

Management Response and Action Plan  
 Audit of the Departmental Investment Planning Process  
 June 2012

Recommendations	Management Response and Planned Management Action	Deliverables	Expected Completion Date	Responsibility
<p><b>Recommendation 1</b></p> <p><i>It is recommended that the Chief Financial Officer update the Investment Planning Framework to: update roles and responsibilities; formalize a planning strategy for moving forward; identify priority areas and costing for non-project investments; strengthen integration of investment</i></p>	<p>Management agrees with the recommendation.</p>	<p>Update the Framework related to roles and responsibilities (such as the “duty to inform”).</p>	<p>October 2012</p>	<p>Chief Financial Officer Branch (CFOB)</p>
	<p>The updates to the Investment Planning Framework are consistent with the Department’s forward agenda for investment planning.</p> <p>Regarding linkages with non-project investments or ongoing acquisition of assets and services into the Investment Planning Framework, CFOB will review</p>	<p>Formalize strategy using the “Path Forward” section of the current Investment Planning Framework as a guide.</p>	<p>October 2012</p>	<p>CFOB</p>

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<p><i>planning with operational planning; and clarify the life-cycle management process for all assets.</i></p>	<p>the scope of expenditures to be included in the Investment Plan and will work with relevant branches to determine priority areas in non-project investment.</p>	<p>Determine scope of investments for inclusion of non-project investments in the Investment Plan, with a particular focus on non-routine expenditures and provide a summary of investment costs broken down by investment area, as part of the Investment Planning Framework documents.</p>	<p>October 2012</p>	<p>CFOB and all branches</p>
		<p>Align the planning frameworks, within the operational planning process and include approval of investment plan projects as an output of annual integrated planning and reporting process.</p>	<p>October 2012</p>	<p>CFOB</p>

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		Update framework to clarify the requirement for a life-cycle management of assets in all investment areas.	October 2012	CFOB
<p><b>Recommendation 2</b></p> <p><i>It is recommended that the Chief Financial Officer determine the need to include intellectual property in the Investment Plan.</i></p>	<p>Management agrees with the recommendation</p> <p>Management will consult to ascertain the need and value for inclusion of Health Canada's intellectual property as an asset in the Investment Plan.</p> <p>If determined that inclusion would be beneficial, a meaningful approach for displaying the asset information and/or managing the asset will be identified.</p>	<p>CFOB to ascertain the need and value for inclusion of intellectual property, and, if inclusion would be beneficial, identify how these will be dealt with in the Investment Plan.</p>	November 2012	CFOB

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<p><b>Recommendation 3</b></p> <p><i>It is recommended that the Chief Financial Officer's Portfolio Project Management Office communicate its mandate and provide appropriate guidance and training to increase the project management capacity in the Department.</i></p>	<p>Management agrees with the recommendation.</p> <p>The Office has been established and the proposed roles are being performed.</p> <p>The Investment Planning Framework now includes tools and templates, which guide project managers to determine capacity requirements for projects. Tools and templates will be supported with training.</p>	<p>CFOB and branches to work together to determine the requirements for strengthening project management capacity across the Department and to develop a strategy for development.</p>	<p>December 2012</p>	<p>CFOB and branches</p>

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<p><b>Recommendation 4</b></p> <p><i>It is recommended that the Chief Financial Officer develop performance indicators and targets to measure and monitor investment planning improvements and effectiveness of the investment planning process.</i></p>	<p>Management agrees with the recommendation.</p> <p>CFOB will develop performance indicators and targets to measure and monitor investment planning improvements and the effectiveness of the investment planning process.</p> <p>These will be included in the Investment Planning Framework.</p>	<p>Develop performance indicators and targets.</p> <p>Include them in the Investment Planning Framework.</p>	<p>October 2012</p>	<p>CFOB</p>