

Management Response and Action Plan
Audit of the Departmental Integrated Operational Planning Process
March 2012

Recommendations	Management Response and Planned Actions	Deliverables	Expected Completion Date	Responsibility
<p>Recommendation 1</p> <p><i>It is recommended that the Chief Financial Officer develop a departmental operational planning policy which addresses:</i></p> <ul style="list-style-type: none"> ▪ <i>roles and responsibilities;</i> ▪ <i>timelines for approval of branch plans;</i> ▪ <i>performance targets to support allocation and reallocation decisions;</i> ▪ <i>expectations for budget transfers; and</i> ▪ <i>integration of Budget Day decisions.</i> 	<p>Management agrees with this recommendation.</p> <p>The Chief Financial Officer Branch (CFOB) will develop a departmental policy on departmental integrated operational planning (DIOP) that will be used to guide the 2014-15 planning process.</p> <p>The policy will include requirements on: roles and responsibilities; timelines for approval of branch plans; performance targets to support allocation and reallocation decisions; expectations for budget transfers; and integration of Budget Day decisions.</p>	Development and approval of the <i>DIOP Policy</i> .	September 30, 2013	CFOB - Planning and Corporate Management Practices Directorate (PCPMD)
		Development and implementation of a communication strategy for the <i>DIOP policy</i> .	September 30, 2013	
		Implementation of the <i>DIOP Policy</i> for the 2014-15 planning cycle.	September 30, 2013	
<p>Recommendation 2</p> <p><i>It is recommended that the Chief Financial Officer, in collaboration with other assistant deputy ministers, integrate mitigation strategies from the Corporate Risk Profile as activities in the branch and departmental operational plans.</i></p>	<p>Management agrees with this recommendation.</p> <p>For the 2012-13 planning process, the CFOB included additional emphasis on ensuring that branch planners use the <i>Corporate Risk Profile</i> as a source for planned activities to inform their 2012-2013 operational plans in the planning guideline. The <i>Corporate Risk Profile</i> was promoted as a planning tool and will be built into the regular challenge function that the CFOB provides as part of the planning process.</p>	Inclusion of updated risk elements in planning guidelines.	Completed October 4, 2011	CFOB-PCPMD
		Mitigation strategies from the <i>Corporate Risk Profile</i> integrated as activities in the branch and departmental operational plans for 2012-13.	March 31, 2012	

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<p>Recommendation 3</p> <p><i>It is recommended that the Chief Financial Officer include spendable revenues in the Departmental Integrated Operational Planning Process and in the program activity financial profiles of the Departmental Operational Plan.</i></p>	<p>Management agrees with this recommendation.</p> <p>In fact, revenues have already been included for the 2012-13 DIOP Process and in the program activity financial profiles of the <i>Departmental Operational Plan</i>. This practice will continue for future years.</p>	<p>Revenues included in the DIOP Process.</p>	<p>Completed October 4, 2011</p>	<p>CFOB-Resource Management Division</p>
		<p>Revenues included in the program activity financial profiles of the <i>Departmental Operational Plan</i>.</p>	<p>March 31, 2012</p>	
<p>Recommendation 4</p> <p><i>It is recommended that the Chief Financial Officer improve the accuracy and reporting capabilities of the Integrated Planning and Performance Reporting System.</i></p>	<p>Management agrees with this recommendation.</p> <p>In keeping with the continuous improvement approach used for the management of the DIOP Process, reporting options were provided to branches for 2012-13 to prepare both summary level and detailed reports for review by the assistant deputy ministers. As well, a Budget Day Tool and investment planning data requirements and reports were incorporated into the Integrated Planning and Performance Reporting System.</p> <p>Further enhancements will be identified in a roadmap document that will present a “way forward” for a departmental integrated planning solution that meets the information needs of senior management.</p>	<p>Approval and dissemination of the roadmap for departmental integrated planning.</p>	<p>July 30, 2012</p>	<p>CFOB-PCPMD</p>

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<p>Recommendation 5</p> <p><i>It is recommended that the Chief Financial Officer review and update guidance to:</i></p> <ul style="list-style-type: none"> ▪ <i>reduce the number of documents;</i> ▪ <i>include instructions for internal service branches to demonstrate in their own branch plans how they will support program branches;</i> ▪ <i>include minimum key standard planning criteria; and</i> ▪ <i>encourage the use of baseline information on existing resources for planning activities.</i> 	<p>Management agrees with this recommendation.</p> <p>The CFOB, in consultation with stakeholders, will revise existing guidance on operational planning to complement the departmental policy that will be implemented for the 2014-15 planning process.</p>	<p>Revision and finalization of guidance complementary of the policy in tandem with policy finalization and approval.</p>	<p>September 30, 2013</p>	<p>CFOB-PCPMD</p>
	<p>The revised and streamlined guidance will address: reducing the number of documents; instructions for internal service branches to demonstrate in their own plans how they will support program branches; minimum key standard planning criteria; and encourage the use of baseline information on existing resources for planning activities.</p>	<p>Development and implementation of a communications strategy for the <i>DIOP</i> policy guidance.</p>	<p>September 30, 2013</p>	
		<p>Guidance available for policy implementation for 2014-15 planning cycle.</p>	<p>September 30, 2013</p>	