms of ease of use and quality. • Project is on time and within budget.		
Action Items	*Deliverables*	*Timelines*
Develop the skill set of IT staff.	Training and courses required to enable IT staff to optimize their performance in new application development environment. Courses to enhance skill set are attended by IT staff.	March 2009
Document existing TSB Investigation and Information Management System implementation, system specifications and functions, while identifying all customization and reasons for customization.	Implementation of existing Investigation and Information Management System implementation is documented.	June 2008
Upgrade the Investigation and Information Management System database from SQL 2000 to SQL 2005.	The Investigation and Information Management System database operates on the SQL 2005 version. This will contribute to the enhancement of the performance of the system.	September 2008
Complete core IT process development.	Core IT process is developed.	September 2008
Upgrade application development platform to SharePoint 2007.	Application development platform upgrade is completed and the Investigation and Information Management System operates on the SharePoint 2007 version.	March 2009
Plan and implement modal databases (RODS, PODS, ASIS, SISM) migration to SQL 2005 platform.	Modal databases migration is completed.	March 2010

Project 4: Standardization of the TSB Website		
Project Sponsor	*Project Leader*	*Resources Allocated*
Jean L. Laporte	Peter Kusovac	$30,000

Project Goals and Objectives/Activity Description

To complete the standardization of the TSB website in accordance with TBS standards and deadline. The Common Look and Feel (CLF) Standards were revised by the Secretariat to reflect modern practices on the Web, changes in technology as well as to improve navigation and format elements. They were also rewritten to eliminate duplication and conflict with other Treasury Board policy instruments.

Link to Strategic Plan and Management Accountability Framework (MAF)

Strategic Plan Linkages

- Organizational Effectiveness

    Improves the effectiveness of TSB online interaction with the public and stakeholders.

MAF Linkages

- Policy and Programs

    Ensures compliance of TSB's website with TBS standards.

- Citizen-focused Service

    Contributes to the government-wide implementation of a citizen-focused service by providing a more effective means for the public and the TSB to exchange information.

Performance Measures

- TSB website meets TBS policy requirements and deadline for compliance.
- Project is within budget.

Action Items	*Deliverables*	*Timelines*
Audit of the content of the TSB website.	Audit is completed.	April 2008
Develop CLF prototype.	Prototype is developed.	June 2008
Deliver initial prototype.	Initial prototype is delivered to the TSB.	July 2008
Deliver final CLF 2.0 website for TSB.	Final CLF 2.0 website is delivered to the TSB.	August 2008
Prepare TSB 2.0–compliant website to go live.	TSB 2.0–compliant website goes live.	September 2008

An updated file plan has been developed and implemented for investigation records and corporate services records, and work has been initiated on updating the file plan for all remaining TSB records. In addition, as planned for 2007-2008, the project to inventory and consolidate all TSB corporate memory records is well under way. The old records database has been cleaned up and the new database has been created and is being piloted. Significant work has been accomplished in reviewing and updating records retention

periods, which is fundamental to ensuring that records are retained in TSB custody for as long as they are needed to meet business purposes, but no longer. As foreseen in last year's planning, it was not possible to complete the immense amount of work associated with paper records clean-up; however, a critical portion has been completed and clean-up processes are well entrenched. With the up-to-date enterprise file plan in place, there is more work to do to complete the clean-up in 2008-2009.

The interim strategy for managing electronic records has been developed and initiated. TSB-wide implementation, which will include shared drive clean-ups, is planned for this year. This will ensure that electronic records are managed according to the new file plan until such time as a full electronic records management system (ERMS) can be implemented. The development of the business case for introducing an ERMS has been postponed to 2009-2010 in light of the investments required this year for enhancements of the existing infrastructure.

Project 5: Enterprise File Plan Implementation		
Project Sponsor	*Project Manager/Leader*	*Resources Allocated*
Jean L. Laporte	Tonette Allen/Susan Clarke	$25,000
Project Goals and Objectives/Activity Description The objective of the project is to finalize implementation of the new Enterprise File Plan for both paper and electronic records in a manner that will allow their effective management until a TSB Electronic Records Management System (ERMS) is implemented and that will support a smooth migration of the records to the new ERMS. For the paper records, it is envisioned that most of the work will be carried out by Information Management (IM) staff. For the electronic records, IM staff will work with informatics to implement the interim approach for the management of electronic records held outside the TSB Investigation and Information Management System environment.		

Links to Strategic Plan and Management Accountability Framework (MAF)
 	
 Strategic Plan Linkages
 	
 • Organizational Effectiveness
 	
    Supports continuous improvement of TSB business activities and the maintenance of a positive work environment.
 	
 MAF Linkages
 	
 • Policies and Programs
 	
    Will provide an organized way to ensure that TSB records are managed in accordance with existing policy and legislative requirements.
 	
 • Risk Management
 	
    Employees and managers are better supported in fulfilling their responsibilities thus reducing the risk of losing or not being able to find corporate memory records.		

Project 5: Enterprise File Plan Implementation		
• Stewardship Improves information management. With duplication eliminated and records organized according to a common enterprise-wide structure, there will be greater efficiency in locating, accessing, and sharing authoritative information. The application of records retention and disposition schedules will also be facilitated.		
Performance Measures • Project action items and deliverables completed on time and within budget. • TSB records are managed in compliance with policy and legislative requirements associated with IM and accountability.		
Action items	*Deliverables*	*Timelines*
Implement the interim solution for the management of electronic records held outside the TSB Investigation and Information Management System environment.	Interim system is implemented and electronic records are organized according to the enterprise file plans. A strategy for migrating electronic records from existing shared and local drives to the interim system is implemented.	December 2008
Complete the clean-up of paper records now held in filing cabinets/systems outside the central repository.	Records are inventoried and consolidated. Duplicate records are identified and removed. Remaining corporate memory records are classified and logged in the central repository. Dormant records are sent to off-site storage.	March 2009

In addition to the above-noted investment projects described in this section, the TSB Chair's Challenge Action Committee will also start implementing the strategy and action plan that was developed at the end of last fiscal year to increase the visibility of TSB's conclusions and recommendations and to ensure that they are well understood by those who can influence greater change. The organization will also look into and follow up on the recommendations stemming out of the study on the feasibility of implementing a training and multi-modal unit. Although these tasks do not require additional resources at this moment, they will have an impact on the workload.

5.0   Branch and Division Priorities

In addition to corporate priorities, individual directors general, directors, and managers have established branch and division priorities for their areas of responsibility. This section outlines the priorities for each branch and division. These priorities are extracted

from the Operational Work Plans of each area and directly link to the individual work objectives of managers. These are not the only priorities of managers, but they are the key ones that will contribute to achieving our strategic outcome.

5.1   Board

Over the coming year, the Board will focus upon maintaining and enhancing the credibility of the organization, reaching out with its safety messages to effect positive change. The Board wants to ensure that its message is understood by those who can bring about change and ultimately make transportation safer. This will be accomplished through the issuance of its investigation reports and recommendations as well as through the Board Outreach Program.

5.2   Executive Director

The Executive Director will focus his attention in the coming year on the recommendations flowing from the currently ongoing A-base review and ascertaining what changes will be required to best position the organization to meet future challenges. The Executive Director will also continue work begun with the CPSA to address long-standing classification concerns.

The priority of the Communications Division will be to strengthen awareness of the TSB among Canadians and broaden the reach of TSB messages through informed communications planning, public announcement of final TSB reports, and liaison with both domestic and international media about important safety messages. To this end, the Communications Division will also improve the organization and use of the Board Outreach Program to better target relevant audiences and change agents with safety-specific messages, and will offer continuing communications advice in support of marine, pipeline, rail and air investigations.

5.3   Investigation Operations Directorate

In 2008-2009, the key focus of the Investigation Operations Directorate will be to improve the average time to complete investigation reports and the efficiency of safety communications. More details regarding the plans that branches and their support services have developed to support these priorities can be found in the following paragraphs.

5.3.1   Air Branch

The key Air Branch priority will be to ensure that it maintains its investigation capabilities and productivity during a year that will see significant management changeover, both in Head Office and its regional offices. This activity will include the transfer of corporate knowledge and training of its new management cadre. Investigator training also will continue on recent changes in the aviation industry, including the areas

of regulatory oversight, changes in aircraft inventory of Canadian air operators, and the increased requirement to support foreign state investigations involving Canadian products.

The branch will continue its efforts to implement and improve its new safety issues list to identify, track and validate issues. It will also endeavour to issue more and more-timely safety communications of validated safety information, and to keep the median time for completing investigation reports to less than 15 months. The Air Branch will strive to ensure that the number of investigations started does not exceed the branch's ability to produce investigation reports. It is currently able to produce approximately 60 investigation reports a year.

The Air Branch will continue its efforts to establish and maintain professional external relationships, and will work collaboratively with its internal partners to increase productivity and make more effective use of limited TSB resources.

5.3.2   Marine Branch

The priority for the Marine Branch this fiscal year will be to maximize the impact of its activities and improve performance and productivity through timely safety communications of validated deficiencies and the publication of quality investigation reports. The Marine Branch intends to release 18 reports and reduce the median time for completing reports to less than 26 months. This median time is not optimal compared with the other modes; however, due to the challenge of recruiting personnel with highly specialized skills, a large number of positions have yet to be filled. The branch will, among other initiatives, more rigorously assess and choose which occurrences to investigate, and more diligently manage and refine the investigation process.

The Marine Branch will continue to develop and implement a strategic-focused approach to HR planning to ensure the continuity and stability of service delivery. Staffing decisions will be linked to the business plan, A-base review, and branch planning priorities. In order to do so, the branch will update and carry forward its HR succession plan and adjust its HR profile as opportunities arise. Efforts to establish and maintain professional external relationships will continue. To increase productivity and effectively utilize limited resources, the branch will seek out internal and external partnering opportunities within the branch and with other modes, as well as outside departments and organizations.

5.3.3   Rail/Pipeline Branch

The Rail/Pipeline Branch priority will be to improve report timeliness. This will be achieved, in part, by producing briefer investigation reports, and, in order to make effective use of limited resources, by working in closer relationship with internal support divisions. The goal is to publish 22 reports in fiscal year 2008-2009, with a median time of completion of 18 months.

Another priority will be to staff currently vacant investigator positions and ensure that resources are provided to train these new staff in various areas, including investigative methodology, technical analysis and communications.

In addition to the timely publication of investigation reports, the Rail/Pipeline Branch will improve safety communications by early communication of validated deficiencies.

Finally, the branch will be contacting the two major rail companies to explore technological means to streamline the process involved in entering occurrence reports into the statistical database.

5.3.4 Engineering and Other Investigative Support

The Engineering Branch continues to support TSB investigations by ensuring that Engineering Branch reports are completed in a timely manner. Internal team work and knowledge sharing will continue to be used to improve efficiencies and ensure availability of backup personnel particularly in areas where expertise is one deep. The Engineering Branch will develop and sustain professional relationships with other organizations within and outside the TSB. This will include participation in working groups, the exchange of data, information and technical investigative procedures in partnership with other investigative agencies. Further, the Engineering Branch will pursue opportunities to develop new expertise and capabilities in collaboration with other investigative agencies.

The Human Performance Division's main priority is to identify human factor safety deficiencies in transportation occurrences. It will continue to focus on enhancing initial human performance training as well as recurrent training through modal workshops, regional visits, and other activities. A strong effort will be made to enhance the division's bilingual capacity. The division will also pursue partnerships with other departments, in areas such as the provision of medical support.

The Macro-Analysis Division's main priority is to continue to respond to requests, both internal and external, for accident data in a timely manner. In addition to ongoing data analysis and internal reporting, the division will also continue to provide technical assistance in the design and implementation of the TSB Investigation and Information Management System database.

The Quality Assurance Division will place its focus on providing initial and recurrent Integrated Safety Investigation Methodology (ISIM) training as well as the training on the *Canadian Transportation Accident Investigation and Safety Board Act* and TSB Regulations through modal workshops and regional visits. It will also assist in the development of TSB's performance measurement management framework for the TSB organization.

The main priority of the Publishing and Linguistic Services Division will remain the timely and efficient production of all TSB public documents. The team will also implement the changes recommended in the 2007-2008 review of the division's workflow processes and practices and functional capacity in order to ensure that it is able to limit in-process reports to no more than 30, while producing and releasing final investigation reports throughout the year.

5.4   Corporate Services Directorate

In addition to ensuring the ongoing provision of quality services to its clients, the Corporate Services Directorate will focus its efforts on three key priorities. The Directorate will implement its HR Plan and attempt to fill vacant positions. In collaboration with the managers, it will work on the implementation of the recommendations coming out of the various reviews related to human resources, material and financial management. Work will also continue to implement revised Treasury Board policies and directives as they are issued throughout the year.

The Finance and Administration Division will undertake the activities required to follow up on the recommendations coming out of the A-base budget review. It will also continue to review and update financial management processes and practices and administrative policies.

The major HR program initiative will be the implementation of the Remedial Action Plan resulting from the CPSA monitoring further to the results of the CPSA-TSB working group. This project will have an impact on all investigator positions and will require a significant amount of human and financial resources as well as the attention of senior managers and managers within the TSB. Other major classification projects will also be a priority: the implementation of the EC conversion and the review of the CS standard. The Human Resources Division will also continue to support management in its endeavour to maintain and further develop the knowledge and skills of the TSB workforce, including its ability to meet official languages requirements. Finally, it will work with senior management and managers to finalize the implementation of an overall HR Plan for the TSB as well as specific plans to meet directorate needs.

The Informatics Division will focus its efforts on stabilizing and optimizing the existing application and infrastructure environments, including the TSB Investigation and Information Management System. It will follow industry best practices and use standardized elements for the development of the environments architecture. The division will also apply the new Project Management Framework and concentrate on enhancing core processes and ensuring the application of policies and procedures. It will also evolve the integrated IT Plan and continue to ensure that IT spending is aligned with the overall TSB business direction. Finally, in line with Treasury Board directives, the TSB will implement the Common Look and Feel Standards for the Internet (CLF 2.0) and continue to monitor the evolution of the government's Management of IT Security Standards.

The Information Management Division will continue to focus its efforts on full implementation of the new enterprise file plan and associated clean-up activities to ensure that all physical and electronic TSB records are organized and accessible. The division will also focus on optimizing the use of information, services and tools, such as the TSB library and the Reference Centre and other tools developed as part of the TSB Investigation and Information Management System project. In addition, work will be undertaken to introduce any new TSB policy instruments necessary to ensure compliance with the new Treasury Board IM policy framework.

The Corporate Planning and Reporting Group will continue its efforts to streamline reporting to Parliament. It will ensure that the organization completes its performance measurement framework. It will also follow up on the action plan developed by the organization in response to the TSB assessment against the TBS Management Accountability Framework.

6.0   Human Resources Plan

At the TSB, HR planning is an integral part of doing business. Our 2008-2009 HR Plan was developed by management to ensure a continued effective delivery of operations supporting the TSB mandate. Each branch or division has developed its own HR Plan. The information contained in these plans has been analyzed and synthesized for integration into this Business Plan. A brief profile of the TSB workforce is provided, followed by additional information about the demographic challenges that we face and the opportunities that these challenges provide. This section finishes with a plan that highlights the core HR priorities that have been identified for the next few years and the additional planning activities that management will be undertaking to address them.

6.1   Human Resources Profile and Demographics

As of 31 March 2008, the TSB workforce was composed of 221 indeterminate, 11 determinate and 6 casual employees. The TSB workforce is located in the National Capital Region (Headquarters and Engineering Laboratory) and the following regions: Atlantic, Quebec, Ontario, Central, Western, and Pacific. The National Capital Region staff constitutes 69% of the workforce with the remaining 31% being located in the regions.

The indeterminate workforce consists of employees in five occupational categories listed in Table 1. The majority (59%) of our staff occupies positions in the Technical and the Scientific and Professional categories, which allows us to characterize our workforce as highly skilled and specialized. The remaining 38% of employees provide internal services either at the corporate level or as support services in the operational branches. The Executive category accounts for 3% of employees.

Table 1. Number of Indeterminate Employees by Occupational Category and Group (as of 31 March 2008)

| Occupational Categories and Groups	Number of Employees by Group	Number of Employees by Category
EXECUTIVE		**7**
EX Executive	7	
SCIENTIFIC & PROFESSIONAL		**29**
EN-ENG Engineering	18	
ES-LA Economic, Sociology, Statistics and Law	10	
LS Library Science	1	
TECHNICAL		**101**
AI-NOP Air Traffic Control	2	
AO-CAI Aircraft Operations	34	
EG Engineering & Scientific Support	4	
GT General Technical	4	
SI Social Science Support	4	
TI Technical Inspection	53	
ADMINISTRATIVE & FOREIGN SERVICE		**59**
AS Administrative Services	29	
CS Computer Systems Administration	13	
FI Financial Administration	3	
IS Information Services	9	
PE Personnel Administration	1	
PG Purchasing Group	2	
PM Program Administration	2	
ADMINISTRATIVE SUPPORT		**25**
CR Clerical and Regulatory	25	
TOTAL		**221**

A significant number of employees (60), representing 27% of all indeterminate employees, are over 55 years of age while 10% of our current workforce is under the age of 35. Furthermore, based on our projections, close to 30% of our indeterminate workforce is eligible to retire in the next five years (see Figure 1 for a detailed breakdown). Statistics used to calculate eligibility to retire are based on employees who have 30 years of service and are over 54 years of age. Research shows that the decision to retire is strongly linked to individual financial status. Household income, education, and lifestyle are all factors that "baby boomers" believe will influence their decision when eligibility approaches. Of important note is the fact that a significant number of the TSB investigators (AO-CAI and TI groups) started with our organization after a first career either in the private sector or the armed forces and choose to retire in their 60s.

Figure 1. Percentage of Indeterminate Employees Eligible for Retirement in 2010 and 2012

Employees Eligible for Retirement in 2010 and 2012
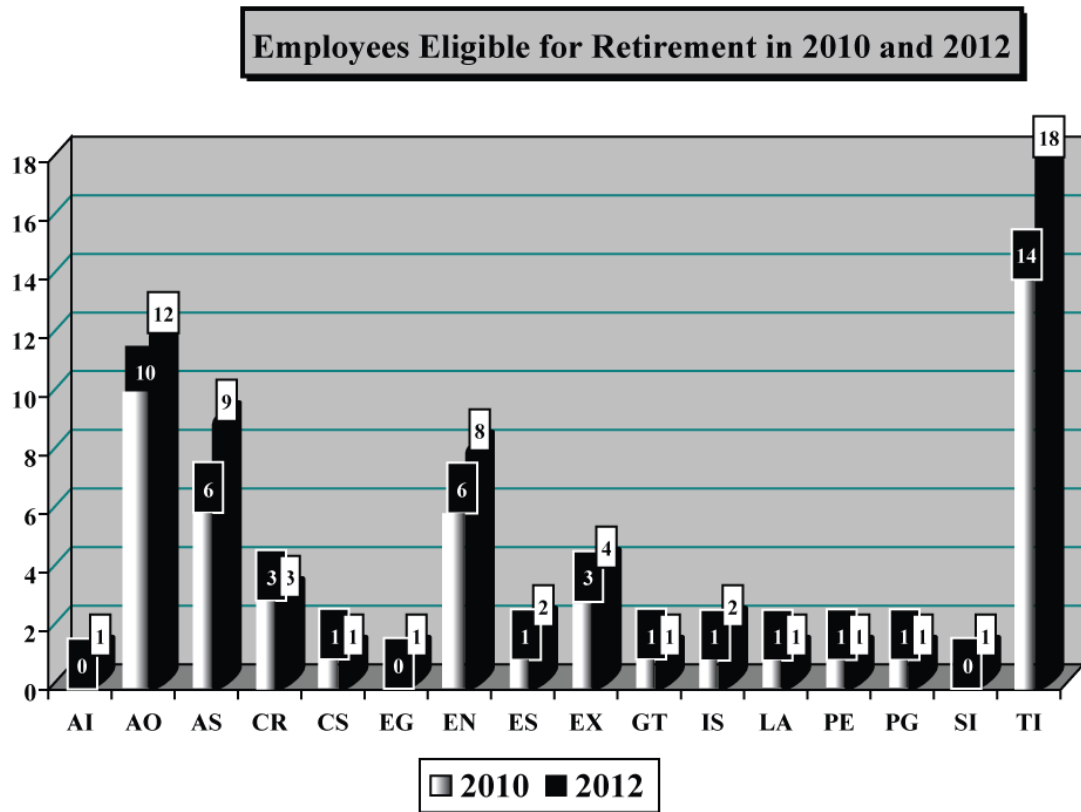
The overall employee turnover rate (number of departures including retirements) has increased to 12% compared to 10% last year. Figure 2 below depicts turnover rates in numbers for each organizational unit.

Figure 2. Turnover Rates Expressed in Numbers by Organizational Unit – 2007-2008 Fiscal Year

TSB Departures – 2007-2008 Fiscal Year
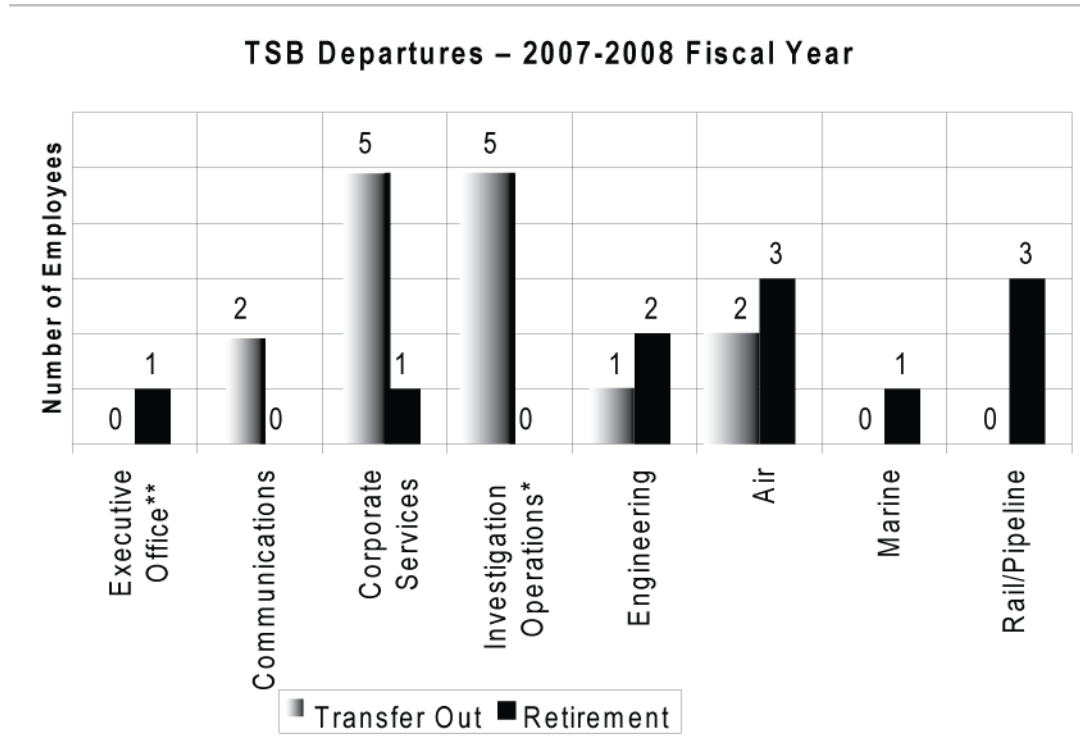
*   Includes Human Performance, Macro-Analysis, and Publishing and Linguistic Services Divisions

** Does not include Board members

While the TSB has welcomed more women in the technical category over the last fiscal year, the overall representation of women has remained at 34%. As for the other designated groups, Aboriginal representation has increased from 0.04% to 1.8%, while the representation of persons with disabilities continues to surpass the external availability. Visible minorities continue to be under-represented in the TSB workforce and representation has in fact decreased since our last Business Plan (see Table 2).

Table 2. Representation of Designated Groups in the TSB Workforce Compared to the
Canadian Labour Market

Designated Group	Percentage of the Canadian Labour Market	Percentage of the TSB Workforce (as of 31 March 2008)
Women	36.5	34.4
Aboriginal peoples	2.3	1.8
Persons with disabilities	3.5	4.1
Members of visible minorities	9.1	8.6

6.2 Human Resources Opportunities

In 2008-2009, the challenges that flow from increasing retirement rates and staff turnover
continue to provide the TSB with opportunities to better address several key areas such as
ongoing succession planning and knowledge transfer, the renewal of its workforce and
improving the representation of employment equity designated groups within its
workforce.

This year's HR Plan continues the efforts undertaken last fiscal year to develop and refine
key HR-focused activities. The core HR priorities that remain valid and continue to
require attention over this fiscal year and the coming years are:

- strategic staffing of vacant positions
- integrating and strengthening overall training and professional development
  activities
- adopting measures that support the results and recommendations of the A-base
  review

Anticipated attrition levels continue to be of concern not only for the TSB but also for the
broader Public Service employee population. While the increased level of retirements is
having an impact on the TSB as a whole, the Corporate Services Directorate's workforce
situation is further compounded by the high demand and extreme competition for
specialists in positions such as HR Advisors and Financial Advisors. The anticipated
attrition will be addressed in the following two ways:

- Workforce renewal (accessing new resources with appropriate skills and
  competencies) is being addressed, both individually (by branch) in each of
  their HR plans, and collectively through coordination efforts by the HR
  function. Such efforts include the creation of partnerships with other federal
  government organizations that hire staff with similar skills and competencies
  as well as the exploration of non-conventional staffing such as interchanges

with other agencies/organizations. These staffing activities will also provide an opportunity for managers to consider focusing their hiring on designated group members in categories where there are representation gaps within the TSB.

- In developing HR planning priorities for 2008-2009, TSB management has reinforced its support for meaningful succession planning by providing staff with career development and personal growth opportunities that are aligned with enhanced organizational knowledge requirements. The creation of learning and development opportunities, which flow from a more effective performance review process, provides a strong corporate commitment to ensure that skill requirements for roles at all levels are identified and acted upon in a concerted manner. These efforts go a long way to attenuating attrition by enhancing skill requirements and ensuring an alignment with career growth opportunities.

Further, there is a greater emphasis on taking steps to monitor the effectiveness of learning opportunities that have been followed and to make adjustments, where necessary. These strategically focused efforts are aimed at creating a continuous learning environment for the TSB. Optimal utilization of the available funding through access to the TSB Knowledge Transfer Fund must be pursued.

In terms of another key priority—ensuring that representation from an employment equity and diversity point of view continues to be addressed—the Human Resources Division is putting standard processes in place to review all proposed staffing actions before they are undertaken so as to identify potential sources from among under-represented groups. Particular emphasis will be placed on the recruitment of aboriginal peoples and women in the technical category where there are important representation gaps versus the external labour market availability.

6.3   Human Resources Implementation Plan

The following Implementation Plan summarizes the activities that are committed to be implemented. This includes details on HR planning activities initiated in 2007-2008, which TSB management continues to pursue, as well as new approaches for the upcoming year. All elements are aimed at ensuring that the TSB HR priorities are addressed, in both the short-term (one to two years) and long-term (three to five years) timeframe.

Core HR Priorities	Short-Term and Long-Term Implementation Activities
Strategic staffing of vacant positions	**Staffing and Recruitment** • Starting from forecast requirements by management, the Human Resources Division will develop and implement a staffing strategy, based on attrition projections and demographic information and trends. • All-out efforts will be undertaken to explore all staffing alternatives, including to utilize collective staffing where possible and to optimize partnerships with other federal government organizations and external agencies. • Steps to address employment equity and diversity opportunities will be explored prior to initiation of all staffing or recruitment efforts. • A review of all investigation-focused TI and AO-CAI positions will be undertaken through the Human Resources Division to validate the currency of the work descriptions and appropriateness of their classification. • The Human Resources Division will coordinate conversion of SI and ES positions to the new EC occupational group. **Retention** • Issues specific to the TSB that were detailed in the 2005 Public Service Employee Survey will continue to be addressed and monitored in the business environment, as will be any similar issues identified in the 2008 Employee Survey to be conducted next fall.

Core HR Priorities	Short-Term and Long-Term Implementation Activities
	• In addition to continuing the development and implementation of workplace initiatives designed to encourage retention and commitment (for example, employee-focused communications, orientation for new and current staff, awards and recognition, cross-training, and assignment opportunities), TSB managers, supported by HR specialists, will take renewed steps to provide meaningful learning and personal development opportunities. **Succession Planning** Managers will identify key positions within their units and develop and rigorously implement steps to provide learning and development opportunities for individuals who could succeed to these positions (from all units across the TSB). A central database with succession planning information will be maintained by the Human Resources Division for use across the organization.
Integrating and strengthening overall training and professional development activities	**Training and Development** • Managers will establish a training and development strategy that aligns with business priorities and requirements. • This approach will use individual performance information from the performance review process with a focus on job-specific learning and personal growth needs as well as succession planning factors. • HR will monitor the implementation of this approach. **Knowledge Transfer** • Aligned with information gleaned from succession plans and the performance review process, managers will identify key information transfer requirements and prioritize actions (and associated TSB knowledge transfer funding) in order to address critical knowledge retention issues.

Core HR Priorities	Short-Term and Long-Term Implementation Activities
Adopting HR measures in support of the results and recommendations of the A-base budget review	**The TSB A-Base Budget Review** • Utilizing the results and recommendations from the A-base review, the Human Resources Division will explore options for service delivery, including functional organization changes to HR to provide the most effective possible service to TSB management clients and staff. • HR will also assist management in implementing decisions resulting from the A-base budget review and will ensure that they are reflected/included in all HR planning and staffing and recruitment plans.

7.0   2008-2009 Resource Allocation

Budgets for fiscal year 2008-2009 were approved by the Executive Director. Approved allocations are shown in Table 3, and details of resource allocation for the Investigation Operations Directorate are shown in Table 4.

Table 3. 2008-2009 Resource Allocation by Responsibility Centre

Responsibility Centre	Salaries ($)	Overtime ($)	O+M ($)	Totals ($)
Executive	1,597,592	25,000	419,500	2,042,092
Corporate Services	3,684,466	24,500	1,879, 645	5,588,611
Investigation Operations	13,983,899	843,200	3,506,265	18,333,364
Subtotals	**19,265,957**	**892,700**	**5,805,410**	**25,964,067**
Business Plan Projects				719,000
Capital Assets Investments				500,000
Costs Recoverable from TB[(*)]				264,432
Totals[(**)]				**27,447,499**

[(*)]   These costs include severance pay, vacation pay for unused vacation leave on termination of employment and parental benefits.

[(**)]   The total budget allocated includes the estimated lapse carry-forward from the previous year and a risk-based overprogramming.

Table 4. 2008-2009 Resource Allocation within the Investigation Operations Directorate

	Salaries ($)	Overtime ($)	O+M/Capital ($)	Total ($)
Engineering	2,030,399	29,747	708,790	2,768,936
Air	5,559,665	308,250	1,328,225	7,196,140
Marine	2,169,225	192,043	460,486	2,821,754
Rail/Pipeline	2,140,364	294,860	331,820	2,767,044
Other Responsibility Centres	2,084,246	18,300	676,944	2,779,490
Total Investigation Operations	**13,983,899**	**843,200**	**3,506,265**	**18,333,364**

Funding from the 2008-2009 base budget has been specifically set aside for some of the Business Plan projects or initiatives. Approved allocations for Business Plan key initiatives are shown in the following chart.

| Priorities	Key Projects /Initiatives	Resources Allocated ($)
Implementation of the Recommendations Retained from the A-Base Budget Review	To be determined once the A-base budget review is completed	75,000
Maintaining a Knowledgeable and Professional Workforce	Critical Knowledge Transfer Fund	75,000
	Update of the Investigator Training Curriculum	25 000
	Follow-up to the CPSA Monitoring Report of the TSB Classification Program	100,000
Report Production	Follow-up to the report on the improvement of the report production process	50,000
Continuing the Residual Work in the Area of Information Management	IT Application Infrastructure Enhancements	339,000
	Implementation of the new Enterprise File Plan for both paper and electronic records	25,000
	Standardization of the TSB website	30,000
Total		**719,000**

8.0   Performance Measurement

For each priority project in this Business Plan, clear deliverables and timelines have been identified. This is important so that feedback can be provided to decision makers, and any necessary follow-up action can be taken to update or better manage activities. The ability to measure and communicate results focuses managers and employees on the critical drivers, and enables us to align our indicators and action plans throughout the entire organization.

8.1   Results Chain

To demonstrate how our activities and outputs are expected to lead to achieving our strategic outcome, we have developed a Results Chain. The Results Chain, as shown in Figure 3, provides an organizational "road map," helping to ensure that we clearly link our resources, activities, and outputs to our strategic outcome. It enables us to connect our appropriations from Parliament to the ultimate result we strive to achieve.

Figure 3. TSB Results Chain
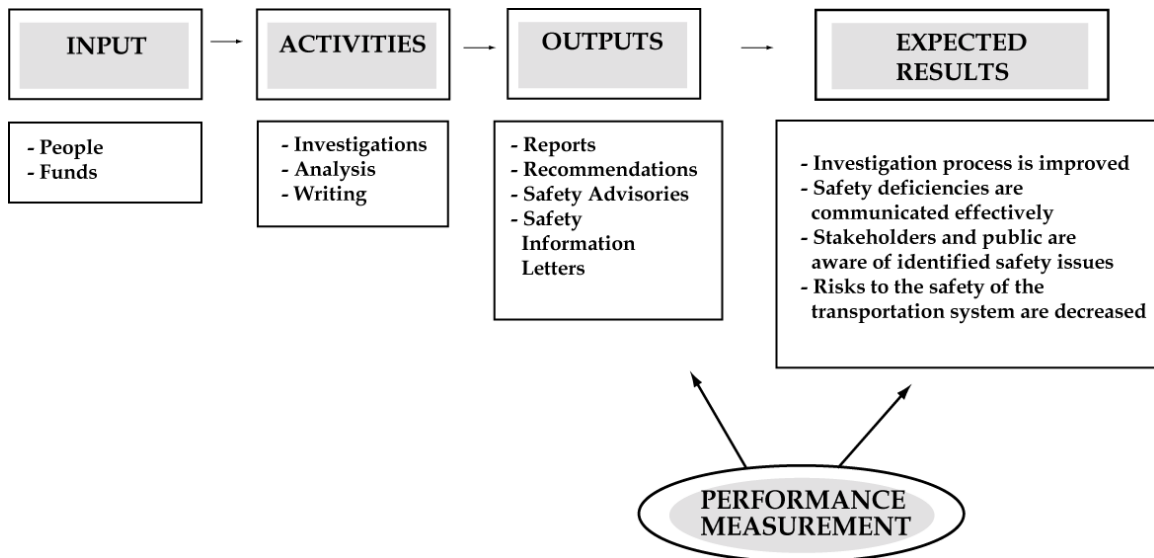
To ensure a common understanding, we define the key elements of performance measurement as follows:

Activities: actions used to produce outputs and results

Outputs: products or services provided to stakeholders

Expected Results: accomplishments of value to Canadians

Performance Indicators: measures of **what** will be tracked over time

Performances Measures: yardsticks used to judge **how well** we have done (includes target, data source, and frequency of measure)

8.2   Performance Measurement Framework

By combining the key components of our new program activity architecture with the Results Chain and by adding to it performance indicators, we have a global and coherent framework to measure our performance and to report on our results to Parliamentarians and Canadians. The following table illustrates these linkages. Our draft performance measurement framework will evolve over the current fiscal year to ensure its compliance to the *Management, Resources and Results Structure Policy*. It will then be forwarded to TBS for approval.

Program Activity Architecture	Definition	Results	Indicators
Strategic Outcome	The mitigation of risks to the safety of the transportation system through independent accident investigations	Decreased risks to the safety of the transportation system	• Level of public confidence in the security of the air, rail and marine sectors • Number of transportation occurrences by sector • Transportation accident rates by sector
		Increased awareness of safety issues identified by the TSB	• Level of stakeholder and public awareness of safety issues
	Name	**Expected results of the four program activities**	
Program Activity	1. Air Investigations 2. Marine Investigations 3. Rail Investigations 4. Pipeline Investigations	Improved effectiveness of communication of safety deficiencies identified during the investigations	• Results of Board assessment of responses to recommendations • Number of safety measures taken • Other safety measures taken
		Improved investigation process of transportation occurrences	• Number of investigations started, in progress and completed • Average time to complete an investigation • Cost of major investigations