FOI REQUEST FNR-2016-63330 List of Third Party Reviews		
Third Party Review	**Date**	**Report**
PwC- NRPP Project Review	November 3, 2014	Y
PwC- Final Report	November 2015	Y

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Natural Resources Permitting Project (NRPP)

Project Review

V1.0

November 3, 2014

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Contents

1. *Executive Summary*

Introduction

The Natural Resources Permitting Project ("NRPP") is a sector-wide, long-term transformation initiative that will change the way decisions are made, and services are delivered relative to the land base in British Columbia. Transforming the way that services are delivered by the Natural Resource Sector ("NRS") will help ensure that the right decisions get made faster; and NRPP is positioned as addressing the current problem of duplicative legislation, systems, data and business processes, delivered by six ministries. The NRPP objective is to enable the NRS to become an integrated manager of BC's natural resources and to make timely, durable authorization decisions that appropriately balance social, economic and environmental objectives.

PwC has been retained to perform an independent and objective, high-level program review of NRPP Phase 1.

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Accordingly, this review is being conducted very early in the project and therefore it is a good opportunity to set up NRPP for success.

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This is an initial review in what is intended to be a frequent and regular external project assurance review process.

Scope and Approach

The scope of this review included:

- A review of relevant project documentation as detailed in Section 3;

- Interviews with selected key members of the NRPP hierarchical structure, listed in Section 3;

- An assessment against relevant good practices, including, PwC's 12 Elements of Program Excellence, PMBOK 5, COBIT 5, the Val IT framework and PwC's experience on similar complex, multi-year programs;

- Documentation of findings, implications, risks and recommendations; and

- Providing relevant good practice examples for governing and managing large, complex, multi-year programs.

This was a high-level review relative to the significant work that has been completed within the context of Phase 1 of the NRPP to date. PwC's documentation review and the stakeholder interviews were conducted over a two-week period. One additional week was spent validating the findings and developing the written report. Given the time constraints of this review, it is likely that some of the recommendations may have advanced given it is still early days for the project but this may not have been evident from the specific materials included in the scope of PwC's review or the interviews that were conducted.

Summary of Findings and Recommendations

Key findings and recommendations are discussed below. By making measurable progress in these areas, given it is early days, NRPP should benefit significantly and will be in a better position to:

- Develop and prioritize the corrective actions highlighted in the detailed report and link these to risk appetite, s.17

- Develop a work plan and assign appropriate ownership to each task to begin addressing the recommendations, based on the prioritization; and

- Monitor progress of the implementation of these recommendations.

Implementing these recommendations will help contribute to the achievement of NRPP's Phase 1 objectives, increase confidence that all critical aspects of the NRPP are being addressed, while effectively managing and mitigating risk.

- **Fully implement the program change order management process already defined.** The NRPP Program Management Office ("PMO") handbook describes the NRPP change order management processes to be followed for any scope, schedule, budget and/or benefits adjustment to baseline; but this is not being adhered to yet. In the October 10, 2014 status reporting package there were only 4 change orders recorded despite many references to project scope, budget and schedule changes. Monitoring and enforcement of this process ensuring that the right stakeholders are involved in controlling, approving and communicating changes and ensuring compliance with the process is critical for a project of this nature and its success.

- **Enhance and elevate the current risk management process within NRPP.** Enhance the Risk Management Process to comprehensively manage risks. Improve the risk identification processes to clearly differentiate from issues management. Ensure that key risks, their potential impacts and their detailed risk mitigation actions are reviewed in a time sensitive manner. This will help ensure program risks are being optimally managed. In addition elevating risk management within the governance structure is key to ensure consistency and compliance.

- **Comprehensively document and align the scope and outcomes of the NRPP projects with NRPP objectives.** To provide an expedited on boarding for all projects within NRPP, the PMO provided initial draft high-level project charters and work plans to Project Managers. While this provided a good start, Project Charters are inconsistent in their level of detail and generally are light in contrast to the NRS standard template. Projects do not consider the same timeframes as the NRPP charter. The NRPP charter does not define scope for the 4 years associated with Phase 1. More detail would ensure thorough thinking and enable clearer, broader understanding and set the appropriate baseline that can be used to make decisions and provide program and project oversight.

- **Select, communicate and enforce standard NRPP methodologies for Project Management and SDLC.** Currently there are inconsistencies in approach relative to both Project Management and Systems Development Life Cycle ("SDLC"). Communication of the standard methodologies to be utilized cannot be found. These standards need to be determined, communicated and implemented. In addition, institute regular reviews and assessments of methodology use. This will improve consistency of project management, content and reporting as well as providing a consistent basis for measurement of the program.

- **Continue to establish fully integrated and functional work plans.** It is evident that this is a priority for the leadership team as an integrated plan exists, but other sources are being used to detail project dependencies and 30/60/90 day milestones, making overall management more difficult at the project and portfolio level. Currently the integrated work plan does not align to the path being taken day-

to-day to effectively deliver NRPP scope completely, as some on-boarding has just been completed. While there are linkage gaps between NRPP objectives, project charters, deliverables, milestones, work plans, status reports, 30/60/90 day plans, dashboards and PowerPoint decks, work is underway to improve continuity including the completion of a financial model with direct correlation. Key milestones must be laid out and dependencies, as well critical path, clearly illustrated within individual projects and a consolidated work plan such that there is one fully integrated source. The current work plan shows significant slippage in schedule or adjustments to end dates. The work plan must be managed to reflect the dynamics of the environment such that it is specific, realistic, achievable, understood and bought into by all stakeholders.

- **Refine Project, Program and Portfolio level status reporting and dashboard to provide an expanded and accurate representation of current and future progress, trends and issues.** A dashboard of overall status is in place and providing some guidance relative to NRPP challenges at the portfolio level. The dashboard overall status calculations do not provide NRPP leadership with detailed enough insight to solidly understand project status, or have the ability to see and manage pertinent actions or trends. Revising the approach and adding detail will provide for improved management information and allow leaders to govern, provide oversight and manage more confidently. Key performance indicators are being considered but should be established and reported on, so that stakeholders can effectively monitor program performance and take corrective action where needed.

- **Increase the scope and commitment by NRPP to Organizational Change Management and Communications.** It is evident that extensive effort has gone into external stakeholder alignment, which should benefit NRPP significantly. NRPP would benefit from a similar level of attention to internal NRPP stakeholder alignment. It was assumed that individual projects would meet their own requirements with respect to project change management considerations. Work is underway to assess this gap as it not considered in the current scope for the Change Management Office ("CMO"). The change management office is currently led and managed on a part time basis. The current change management and communications plan shows slippage and insufficient detail for the current scope. Change management and communications is one of the most significant risks for a program of this nature, as echoed in interviews with senior leaders.

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- **Define and integrate a NRPP quality management process to mitigate risk.** A quality strategy and associated quality plan need to be defined. Consideration within the plan should be given to lessons learned "sharing" at various milestones. An external assurance review process has obviously been considered so now it just requires formal integration. This is a critical success factor for large, complex, multi-year and multi-party programs.

- **Evolve governance model to more effectively support NRPP.** There is a well planned team and reporting structure in place that is gaining momentum as stakeholders become more familiar and comfortable with this approach. The NRPP Leadership Team reports to the Steering Committee ("STC") on performance and delivery of activities in attainment of NRPP goals and objectives. However, the NRPP Sponsor and STC Chair are currently the same person. To increase accountability, it is recommended that these roles be occupied by separate people. Steering Committee meetings should be a priority with active and complete participation to be of the most value to NRPP. The Transformation Portfolio Office ("TPO") should report on PMO, CMO and SI functions as distinct projects within and consistent with its status as a program. This would help ensure increased visibility to these critical functions. The RACI matrix should be expanded to capture more comprehensively the roles and responsibilities as the single source of reference. Benefit and quality management should be included in the RACI matrix to make it complete.

2. Background and Objectives

2.1 Background

Currently, the integration of processes to authorize the use of natural resources in BC is constrained by existing legislation, systems, data and business processes that were historically developed to support individual ministries and lines of business. As a result, economic growth and job creation in BC is being hindered by outdated, inefficient and sometimes duplicate authorization and administrative processes that are frustrating for proponents and citizens.

Through the Natural Resource Permitting Project ("NRPP"), the Natural Resource Sector ("NRS") will move existing business processes, technology/data, workforce strategies and conflicting legislative/regulatory policy components from coordination to integration. This shift will contribute to increased revenue, improved efficiency of natural resource activities, as well as enhanced relationships and social licence with industry, First Nations and citizens.

The overall implementation of NRPP will be delivered in phases, with each phase providing standalone capabilities and benefits to proponents, government, First Nations and the public. The focus of Phase 1 of NRPP began in FY14/15 and is intended to deliver a range of capabilities over a four-year period. These include the ability for proponents to apply for, track and manage their applications for authorizations (licences, tenures, permits, etc.) to conduct resource activity on the land base through web-based tools. The program should also improve authorization processes for faster decision making and access to required tools and information for statutory decision makers to make holistic decisions on natural resource use. NRPP Phase 1 is being delivered by a number of projects (12+) that have been grouped into related programs within the overall NRPP portfolio.

2.2 Review Objectives

PwC has been retained to perform an independent and objective, high-level, review of the NRPP Phase 1 approach and progress. Program inception was in June 2014 but due to resourcing challenges many activities were only launched in September 2014. s.17

s.17   It also provides the first independent review for the NRPP since implementation has been underway.

Specifically, PwC has been requested to:

- Undertake a program review of the NRP Phase 1 and provide a report outlining findings and recommendations relative to industry and PwC experience and good practices;

- Using good practices, identify risks and concerns that may result from the current approach/progress and recommend mitigating strategies to be considered; and

- Provide other general recommendations, which NRPP leadership may wish to consider to manage this large, complex, multi-year IM/IT project.

3. Scope & Approach

The scope of this review was specifically the NRPP Phase 1 approach to date.

The approach consisted of:

- Reviewing currently available Project, Program and Portfolio documentation. A list of the documents reviewed are contained in Appendix 1;

- Identifying stakeholders at each level of the NRPP Project Structure. Based on availability the stakeholders chosen for interviews were:

    o Christian Kittleson, Chair & NRPP Sponsor;

    o Butch Morningstar, Business Lead;

    o Terry Gunning, Technical Lead;

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    o Nelson Grant, Program Director – Authorizations / Resource Stewardship;

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- Clarifying issues identified during the documentation review and obtaining further information;

- Performing a gap analysis in contrast to relevant leading practices including the PwC Twelve Elements of Program Excellence, PMBOK 5, COBIT5, Val IT and PwC's experience on similar complex, multi-year initiatives;

- Identifying potential risks and improvement opportunities;

- Developing recommendations and guidance to address the risks and improvement opportunities; and

- Providing a report containing findings of PwC's project review, as well as the impacts, risks and recommendations to address them.

Out of scope for this review were:

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- An assessment or commentary on the appropriateness or accuracy of the scope, schedule or budget of the NRPP;

- Appropriateness of number, type or skill level of project resources;

- An assessment of the overall approach for NRPP; and

- An assessment relative to the objectives of Phase 1 in its entirety – as this is a point in time perspective.

This report reflects PwC's best judgment in light of the information available at the time of its preparation. It should be noted that the schedule for this review was time constrained to a two-week period for documentation review and stakeholder interviews, with one additional week to validate and summarize findings and develop the final report. As a result, this report does not necessarily include all those matters which a more extensive review and examination might develop.

4. Findings and Recommendations

This section contains a detailed list of the findings distilled from the review of the material presented and interviews conducted as compared to industry good practices and PwC experience on similar projects.

In addition, this table contains commentary relating to potential impacts and risks related to the finding/good practice, as well as recommendations for the NRPP to address the finding.

While the NRPP should address all the findings and recommendations, a number of findings have been coded red to identify those considered to be the most urgent to be addressed.

#	Good Practice	Findings	Implications/Risks	Recommendation
1	Agile change control PwC 12	The change management process documented in the NRPP PMO Handbook is not being utilized fully. At the time of this review there were only 4 logged change requests, with 2 approved and 2 in progress. One change has been in extreme priority since July 15, 2014. Schedules have changed from baseline but no supporting change requests exist.	Volume and impacts of challenges faced by NRPP may not be evident or assessed appropriately if change management is not being used comprehensively. It also means that the right stakeholders may not be involved in change related decisions. Controlling, approving and communicating changes and ensuring compliance with the process is critical for a program of this nature and its success. Effective risk management cannot be applied if change management is not being used to manage schedule issues and agree on adjustments.	The NRPP PMO handbook describes the NRPP change management process to be followed for any scope, schedule or budget adjustment to baseline. It is understood that work is underway to evolve how the change process is used and clarify the thresholds for change requests relative to the different governance structures. Ensure compliance and enforcement.
2	Establish and operate a change control system for the project so that all changes to the project baseline are appropriately reviewed, appraised and incorporated in to the integrated project work plan in line with the programme and project governance framework. COBIT5	Scope, issues, and risk decisions are not consistently recorded in minutes from Project Board, Steering Committee and Leadership Team meetings. Actions and decisions in meeting minutes are very brief. There is no evidence of decisions from these meetings being recorded in the decision register.	Future decision making may be compromised without a well-documented decision log . This is especially important in a multi-year program where the stakeholder landscape may change substantially over 4 or 7 years	The NRPP PMO handbook describes the NRPP Program decision management process to be followed for any significant decisions. It should be utilized comprehensively. Ensure compliance and enforcement.
3	Update the programme's business case to reflect the current status whenever there is a	A scope log exists but no changes have been recorded since baseline, although scope decisions have been made since charter creation.	A consistent and complete understanding relative to current scope of projects cannot be obtained without this the scope log being maintained – beyond a	The NRPP PMO handbook describes the NRPP scope management process to be followed for scope changes. It should be utilized comprehensively to record all scope requests and

#	Good Practice	Findings	Implications/Risks	Recommendation
	change that affects the project's scope, costs, resources, budgets, quality, benefits, opportunities or risks. COBIT5		semi-annual refresh. Given the number of projects and the need for a common understanding across these, accurate and up-to-date scope status is essential.	document approved scope changes as part of regularly scheduled reviews.
4	Manage programme and project risk COBIT5	Reviewing the PMO risk management process and the risk register, there is inconsistency in the understanding and application of risk management across the NRPP. The risk register has an attribute of "progress" with values of "open" and "escalated" if not blank or "closed". Without a definition of "escalated" it is unclear what is meant. No defined risk management oversight role exists within the PMO.	Risk management and monitoring will be inconsistently employed across NRPP, which could severely impact the delivery of Project, Program and/or Portfolio objectives on time, on budget and to the required quality	Appoint a senior resource as Portfolio Risk Manager. (It is understood that this has now been done with the appointment of a functional TPO Owner). Deliver risk management training to all NRPP resources with an identified role in the process. Change risk "progress" to risk "status" which should be "open" or "closed" and address escalation of risks as may be necessary or required, through risk ownership assignment. Ensure compliance and enforcement.
5	Manage programme and project risk COBIT5	Consideration is currently not given to the appropriate risk review cycle or period as part of current definition and risk response. Risk monitoring in the handbook does not describe how and when risks are to be monitored. It is not possible to monitor risks without identified metrics such as (but not limited to) dates, volumes, cost or budget, standards or resource(s). "A portion of every regular status reporting meeting should be dedicated to reviewing and discussing 2-5 active risks in the *Risk Register*."	Risks may not be reviewed and monitored at the appropriate frequency to which they should and may occur (become an issue) unnoticed. This may result in sub-optimal risk management or increase the probability of risks realizing.	Risks then need to be monitored based on the metrics in the risk description and risk response. This will ensure key risks, their potential impacts and their detailed risk mitigation plans are reviewed in a time sensitive manner and will help ensure program risks are being optimally managed. It has been recognized by the Program that risk needs to be more formally incorporated into the bi-weekly leadership meeting and that enhancements need to be made to the current monthly risk management meeting with the Leadership Team.

#	Good Practice	Findings	Implications/Risks	Recommendation
		Random selection of risks for review currently exists versus more effective and measured risk selection criteria.		
6	Manage programme and project risk COBIT5	Current risk descriptions are not accurately represented i.e.: they are written as issues or are in fact issues. Specific attention is needed for Risk Identification with examples using meta-language containing appropriate metrics. A Risk is: "an uncertain event or condition that, if it occurs, will have a material positive or negative effect on project objectives". A structured risk description should separate cause, risk and effect. The current risk management approach does not appear to consider both the risk of bad things happening and the risk of good things not happening/upside.	If Risk Identification is not effective, the entire process of Risk Management may be ineffective. Risks without metrics cannot have effective response actions prepared or be effectively monitored and tracked.	Enhance the Risk Management Process to appropriately define the risk identification process, clearly differentiated from issue management. Risk identification is the start of the risk life-cycle and must be performed comprehensively to support the entire risk process.
7	Manage risks and opportunities. PwC12	The Risk Management Process in the PMO Handbook is incomplete and does not provide a clear overview of the iterative nature of the process. Specifically as detailed below. The currently defined process flow has a start and end rather than being depicted as a continuous cycle. The action of risk monitoring and control should continually review	Risk owners may not clearly understand the entire risk management process including qualitative and quantitative assessments.	Revise and update the Risk Management Process in the PMO Handbook to reflect all aspects of risk management and the cyclical nature of the entire process. Frameworks such as ISACA's RiskIT provide excellent guidance on IT risk management, including IT program risk management.

#	Good Practice	Findings	Implications/Risks	Recommendation
		risk descriptions to identify additional or changed risks to continue the process.		
8	Manage risks and opportunities.

PwC12 | Current process overlooks defining the some of the detail required within the risk register, such as:
• Description;
• Impact description;
• Progress;
• Scoring rationale;
• Response actions;
• Progress notes;
• Target closure;
• Data closed; and
• Closing notes. | This does not facilitate a consistent level of detail/information on the risk register – reducing ability to have all pertinent information for effective decision making. | Revise and update the Risk Management Process in the PMO Handbook to reflect all required attributes in the register. |
| 9 | Manage programme and project risk

COBIT5 | The risk ownership assignment process is not defined in the handbook. | The appropriate risk owner may not be assigned to the risk potentially impacting risk monitoring and control. | Enhance the Risk Management Process to define the process of risk ownership assignment.

There should be guidelines based on risk identification and risk area or category to determine and assign the most appropriate risk owner. |
| 10 | Manage risks and opportunities.

PwC12 | Risk review process currently happens monthly and selectively as part of the project and leadership cadence. At this stage in the project, given there is significant schedule pressure, if current schedule is to be maintained; the risk review process requires increased visibility and action/management. | Without the appropriate attention/visibility from the leadership team, risk management cannot be effective. | Incorporate regular prioritized risk review into the current governance structure on an increased frequency.

It has been recognized by the Program that risk needs to be more formally incorporated into the bi-weekly leadership meeting and that enhancements need to be made to the current monthly risk management meeting with the Leadership Team. |

#	Good Practice	Findings	Implications/Risks	Recommendation
11	Manage programme and project risk COBIT5	Risk mitigation strategies and risk response actions are not completed in accordance with the PMO Handbook. In addition, high priority risks have very weak mitigation strategies without supportive metrics. PMO handbook indicates - "Low risks do not require 50 mitigations and high risks likely require more than 1 mitigation." This directive has not been followed. The risk response action for one high priority risk: "Proactive stakeholder engagement". Only one risk response strategy is "mitigate". All risk response strategies (as shown above) are collectively referred to as mitigations. This is actually incorrect and could cause confusion. Other risk response strategies are: eliminate, transfer, accept, exploit, share and enhance.	The generic use of "mitigations" as risk response strategies could lead to inconsistent application of risk management across the NRPP. Poorly described risk response actions without metrics will be difficult to monitor and implement when required.	Enhance the Risk Management Process to improve the definition of risk response actions that are measurable and timely to support risk monitoring. Once a risk response strategy is identified, corresponding, measurable risk response actions, need to be defined, relative to the risk priority.
12	Manage programme and project risk COBIT5	All assumptions should correspond to risks identified in the risk register for regular monitoring. A risk will occur (and become an issue) when an assumption is proved to be incorrect.	Assumptions that are disproved will become issues, which if not managed, will impact the delivery of Project, Program and/or Portfolio objectives.	The risk register should be the management vehicle to monitor assumptions. This linkage should be reflected in the Assumption Log and Risk Register.
13	Delivery-enabling plans	PMO handbook process for planning and schedule management is not evident as practiced. Critical path and	The work plan is one of the key tools for effective project management and the basis for accurate and consistent reporting.	Work is underway in this area to establish an integrated work plan. This detailed integrated and functional work plan that is used to

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	PwC12	interdependencies have not been identified or integrated in the work plans.	Incomplete and /or inaccurate work plans will impact upstream reporting and decision-making. An inconsistent approach to the level of detail within the work plans diminishes their value.	manage day-to-day execution and support reporting and management decisions at project and portfolio level should be maintained on a continuous basis
14	Develop and maintain the programme plan COBIT5	Not all elements of NRPP are currently reflected in the integrated work plan, such as SI for TPO. The Business Systems Improvement projects are not reflected either, although on boarding is underway. Schedules reviewed show significant slippage and/or are out of date without any supporting justification. There is inconsistency in format, level of detail and approach. Dependencies are not currently shown on work plans (currently listed in a spreadsheet)	The work plan will not illustrate a comprehensive and clear picture of the NRPP. The work plans are limited in their ability to be useful without clearly illustrating dependencies. Inconsistency in approach makes it difficult to ascertain true status and manage/direct appropriately. This may negatively impact on-time and on-budget delivery of benefits.	Ensure that work plans are regularly maintained and support PM and SDLC methodologies. Update all work plans to a consistent level of detail, reflecting tasks, milestones and project dependencies. It is recognized that work is underway to include milestones and dependencies into the work plans.
15	The programme and project activities are executed according to the plans COBIT5	Work plans are not being utilized consistently for day-to-day project management. It is difficult to identify the correlation between a Project's Charter, deliverables and milestones, work plan, status reports, 30/60/90 day plans, dashboard and presentation decks.	Linkages between project documentation should be very evident and if not it is likely that they are not being appropriately utilized/leveraged.	Ensure that all project documentation has consistent messaging where consistency should exist by conducting quality assurance reviews. Leveraging as few source documents as possible in as few formats to ease adoption and use is an effective way to ensure consistency (e.g.: use the work plan to manage/report on milestones vs. additional decks). Drive status reporting from source where possible. It is recognized that further refinement is underway to better link these pieces.

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16	The programme and project activities are executed according to the plans COBIT5	30/60/90 day "plans" are standalone PowerPoint documents describing activities and milestones. 30/60/90 day milestone decks reflect a point in time rather than a rolling planning document that reports progress against plans. There is no description of 30/60/90 "plans" in the PMO Handbook.	30/60/90 plans will only show the current position and will not demonstrate NRPP progress. No measure of consistency with work plan. Management decisions based on the 30/60/90 day plans alone may be sub-optimal.	Update the PMO Handbook to describe the 30/60/90 day plan process and ensure that provision is made to reflect progress against rolling time period plans. Ideally adjust the process to leverage integrated plans so no additional work effort is required from PMs.
17	Programme and project plans are likely to achieve the expected outcomes COBIT5	The NRPP work plan was built on the assumption that the appropriate skill sets are available when required to deliver the projects per NRPP Project Charter. It is clear that there was a delay in securing internal resources over the summer period which has impacted project schedules. s.17	There will not be provision for project delays, which may impact achieving project objectives.	s.17 All assumptions should be reflected in the risk register, which indicates that this assumption, given that it has played out incorrectly, risk actions must be taken.
18	Governance-enabling decision making PwC12	Dashboard metrics are not fully functional. Currently the dashboard represents schedule as identical for planned vs. actual (always green in the program and project section).	The dashboards are not portraying an accurate picture of project, program and portfolio status.	Refine status/dashboard reporting for accurate representation of planned, actual, current and future progress and trends. It is recognized that the status calculation was recently updated to better present project standards.

#	Good Practice	Findings	Implications/Risks	Recommendation
19	Manage program performance against key criteria, identify deviations from plan and take timely remedial action when required. COBIT5	Key Performance Indicators (KPIs) are not yet set. Dashboard reporting does not make provision for this reporting.	Without the right KPIs, management oversight will be negatively impacted and resultant program performance may be sub-optimal.	Develop PMO Handbook KPI process and integrate into dashboard reporting.
20	Monitor and report on the programme Val IT	There are some inconsistencies between the definition in the status report template and the PMO Handbook relative to status reporting. There is no guidance on how to use comments "Escalated items" , "Highlights for next period" and "Comments on current status". The current dashboard mostly reflects current state. While there is some future state projection on overall project and program status, there is no comparison to past status or metrics to enable trending to be presented and commented on. There is no commentary on Portfolio status on the portfolio dashboard and correspondingly there is no commentary of program status on the program dashboard. Dashboard "Commentary on current status" relates to the level below and does not clearly justify or explain the "current period status". There is no commentary associated with the "next period" - what is going to change or be done to change current status. Status reporting due to time to	Most members of the Steering Committee and Project Board may not have previous versions of the dashboard readily available to determine comparatives and trends so the dashboard only represents a point in time and not the underlying NRPP status trend or direction. Executives only have limited time for project reviews and meetings so reports need to clearly articulate priority items. Management oversight and direction may be sub-optimal without the right dashboard information being in place.	Produce a detailed description and definition of the program and portfolio dashboard requirements. Enhance the dashboard specifically to: • Report change requests by priority to conform to risks and issues; • Show last two reporting period's change requests, risks and issues to show the trend; • Make provision for commentary on next period status and what will be done to change status from current period to next period. • Provide commentary on dashboard status. • Make sure that planned and actual are not reporting the same values unless that is the case. The time between status report preparation and leadership review should be reduced.

#	Good Practice	Findings	Implications/Risks	Recommendation
		consolidate is stale dated by the time it reaches leadership. Status reporting of October 10 was presented to Leadership Committee on October 20. Current volumes are reported for change requests, risks and issues with no comparison to previous volumes to enable a trend to be evident. Change requests report volumes by type and not by priority as with the risks and issues. There is one change request of Extreme priority submitted on July 15, 2014 that does not have a requested completion date, but the dashboard does not reflect it.		
21	Report to the appropriate boards and executive in a timely, complete and accurate fashion, covering the delivery of capabilities, operational service delivery aspects, the impact on resources, and achievement of benefits. COBIT5	Calculation for overall project/program or portfolio status indicator is misleading because current dimensions are not fully implemented. Status indicators for financial and quality are being represented as green versus NA or grey, which is diluting the overall status calculations for yellow or red. Project current period overall status of "red" does not translate to "red" program status.	This can create a misleading picture relative to overall health of project, program or portfolio, diluting the need for attention or assistance.	Rework the status calculations to leverage those that are only effectively implemented to accurately reflect the status.
22	Governance-enabling decision making PwC12	Current guidance for determining project/program overall status as green allows for yellow status for the HR or quality dimension.	The downgrade of HR and Quality to lesser weight than scope, schedule or financials brings imbalance to project reporting. Thus a project with an overall status of green could have material quality issues. Similarly a "green" project within scope, on	High quality management information allows leaders to govern with confidence and make timely decisions. Key dimensions reported on for status reporting should be weighted equally and factor into calculations and

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			schedule and budget could have resource issues that could have downstream implications if not addressed and could get overlooked.	decisions accordingly.
23	Monitor, control and report on the programme outcomes COBIT5	Comment section of the dashboard is not being used consistently and often not helpful relative to a) rationale relating to indicator or b) the action being taken to get to green with target date for completion. There is no capture of prior comment to facilitate clear sense of progress or not relative to the action.	If prior com are not readily available for comparison, a false sense of progress could result or attention to actions could be	Refine Project, Program and Portfolio level status reporting to provide an expanded and accurate representation of current and future progress, trends and issues. Revising the approach and adding detail will provide for improved management information and will allow leaders to govern, provide oversight and manage more confidently.
24	Governance-enabling decision making PwC12	Currently TPO is represented as a "program" on the dashboard however also considered a "project" from a single project dashboard standpoint – so inconsistent. For all other programs within the portfolio there are detailed status reports for each project within.	There is a lack of current visibility into significant buckets of work associated with the TPO, which has been categorized as a "program" within the portfolio with insufficient project level detail. This may impact optimal governance and decision-making.	Given the role of TPO, and what is considered within it - PMO, CMO, SI - reporting should be consistent as individual projects within the program. This will more effectively represent its significance within NRPP, facilitating the appropriate management information and attention.
25	Monitor, control and report on the programme outcomes COBIT5	Project status reports are currently produced bi-weekly with an additional full week for the PMO to prepare/consolidate dashboards before leadership review.	With time being of the essence - compressed schedule, several issues and "early days", the bi-weekly frequency may not be sufficient. This may impact the potential for forward, proactive action.	Reducing report consolidation efforts from PM submission to a couple of days for turnaround would enable leadership review earlier than is currently the case.
26	Manage project resources and work packages COBIT5	All resourcing challenges may not be evident on the dashboard as resourcing shown is internal only; meanwhile significant external resources are planned for and used within the current team structure.	Without all resourcing constraints provided for on the dashboard and status reporting, an accurate representation of staffing challenges may not be ascertained.	Refine Project, Program and Portfolio level status reporting to provide a complete representation of resources required, consistent with team structures. This will provide for improved management

#	Good Practice	Findings	Implications/Risks	Recommendation
				information.
27	Monitor and control projects COBIT5	Steering Committee meetings thus far are not consistently attended and held.	Lack of engagement/priority for this governing body may reduce lead to sub-optimal decision-making and overall project direction and oversight	Ensure the Steering Committee meetings are a priority to its members or adjust governance model to more effectively support NRPP.
28	Initiate a programme COBIT5	Currently the Chair of the Steering Committee is the same as the Leadership Chair	Having different stakeholders in these roles could increase accountability.	If feasible, separate the roles to provide enhanced governance for NRPP.
29	Manage stakeholder engagement COBIT5	Engagement of an SME panel has been very difficult, is currently behind schedule and is not yet completely assembled.	This may be representative of stakeholder interest or priority, both of which are potential issues to be addressed by NRPP. It also represents a schedule impact in terms of activities relying on the leverage of the Panel	Review the existing governance model and escalation path to help address issues of this nature in a more time sensitive fashion. Also ensure appropriate stakeholder buy-in exists.
30	Monitor and report on the programme Val IT	There is no evidence of scope, issues, and risk decisions being made per the minutes from Project Board, Steering Committee or Leadership Team meetings which capture in-meeting actions/decisions. There is evidence of only two leadership decisions in the decision register. As an example the decision to add the BIS projects to the NRPP scope is not documented	NRPP governance may not be as engaged as should be to assist with decisions required by the projects, ensure decisions being made consider NRPP implications fully. If this is happening and it is just not recorded, it could lead to misunderstanding relative to what decisions have been made.	Decisions made by the various governing bodies need to be captured both in the minutes and if impactful to NRPP, in the decision register. All governing bodies need to be actively engaged in managing scope, issue and risk relative to NRPP.
31	High performing teams PwC12	Current team charts versus current resourcing approach or requirements are inconsistent.	There is an unclear view of what resources are required and secured without a complete and consistent view. Resource management may be negatively impacted.	Maintaining key project information sets with current information based on dynamic nature of the environment is key.
32	Active quality management	Currently there is no defined quality plan in place although there	There is the potential for an unacceptable level of quality of	Define and implement a quality management approach for NRPP.

#	Good Practice	Findings	Implications/Risks	Recommendation
	PwC12	are plans for it to be completed by Dec. 31. This project review is intended to be repeated and considered in the lifecycle assurance approach.	deliverables if this item is delayed any further in the plan.	This should include a consideration of the frequency of external project reviews.
33	Active quality management PwC12	No evidence of SI quality reviews planned in current individual project work plans.	Without quality reviews integrated within project delivery there is the potential to impact on-time and on-budget delivery of project outcomes and benefits.	Project plans need to be reviewed and updated to ensure quality reviews with SI are appropriately considered based on the SI approach & plan
34	Relevant stakeholders are engaged in the programmes and projects COBIT5	Organizational change management/ communications function at the portfolio level is currently staffed with only part time leadership (1/2 to 2 days per week). Planned change management activities are behind schedules and gaps evident looking forward.	This is a critical success factor for NRPP and needs to be staffed sufficiently to enable effective change management and communications to be delivered across the entire NRPP ensuring stakeholder participation and buy-in.	Increase the effort associated with CMO leadership to get these activities back on track and position for help with gaps per next finding.
35	Relevant stakeholders are engaged in the programmes and projects COBIT5	Individual project charters do not consider change management/ communication at the project level. It is not in the original scope for the CMO to assist at the project level. Senior leaders identified communication in general as a key challenge to date and representing a significant challenge to NRPP progressing successfully. Commitment level of resources does not support this. Gaps exist in key stakeholder identification at the project level.	This is a critical success factor for NRPP and needs to be staffed sufficiently to enable effective change management and communications to be delivered across the entire NRPP ensuring stakeholder participation and buy-in.	Change management/ communication needs to be defined/implemented at the project level. Current activity is underway by the TPO assessing this with a gap analysis to determine best approach for addressing.
36	Develop and monitor the programme plan COBIT5	Project Management Plans do not exist (versus work plans). The Project Management Plan contains the individual management plans for:	Inconsistent approach to project management across all domains leading to inconsistent management, reporting, content and format.	If PM plans are not going to be created the charters need to be enhanced.

#	Good Practice	Findings	Implications/Risks	Recommendation
		• Scope;		
		• Time or schedule;		
		• Cost or budget;		
		• Quality;		
		• HR or resources;		
		• Communications;		
		• Risks;		
		• Procurement; and		
		• Stakeholders.		
		SI is the only project with evidence of some of these plans.		
37	Maintain a standard approach for programme and project management COBIT5	No clear selection of which methodologies are to be adhered to for PM and SDLC. Therefore currently there is an inconsistent approach represented by project work plans. Template instructions for Project Status reporting does reference the 5 project process phases but the phases are not evident in most project documents. The project process phases are not to be confused with NRPP or project delivery phases.	Inconsistent approach to work planning and execution inhibits consistent management, reporting, content and format and may negatively impact project deliverables.	Identify, define and implement a consistent project management and SDLC methodology. This can be done pragmatically leveraging NRS standards that are in place, although NRS SDLC does require amendment to consider iterative design. There is work in progress relative to this despite it not being overtly the Standard selected. Distinguish project process phases in all project documents. Project documents should be structured in accordance with project process phases, identifying tasks, activities, milestones and deliverables associated with each phase.
38	Clear scope PwC12	Charters currently are not consistent in level of definition and light in most cases. They do not consider the timeframe consistent with the NRPP charter.	The charter's primary purpose is to capture and communicate project scope and approach. Charters being lightly defined do not facilitate a common understanding across a broad	The Project Charter is the document that is typically used to move a project from the Initiation Phase to the Project Planning Phase.

#	Good Practice	Findings	Implications/Risks	Recommendation
	———	Many typical aspects of charters are missing or brief. Initial versions of charters and work plans were developed by the PMO and provided to Project Managers, along with budgets. Several charters have not been updated since, so not capturing current scope. The scope log shows no changes, despite the fact that changes have occurred.	audience, with respect to scope, deliverables and objectives for such a large complex Project.	The Project Charter is typically accompanied with the Master Project Plan that is developed during the Project Planning phase. Whichever approach NRPP decides it should be defined and applied consistently.
39	The scope and outcomes of programmes and projects are available and aligned with objectives COBIT5	There is a limited level of connection between the charter, deliverable and milestones to work plan to status report to 30/60/90 day plans.	Inconsistency and multiple information sources provides for the potential issue in alignment of management and wasted effort by team.	Key documents need to be integrated and leveraged versus a net new source for information capture and creation based on each requirement. This will help eliminate inconsistencies and improve adoption /usefulness. There needs to be very clear directives and direction on linkages between project reporting tools and templates. It is recognized that this is an issue and work is underway to create connection.
40	Clear scope PwC12	Business Systems Improvement Program/Projects are not mentioned in the charter as in scope or out of scope. It is understood that they have been added to the scope but it has not been formally documented.	Not having evidence of scope decisions made, makes it difficult to ensure a common understanding of scope and could lead to sub-optimal management decisions	Work is underway to onboard the projects within NRPP. It is recommended that a consistent approach be followed and all scope changes follow NRPP standards.
41	The scope and outcomes of programmes and projects are available and aligned with objectives	NRPP scope considered in the project charter is only defined for 2014/2015 & 2015/2016 despite referencing a 4 year duration for NRPP Phase 1. However, major deliverables and	If insufficient planning exists relative to the full lifecycle of the Project. It could have a significant impact from a benefits realization standpoint as well as a clear understanding of scope and	It is recommended that, further effort be invested to expand the charters to represent the full scope that is associated with NRPP Phase 1. Ensure a clear and consistent

#	Good Practice	Findings	Implications/Risks	Recommendation
	COBIT5	milestones do not extend beyond February 2016. The NRPP Delivery structure is only for 14/15 and 15/16 fiscal years. It is not clear from the IDM Roadmap reviewed how NRPP Phases overlay to the road map. The "road map" identifies project activity over most of the 7-year duration of IDM/NRPP but most project charters only identify milestones and deliverables into 2014/2015. There is further reference to "waves" which are also not overlaid on the road map.	duration. Without consistency in terminology, planning and proper linkages clear understanding is in jeopardy.	approach to NRPP phase, stage, gate, wave interpretation and usage.
42	Smart financing PwC12	s.17		s.13
43	Focussed benefits management PwC12			
44	Integrated suppliers PwC12			

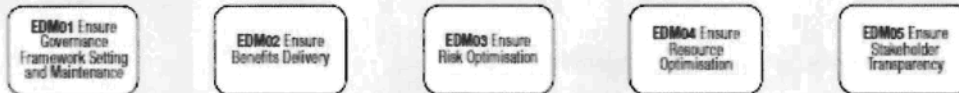| #	Good Practice	Findings	Implications/Risks	s.13
45	Integrated suppliers PwC12	Vendors have not been held accountable for using an approach consistent with the PMO processes, or a common PM/SDLC methodology. This makes delivery, reporting/tracking and other processes more difficult for PMs.	Delivery outcomes from vendors may be in jeopardy due to inconsistent approach.	

5. *Good Practices*

This section contains references to Good Practices and standards that PwC has used in the compilation of this NRPP review and report. They are:

- COBIT5;

- Val IT;

- PwC's 12 Elements of Program Management Excellence; and

- PMBoK® Guide – 5th Edition.

COBIT5

The COBIT5 Enabling Processes framework includes process BAI 01 (Manage Programmes and Projects). This process contains a number of good practices that can be considered as the NRPP is planned and executed.
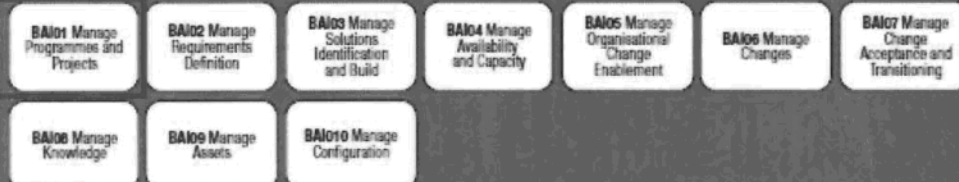
Processes for Governance of Enterprise IT

Evaluate, Direct and Monitor

| EDM01 Ensure Governance Framework Setting and Maintenance | EDM02 Ensure Benefits Delivery | EDM03 Ensure Risk Optimisation | EDM04 Ensure Resource Optimisation | EDM05 Ensure Stakeholder Transparency |

Align, Plan and Organise

| APO01 Manage the IT Management Framework | APO02 Manage Strategy | APO03 Manage Enterprise Architecture | APO04 Manage Innovation | APO05 Manage Portfolio | APO06 Manage Budget and Costs | APO07 Manage Human Resources |
| APO08 Manage Relationships | APO09 Manage Service Agreements | APO10 Manage Suppliers | APO11 Manage Quality | APO12 Manage Risk | APO13 Manage Security | |

Build, Acquire and Implement

| BAI01 Manage Programmes and Projects | BAI02 Manage Requirements Definition | BAI03 Manage Solutions Identification and Build | BAI04 Manage Availability and Capacity | BAI05 Manage Organisational Change Enablement | BAI06 Manage Changes | BAI07 Manage Change Acceptance and Transitioning |
| BAI08 Manage Knowledge | BAI09 Manage Assets | BAI010 Manage Configuration | | | | |

Deliver, Service and Support

| DSS01 Manage Operations | DSS02 Manage Service Requests and Incidents | DSS03 Manage Problems | DSS04 Manage Continuity | DSS05 Manage Security Services | DSS06 Manage Business Process Controls |

Monitor, Evaluate and Assess

| MEA01 Monitor, Evaluate and Assess Performance and Conformance |
| MEA02 Monitor, Evaluate and Assess the System of Internal Control |
| MEA03 Monitor, Evaluate and Assess Compliance With External Requirements |

Processes for Management of Enterprise IT

Val IT

The Val IT framework, published by ISACA, contains the 'Four Ares' framework which is illustrated below. It specified four key questions to be considered in managing the full lifecycle of IM/IT investments.
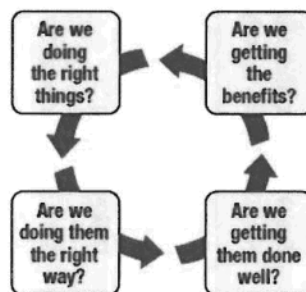
- Define why the proposed investment is one of the right things for the Government to invest in;

- Specify the right way for the program to be set up;

- Define effective management, delivery and change management processes; and

- Defining benefits, accountability, metrics and benefits realisation processes.

The strategic question. Is the investment:
- In line with our vision
- Consistent with our business principles
- Contributing to our strategic objectives
- Providing optimal value, at affordable cost, at an acceptable level of risk

The architecture question. Is the investment:
- In line with our architecture
- Consistent with our architectural principles
- Contributing to the population of our architecture
- In line with other initiatives

Are we doing the right things?

Are we getting the benefits?

Are we doing them the right way?

Are we getting them done well?

The value question. Do we have:
- A clear and shared understanding of the expected benefits
- Clear accountability for realising the benefits
- Relevant metrics
- An effective benefits realisation process over the full economic life cycle of the investment

The delivery question. Do we have:
- Effective and disciplined management, delivery and change management processes
- Competent and available technical and business resources to deliver:
  – The required capabilities
  – The organisational changes required to leverage the capabilities

PwC's 12 Elements of Program Management Excellence

The table below provides a description of each of the elements together with a brief description of the capability required to successfully deliver each of the elements.

Elements	Capability
Engaged stakeholders Identifying and managing stakeholders so that they are committed, appropriately informed and contribute to the success of the program.	• Identify and assess the stakeholders who are impacted or will be influencers to the realisation of the program benefits. Map stakeholders to the program's outcomes and benefits. • Develop and deliver tailored stakeholder change interventions and communications to support the delivery of program benefits. • Track stakeholder alignment with the program's vision and deliver course correction activity when necessary to maintain that alignment.
Clear scope The scope of the program is defined, complete, communicated and agreed and it supports the objectives of the business strategy.	• Define design principles and gather business and functional requirements. • Align scope to business strategy securing commitment from key stakeholders. • Articulate constraints and dependencies confirming scope to be included.
Managed risks and opportunities Making certain that there are effective risk identification processes in place and that the key risks are mitigated and opportunities taken.	• Understand the organisational approach & appetite to risk management. Implement customised governance. • Establish formal risk identification, assessment and mitigation processes, reporting key risks to decision makers and managing impacts. Produce measures and controls to identify and manage risks and opportunities. • Understand the financial aspects of risk acceptance versus mitigation. • Identify opportunities from risks to improve program outcomes.

Elements	Capability
Delivery-enabling plans The plans in place must be realistic, achievable, understood and bought into by key stakeholders and suppliers.	• Develop robust fully resourced delivery plans which set out an efficient route to delivering an agreed scope and associated outcomes, lay out the key milestones, recognise dependencies and illustrate the critical path. Generate multiple views of plans appropriate for their use and audience. • Manage plans to reflect the dynamics of the environment, by acting on risks, issues, changes to budget and scope and the realities of program delivery in a changing environment. • Deliver against a plan by making sure that the appropriate resources, information and direction is provided to the program team and that reporting and governance allows timely decisions.
Focussed benefits management Developing a realistic business case subjected to an appropriate level of challenge with benefits clearly defined, owned and tracked.	• Identify quantifiable benefits at the outset of the program and create a framework to review and track achievement. • Develop measureable benefits with clear targets, baselines and monitoring mechanisms. Establish ownership of benefits. • Achieve agreed outcomes and sustainable change rather than simply delivering milestones and progress.
High performing teams The program team is highly motivated, has the right blend of skills and personalities and the organisation supports the team to deliver.	• Create a program organisation with a clear definition of roles/responsibilities and escalation paths. Help you staff the program with high quality people. Coach your staff as appropriate. • Communicate the program vision to the program team and other stakeholders. • Determine who is Responsible, Accountable, who needs to be Consulted and who needs to be kept Informed (RACI). • Create knowledge and skills to maintain high performance after the change is complete.

Elements	Capability
Smart financing Establishing the budget and associated policies, processes and reporting standards for effective cost estimation and program financial management and reporting.	• Benefit from PwC's experienced Corporate Finance Function that has specialist skills in business cases, payback periods, software capitalisation and innovative fund draw-down. • Establish program costs, secure financing and run financial management processes, including cost control and reporting within programs. Identify innovative funding approaches. • Establish program financial policies and procedures. Provide visibility on financial performance of in-flight programs.
Integrated suppliers An effective approach has been taken to engage with suppliers, including adequate governance of their activities.	• Match supplier selection to program goals as part of an integrated value chain. • Develop and deploy a consistent approach and common program language between suppliers and delivery teams. • Implement governance and reporting that provides a genuine view of program health, as shared by all suppliers across the delivery team. • Create an environment that fosters a strong, single team approach across multiple suppliers.
Active quality management An agreed quality plan has been developed based on appropriate standards, it is communicated and the right behaviours are in place.	• Develop a robust Quality Strategy and a workable Quality Plan and use them. • Develop detailed product-level descriptions and acceptance criterion and use them throughout the program. Use 'Voice of the Customer' techniques to articulate customers' needs. • Establish tailored quality planning methodologies, tools, techniques, document management and configuration control mechanisms. Manage deviations from the required quality standards.

Elements	Capability
Embedded lifecycle assurance and learning A clear assurance plan has been defined which outlines the nature, timing and extent of planned assurance, quality reviews and embeds learning.	• Capture lessons learned throughout the program and create mechanisms to address those which continue after program closure. • Identify issues with existing program structures and create improvements to manage them and increase the chance of success.
Agile change control A formal process is in place for controlling changes to program scope according to the program's principles and this has been communicated to the program stakeholders.	• Tailor and implement good practice change control to the specific program needs. Minimise bureaucracy around change control to respond swiftly to dynamic environments. • Establish a suitable level of governance to allow efficient and effective decision making. • Assess the impact of changes on time, budget, quality and benefits. • Control, approve and communicate changes and secure compliance with the process.
Governance-enabling decision making Enabling leaders to govern with confidence, making timely decisions using high quality management information.	• Understand the organisation's appetite for change and identify who will sponsor and drive the program. • Provide structure, processes, forums and procedures to control program operations including escalation channels. • Define roles and responsibilities to incorporate strong leadership and challenge. • Create efficient reporting and identification of issues based on accurate information with the decisions required highlighted and impacts identified.

PMBOK® Guide – 5th Edition

A *Guide to the Project Management Body of Knowledge (PMBOK® Guide)* - Fifth Edition, provides guidelines for managing individual projects and defines project management related concepts. It also describes the project management life cycle and its related processes, as well as the project life cycle.

The *PMBOK® Guide* contains the globally recognized standard and guide for the project management profession. A standard is a formal document that describes established norms, methods, processes and practices. As with other professions, the knowledge contained in this standard has evolved from the recognized good practices of project management practitioners who have contributed to the development of this standard.
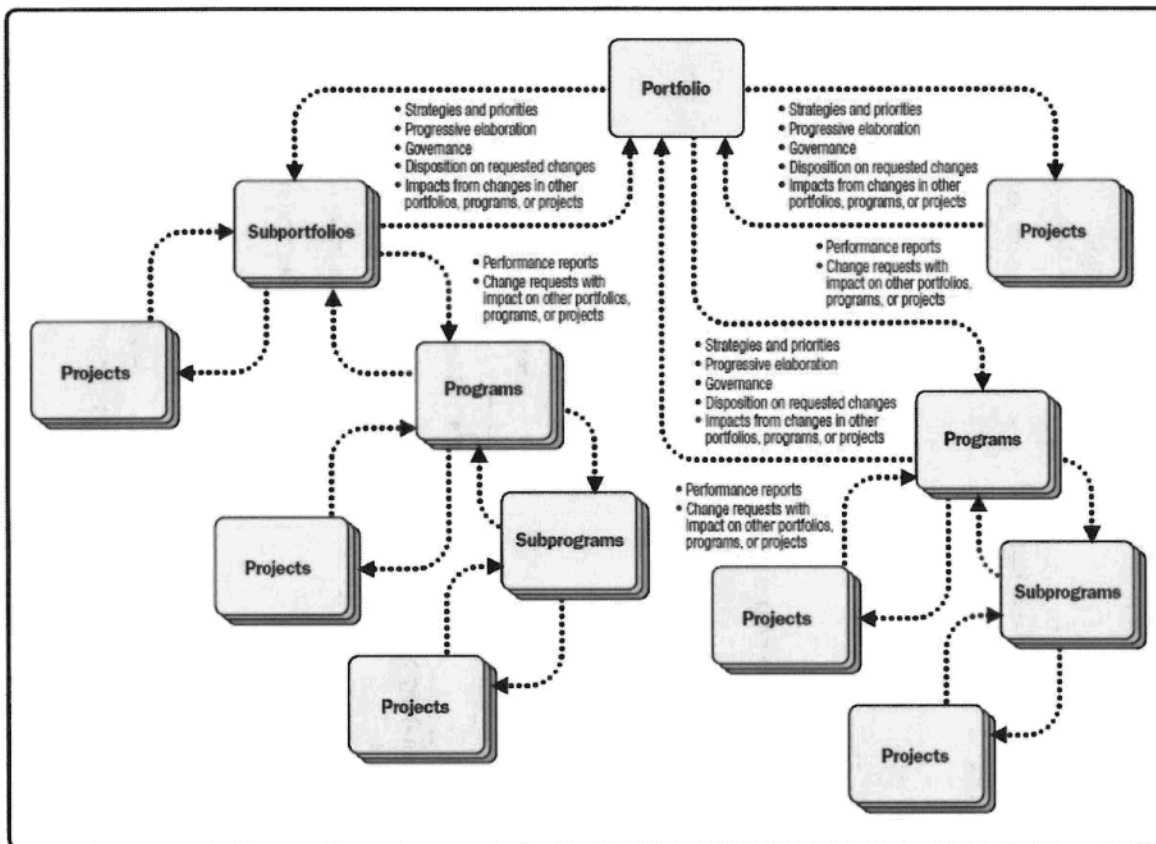
Figure 1-1 above from the *PMBOK® Guide* illustrates how organizational strategies and priorities are linked and have relationships between portfolios and programs and between programs and individual projects. Organizational planning impacts the project by means of project prioritization based on risk, funding and other considerations relevant to the organization's strategic plan. Organizational planning can direct the management of resources and support for the component projects on the basis of risk categories, specific lines of business, or general types of projects such as infrastructure and process improvement.

What is Project Management

Project management is the application of knowledge, skills, tools and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application and integration of the 47 logically grouped project management processes, which are categorized into the five Process Groups. These five Process groups are:

- Initiating;
- Planning;
- Executing;
- Monitoring and Controlling; and
- Closing.

Managing a project typically includes a number of factors, which include, but are not limited to:

- Identifying requirements;
- Addressing the various needs, concerns and expectations of the stakeholders in planning and executing the project;
- Setting up, maintaining and carrying out communications among stakeholders that are active, effective and collaborative in nature;
- Managing stakeholders towards meeting project requirements and creating project deliverables;
- Balancing the competing project constraints, which include, but are not limited to:
  - Scope;
  - Quality;
  - Schedule;
  - Budget;
  - Resources; and
  - Risks.

The specific project characteristics and circumstances can influence the constraints on which the project management team needs to focus.

The relationship among these factors is such that if any one factor changes, at least one other factor is likely to be affected. For example, if the schedule is shortened, often budget needs to be increased to add additional resources to complete the same amount of work in less time. If a budget increase is not possible, the scope or targeted quality may be reduced to deliver the project's end result in less time within the same budget amount. Changing the project requirements or objectives may create additional risks. The project team needs to be able to assess the situation, balance demands and maintain proactive communication with stakeholders in order to deliver a successful project.

Table 3-1. Project Management Process Group and Knowledge Area Mapping

Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work	4.4 Monitor and Control Project Work 4.5 Perform Integrated Change Control	4.6 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Time Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Resources 6.5 Estimate Activity Durations 6.6 Develop Schedule		6.7 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
8. Project Quality Management		8.1 Plan Quality Management	8.2 Perform Quality Assurance	8.3 Control Quality	
9. Project Human Resource Management		9.1 Plan Human Resource Management	9.2 Acquire Project Team 9.3 Develop Project Team 9.4 Manage Project Team		
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Control Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses		11.6 Control Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	12.4 Close Procurements
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Management	13.3 Manage Stakeholder Engagement	13.4 Control Stakeholder Engagement	

Appendix 1

This Appendix contains a list of all the NRPP documents that were made available to the PwC team to conduct this review.

NRPP Document	Date/Version
Glossary and Acronym List	September 26, 2014
Portfolio Management Office Handbook	July 18, 2014
Leadership Team Meeting Agenda and Minutes	October 6, 2014
Leadership Team Meeting Agenda and Minutes	August 19, 2014
Leadership Team Meeting Agenda and Minutes	August 11, 2014
Leadership Team Meeting Agenda and Minutes	August 8, 2014
Steering Committee Meeting Agenda and Minutes	September 24, 2014
Project Board Meeting Agenda	July 15, 2014
Project Board Terms of Reference	August 1, 2014
Steering Committee Terms of Reference	June 25, 2014
Leadership Team Terms of Reference	October 3, 2014
Architecture Review Board Terms of Reference	August 29, 2014
s.17	
Responsibility Assignment Matrix (RACI)	June 24, 2014
Dashboard and Status Report Package	October 10, 2014
Dashboard and Status Report Package	September 26, 2014
Dashboard and Status Report Package	September 12, 2014
Dashboard and Status Report Package	August 1, 2014
Dashboard and Status Report Package	August 15, 2014
Dashboard and Status Report Package	August 29, 2014
s.17	
Communication Plan	October 8, 2014
Communications Calendar	October 8, 2014
s.17	

Scope Log	October 19, 2014
Dependency Log	October 16, 2014
Assumptions Log	October 12, 2014
Milestone List	October 19, 2014

s.17

NRPP Document	Date/Version
Presentation Decks	
s.17	
Steering Committee Meeting	September 2014
Steering Committee Meeting	July 23, 2014
Steering Committee Update	September 10, 2014
Steering Committee Update	August 27, 2014
Project Board Meeting	September 10, 2014
Project Board Meeting	July 15, 2014
PMO Deep Dive Status Report	September 10, 2014
90 Day Plans – CMO	October 2014
s.17	
90 Day Plans - Baseline	September 1, 2014
Change Management Toolkit – Overview	October 17, 2014
Change Management Toolkit – Stakeholder Engagement & Communications	September 23, 2014
Change Management Toolkit – Change Impact and Change Readiness	September 26, 2014
Change Management Toolkit #3 – Training	October 10, 2014
Communication Plan Overview	August 2014
System Integration – Onboarding	September 2014
System Integration – Requirements Approach Overview	No date
Architecture Review Board - Overview	June 2014
s.17	

s.17

s.12

NRPP Perspectives on initial findings and recommendations

PwC findings	NRPP Perspectives and additional information
Fully implement the program change order management process already defined. The NRPP Program Management Office ("PMO") handbook describes the NRPP change order management processes to be followed for any scope, schedule, budget and/or benefits adjustment to baseline; but this is not being adhered to yet. In the October 10, 2014 status reporting package there were only 4 change orders recorded despite many references to project scope, budget and schedule changes. Monitoring and enforcement of this process ensuring that the right stakeholders are involved in controlling, approving and communicating changes and ensuring compliance with the process is critical for a project of this nature and its success.	There is a change order process in place. Projects are in the process of finalizing / iterating their plans. As they are all in the start-up phase, it would be ineffective and inefficient to require every project to initiate the change order process for all changes, regardless of scale, impact, etc. Therefore, it was decide that in the short term, the change order process would focus on the more significant, high impact changes. We plan to continue to evolve how this process is used and clarify the thresholds for which change requests need to be brought forward. The current thresholds outlined in the PMO Handbook indicate change requests get escalated to the portfolio level if there are cross-program impacts and impacts to scope, budget and schedule. We will refine these thresholds and the operational impacts to ensure that changes to dates, budget and scope are controlled at the appropriate level of the governance structure. With the recent refresh of the integrated plan we will fully operationalize this process.
Enhance and elevate the current risk management process within NRPP. Enhance the Risk Management Process to comprehensively manage risks. Improve the risk identification processes to clearly differentiate from issues management. Ensure that key risks, their potential impacts and their detailed risk mitigation actions are reviewed in a time sensitive manner. This will help ensure program risks are being optimally managed. In addition elevating risk management within the governance structure is key to ensure consistency and compliance.	Project Managers continue to capture and escalate risks, supported by the TPO. A risk management functional owner has been identified in TPO who will champion the function, methodology, risk escalation process and the tracking of cross-project and program risks. It is recognized that risk needs to be more formally incorporated into the bi-weekly leadership meeting and enhancements made to the current monthly risk management meeting with the Leadership Team.

PwC findings	NRPP Perspectives and additional information
Comprehensively document and align the scope and outcomes of the NRPP projects with NRPP objectives. To provide an expedited on boarding for all projects within NRPP, the PMO provided initial draft high-level project charters and work plans to Project Managers. While this provided a good start, Project Charters are inconsistent in their level of detail and generally are light in contrast to the NRS standard template. Projects do not consider the same timeframes as the NRPP charter. The NRPP charter does not define scope for the 4 years associated with Phase 1. More detail would ensure thorough thinking and enable clearer, broader understanding and set the appropriate baseline that can be used to make decisions and provide program and project oversight.	NRPP deliberately chose to have a lighter version of the project charter documents s.12 The TPO has also developed a scope baseline document and a process to refresh this on a semi-annual basis. The first refresh is scheduled for Apr. 2015. Project Charters will also be a key artefact of the Stage-Gating process which is being developed. That process will call for Project Charters to be refreshed as a project prepares to graduate to the next stage to reflect any enhanced understanding or changes to scope, budget, schedule and benefits. This will enable the Project Charters to stay current and relevant throughout implementation.
Select, communicate and enforce standard NRPP methodologies for Project Management and SDLC. Currently there are inconsistencies in approach relative to both Project Management and Systems Development Life Cycle ("SDLC"). Communication of the standard methodologies to be utilized cannot be found. These standards need to be determined, communicated and implemented. In addition, institute regular reviews and assessments of methodology use. This will improve consistency of project management, content and reporting as well as providing a consistent basis for measurement of the program.	There are System Development Lifecycle (SDLC) standards for the sector that have been defined by IMB and are being enforced through the System Integration function. The SDLC is currently going through a revision as part of the Requirements Modernization and Design Modernization projects. NRPP is also considering the use of an Agile based SDLC to align with greater government direction. This evaluation is work in progress and any decisions will be formalized in all relevant documentation and methodologies across the program. The project stage-gating process is currently being defined. It will be based on best practices and standards (PMBOK, BC Government, professional experience). The development and roll-out of this standard is part of the TPO plan but was scheduled for a later PPM methodology release given project start-up and the need to focus on the processes that projects and the program immediately (i.e. status reporting, issue management). The stage-gating process will be prioritized for implementation across NRPP projects.

PwC findings	NRPP Perspectives and additional information
Continue to establish fully integrated and functional work plans. It is evident that this is a priority for the leadership team as an integrated plan exists, but other sources are being used to detail project dependencies and 30/60/90 day milestones, making overall management more difficult at the project and portfolio level. Currently the integrated work plan does not align to the path being taken day-to-day to effectively deliver NRPP scope completely, as some on-boarding has just been completed. While there are linkage gaps between NRPP objectives, project charters, deliverables, milestones, work plans, status reports, 30/60/90 day plans, dashboards and PowerPoint decks, work is underway to improve continuity including the completion of a financial model with direct correlation. Key milestones must be laid out and dependencies, as well critical path, clearly illustrated within individual projects and a consolidated work plan such that there is one fully integrated source. The current work plan shows significant slippage in schedule or adjustments to end dates. The work plan must be managed to reflect the dynamics of the environment such that it is specific, realistic, achievable, understood and bought into by all stakeholders.	Project initiation began with the NRPP Business Case objectives flushed out to provide the key inputs into the initial project planning. This planning led to the development of the Project Charters, which later were flushed out to develop the Project Plans and the status reports. These status reports were then used to develop the 90 day plans. The 90 day plan milestones are incorporated into the status report and the NRPP integrated plan. This information is tracked and reported on a bi-weekly basis. Further refinement to better link these pieces is underway. Over the past few weeks the PMO has been working with each project manager to refine their milestone list, dependencies and integrated plan activities. This work will be completed shortly and will result in a refined integrated plan, dependency log and critical path. Going forward these artifacts will be refreshed continually to reflect outcomes of the change order process, the stage-gating process and leadership decision making. Identifying specific examples of where project managers felt that were pressured to "just manage to the plan" would be appreciated as this is not the guidance provided to Project Managers under NRPP.
Refine Project, Program and Portfolio level status reporting and dashboard to provide an expanded and accurate representation of current and future progress, trends and issues. A dashboard of overall status is in place and providing some guidance relative to NRPP challenges at the portfolio level. The dashboard overall status calculations do not provide NRPP leadership with detailed enough insight to solidly understand project status, or have the ability to see and manage pertinent actions or trends. Revising the approach and adding detail will provide for improved management information and allow leaders to govern, provide oversight and manage more confidently. Key performance indicators are being considered but should be established and	We are continuing to evolve the dashboard to make it as impactful as possible for the status meetings. We recently updated the status calculation to better present project standards. This will be revised as required. s.17 We are also refining the underlying data (milestones, dependencies, risk/issues, etc.) as projects mature leading to a better understanding

PwC findings	NRPP Perspectives and additional information
reported on, so that stakeholders can effectively monitor program performance and take corrective action where needed.	of true status
Increase the scope and commitment by NRPP to Organizational Change Management and Communications. It is evident that extensive effort has gone into external stakeholder alignment, which should benefit NRPP significantly. NRPP would benefit from a similar level of attention to internal NRPP stakeholder alignment. It was assumed that individual projects would meet their own requirements with respect to project change management considerations. Work is underway to assess this gap as it not considered in the current scope for the Change Management Office ("CMO"). The change management office is currently led and managed on a part time basis. The current change management and communications plan shows slippage and insufficient detail for the current scope. Change management and communications is one of the most significant risks for a program of this nature, as echoed in interviews with senior leaders.	Change Management is an agreed focus area for NRPP. There are a number of things already in place that will be enhanced and built on going forward, including: • NRPP Collaboration Portal for information sharing across sector has been developed and will be rolled out in November • A change management assessment is underway across NRPP to understand and assess needs for each project • A Change Management toolkit has been developed and rolled out to all projects. A CMO onboarding session held with PMs (10/22) to review and support implementation • Full communications plan is being resourced and implemented. Communications is underway at a portfolio and project level • A DM/ADM level leadership alignment session was held in the summer to support the initiation of NRPP and multiple sessions are planned with staff in November / December • A change champion network is being established. Individuals have been identified and will be onboarded in November

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| Define and integrate a NRPP quality management process to mitigate risk. A quality strategy and | The rollout of the quality management function will happen in parallel to the stage-gating process |

PwC findings	NRPP Perspectives and additional information
associated quality plan need to be defined. Consideration within the plan should be given to lessons learned "sharing" at various milestones. An external assurance review process has obviously been considered so now it just requires formal integration. This is a critical success factor for large, complex, multi-year and multi-party programs.	outlined above. Work in this area is underway The stage-gating process is a significant component of quality management and is under development which will govern project progression to next phase of work and funding release. It is recognized that a stronger link between the SI and PMO is needed to share insights into project deliverable quality
Evolve governance model to more effectively support NRPP. There is a well planned team and reporting structure in place that is gaining momentum as stakeholders become more familiar and comfortable with this approach. The NRPP Leadership Team reports to the Steering Committee ("STC") on performance and delivery of activities in attainment of NRPP goals and objectives. However, the NRPP Sponsor and STC Chair are currently the same person. To increase accountability, it is recommended that these roles be occupied by separate people. Steering Committee meetings should be a priority with active and complete participation to be of the most value to NRPP. The Transformation Portfolio Office ("TPO") should report on PMO, CMO and SI functions as distinct projects within and consistent with its status as a program. This would help ensure increased visibility to these critical functions. The RACI matrix should be expanded to capture more comprehensively the roles and responsibilities as the single source of reference. Benefit and quality management should be included in the RACI matrix to make it complete.	The Project Board is the highest level of governance for NRPP. The NRPP Executive Sponsor Dave Nikolejsin. Christian Kittleson is the ADM of Transformation and is the Chair of the NRPP Steering Committee. A deliberate choice to report PMO/CMO as a single status to support collaboration between the two teams. This process can be revised as appropriate.

DRAFT AND CONFIDENTIAL

PwC Tracker Review

June 2015

PwC Tracker – Summary

BRITISH COLUMBIA

In Oct. 2014 PwC did a third party audit of the NRPP Program:

- Overall 80 recommendations were identified in six categories
- To date, all recommendations have been addressed (100%)

Natural Resource Permitting Project

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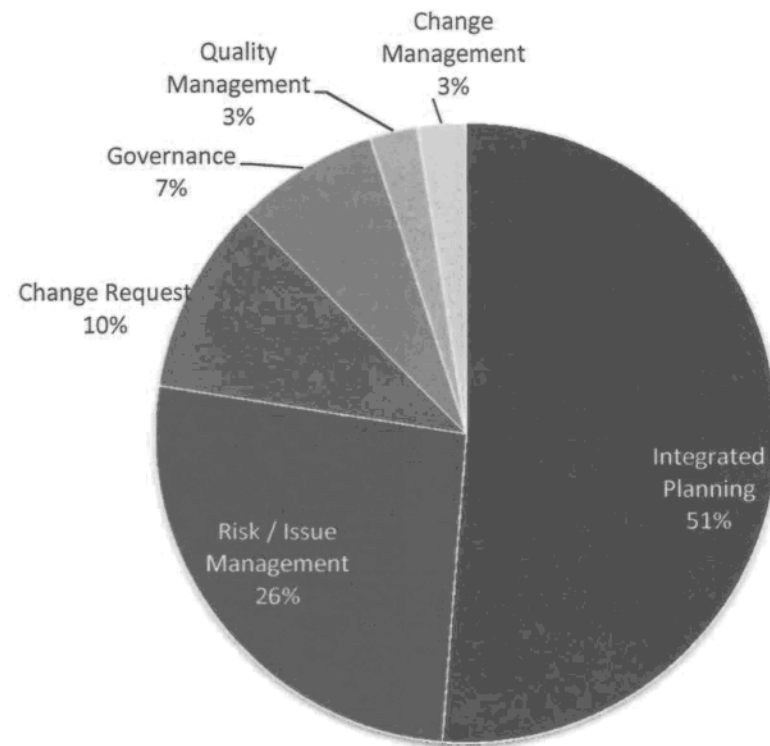
Summary of PwC Recommendations

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Risk / Issue Management	**100% Complete**	No clear risk manager has been appointed and risks were not a standing part of the Leadership Team's agenda. Risk Management across the program needs to be consistent with training, KPIs, and assumptions.
Change Request	**100% Complete**	Change request process has been documented but was not being clearly enforced across the program.
Governance	**100% Complete**	TPO reporting is now done at the program level not at the project level. Challenges with SC engagement levels and proper documentation of the SC/PM meetings.
Quality Management	**100% Complete**	NRPP QA Process documentation was not clearly documented and implemented at the project level.
Change Management	**100% Complete**	Change Leadership needs to be staffed sufficiently to enable effective change management and communications to be delivered across the entire NRPP ensuring stakeholder participation and buy-in. Proper identification of change needs at the project level need to be identified.

Natural Resource Permitting Project

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Pending Actions & Timeline – Integrated Planning

BRITISH
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PWC Findings	Action Plans	Completion Date
Project Charters: • Charters currently are not consistent in level of definition • Some typical aspects of charters are missing • There is a limited level of connection between the charter, deliverable and milestones to work plan to status report to 30/60/90 day plans • NRPP scope considered in the project charter is only defined for 2014/2015 & 2015/2016 despite referencing a 4 year duration for NRPP Phase 1 • Need appropriate resources when required to deliver the projects per NRPP Project Charter	PMO Handbook has been distributed. A PM Training Manual has been developed and will be reviewed at a training session on April 16-17.	**COMPLETED** **All PM Training:** 15-Apr-15 **COMPLETED** **Charter Refresh** **Due:** April 17
Project Planning: • The 5 project process phases in the template instructions for Project Status reporting are not evident in most project documents • The scope log shows no changes, despite the fact that changes have occurred • Major deliverables and milestones do not extend beyond February 2016	All PM session to be held to review the standards. Charter refresh underway for FY15/16. PMO KPIs have been developed and will be incorporated as part of May reporting	**COMPLETED** PMO KPIs: May 29
Planning Standards: • PMO handbook process for planning and schedule management isn't enforced • Work plans are not being utilized • Develop PMO Process KPIs and integrated into dashboard reporting		**COMPLETED** Charter Approval Date: May 25
BSI Projects: • BSI projects not included in the Integrated Plan	Report on BSI Analysis underway to be completed for review with the Leadership Team	**COMPLETED** 25-May-15
Methodology: No clear selection of which methodologies are to be adhered to for PM and SDLC	Agile/SDLC expert was hired to complete an Agile Assessment of NRPP. Report to be presented to the Leadership Team by the end of April.	**COMPLETED** 20-May-15

Final Report

High level review to assess implementation status of prior gaps & recommendations

November 2015

pwc

Background & Introduction

A review of the Natural Resources Permitting Project (NRPP) was undertaken by PwC in September – November 2014. The report contained a number of findings, risks/issues and recommendations.

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This report presents the findings of the interim, high-level review focused on the progress being made on these prior recommendations.

At the request of the NRPP Secretariat, this report does not provide any revised or new recommendations nor did it allow for any further qualitative or progress based assessment of the NRPP. It represents a high-level, document based review, based on a review of a sample of documents provided. As requested, it only identifies gaps in the implementation of previous recommendations.

Methodology

In November of 2014, PwC identified 12 high level areas for action with 47 specific recommendations. The NRPP Secretariat has taken the 47 recommendations that PwC provided in November 2014 and disaggregated them into 80 more detailed recommendations. PwC has reviewed the 80 disaggregated recommendations and has examined the actions that the NRPP Secretariat has taken to address the recommendations through a review of documentation, comparing the actions that have been undertaken where available. Please note a sample of each of the document types were reviewed, due to the very limited nature of this engagement, which was defined by the NRPP Secretariat.

Findings

The following table compares the status of PwC's high level recommendations from November 2014 against the findings from this documentation review.

PwC High level finding (Nov 2014)	Status	Description
Fully implement the program change order management process already defined.	●	Change request management process is in place, decisions are being tracked and managed.
Comprehensively document and align the scope and outcomes of the NRPP projects with NRPP objectives.	●	The integrated plan has resulted in better alignment of the NRPP projects with objectives.
Continue to establish fully integrated and functional work plans.	●	The integrated plan has been a good development that allows for better insights across the project portfolio.
Refine Project, Program and Portfolio level status reporting and dashboard to provide an expanded and accurate representation of current and future progress, trends and issues.	●	The dashboard reporting provides sufficient details for executive level review of the portfolio and project status.
Increase scope for commitment by NRPP to organizational change management and communications.	●	There is a strong commitment to change management and actions have been taken to communicate with stakeholders, however resourcing challenges have been a serious challenge (although there is a plan to remedy this).

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Evolve governance model to more effectively support NRPP		At a high level it appears as though the governance has improved on the NRPP. The integrated plan has allowed for a portfolio view of the projects.
Define and integrate a NRPP quality management process to mitigate risk.		A quality management process is in place and external assurance has been integrated into the process. Given the status of some project deliverables, a risk has been identified by NRPP that these projects may not be in compliance with internal processes and resourcing issues may impact quality management.
Enhance and elevate the current risk management process within NRPP.		The risk management process has been defined, however some recommendations have not been implemented and mitigation strategies could be more clearly enunciated. Risks that are closed may be ongoing risks that need to be monitored.
Select, communicate and enforce standard NRPP methodologies for Project Management and SDLC.		NRPP project management methodologies have been built out – including an SDLC project plan template. There is ongoing discussion between MTICS IMB and the NRPP on Agile methodologies.

Of the detailed breakdown of the **80** recommendations:

- **61** were found to be completed and/or well underway.
- **11** were found to be in progress or partially implemented and gaps remain.
- **3** were found to have planned future improvements in the near term
- **1** was to found to be incomplete and not implemented.
- **4** Recommendations no longer apply as a result of changing requirements of the project or were items that were not associated with a recommendation.

Overview of Recommendation Status

■ Complete   ■ Partial / In Progress   ■ Improvements Planned   ■ Not complete   ■ N/A   ■
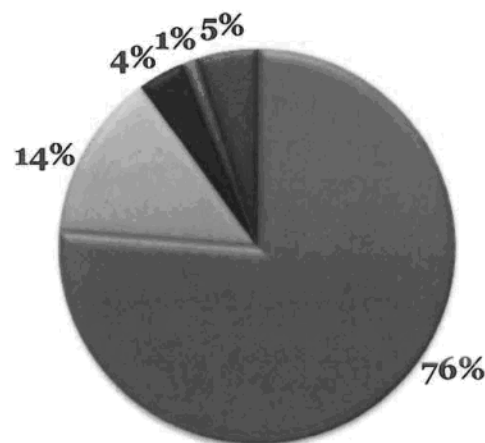
The table on the following page will outline the status of each recommendation.

Analysis of recommendations & gaps

#	Category	PwC Good Practice	PwC Findings (Nov 2014)	PwC Implications/Risks (Nov 2014)	PwC Recommendations (Nov 2014)	NRPP Response	Status (Nov 2015)	PwC Notes (Nov 2015)
1	Change Request	Agile change control (PwC 12)	The change management process documented in the NRPP PMO Handbook is not being utilized fully. At the time of this review there were only 4 logged change requests, with 2 approved and 2 in progress.	Volume and impacts of challenges faced by NRPP may not be evident or assessed appropriately if change management is not being used comprehensively. It also means that the right stakeholders may not be involved in change related decisions.	1. The NRPP PMO handbook describes the NRPP change management process to be followed for any scope, schedule or budget adjustment to baseline.	1.1 - Communicate the change control standards through PM email.

Communicate the change control standards through Leadership Team email.

Handbook has been updated to reflect the changes to the change control process. | Complete | Change request management process is well defined and from a high level scan it is evident that change process and logs are being used. |
| 2 | Change Request | Agile change control (PwC 12) | One change has been in extreme priority since July 15, 2014. | Controlling, approving and communicating changes and ensuring compliance with the process is critical for a program of this nature and its success. | 2. It is understood that work is underway to evolve how the change process is used and clarify the thresholds for change requests relative to the different governance structures. | 1.2 - Revisions will be incorporated into the revised version of the PMO Handbook; SharePoint log created | Complete | The PMO handbook clearly describes the change request management process and the roles, responsibilities, and behaviors of all parties based on defined budget, scope and schedule thresholds. |
| 3 | Change Request | Agile change control (PwC 12) | Schedules have changed from baseline but no supporting change requests exist. | Effective risk management cannot be applied if change management is not being used to manage schedule issues and agree on adjustments. | 3. Ensure compliance and enforcement. | 1.3 - Enforce the change control standards as part of status reporting and use of the Integrated Plan to instill behaviour in PMs and ensure compliance (i.e. not all CRs need to go to the Leadership Team). | Complete | Change controls and standards are being utilized and used consistently. |

#	Category	PwC Good Practice	PwC Findings (Nov 2014)	PwC Implications/Risks (Nov 2014)	PwC Recommendations (Nov 2014)	NRPP Response	Status (Nov 2015)	PwC Notes (Nov 2015)
4	Change Request	Establish and operate a change control system for the project so that all changes to the project baseline are appropriately reviewed, appraised and incorporated in to the integrated project work plan in line with the programme and project governance framework. (COBIT5)	Scope, issues, and risk decisions are not consistently recorded in minutes from Project Board, Steering Committee and Leadership Team meetings.	Future decision making may be compromised without a well-documented decision log. This is especially important in a multi-year program where the stakeholder landscape may change substantially over 4 or 7 years	1. The NRPP PMO handbook describes the NRPP Program decision management process to be followed for any significant decisions. It should be utilized comprehensively.	2.1 - Leadership Team, Extended Leadership Team and Program Delivery agenda, actions items and materials are saved on SharePoint. NRPP Change Request Log, Decision Log and Action Items are saved on SharePoint and circulated in advance and post meetings.	Complete	Decision register is being utilized and decisions are recorded consistently.
5	Change Request	Establish and operate a change control system for the project so that all changes to the project baseline are appropriately reviewed, appraised and incorporated in to the integrated project work plan in line with the programme and project governance framework. (COBIT5)	Actions and decisions in meeting minutes are very brief.		2. Ensure compliance and enforcement.	2.2 - Enforce the decision management process through regular touchpoints with PDs and PMs. Action and decision logs are posted on SharePoint with appropriate versioning.	Complete	Change request management process is being used. Committee minutes suggest that changes are being managed and monitored. Approved change requests result in updates to the change log and project plans.

#	Category	PwC Good Practice	PwC Findings (Nov 2014)	PwC Implications/Risks (Nov 2014)	PwC Recommendations (Nov 2014)	NRPP Response	Status (Nov 2015)	PwC Notes (Nov 2015)
6	Change Request	Update the programme's business case to reflect the current status whenever there is a change that affects the project's scope, costs, resources, budgets, quality, benefits, opportunities or risks. (COBIT5)	A scope log exists but no changes have been recorded since baseline, although scope decisions have been made since charter creation.	A consistent and complete understanding relative to current scope of projects cannot be obtained without this the scope log being maintained – beyond a semi-annual refresh.	1. The NRPP PMO handbook describes the NRPP scope management process to be followed for scope changes.	3.1 PMO handbook has been updated to reflect the scope management refresh and a calendar of scope refresh has been established.	Complete	Handbook includes content regarding scope management refresh process. The change log is being actively used.
7	Change Request	Update the programme's business case to reflect the current status whenever there is a change that affects the project's scope, costs, resources, budgets, quality, benefits, opportunities or risks. (COBIT5)		Given the number of projects and the need for a common understanding across these, accurate and up-to-date scope status is essential.	2. It should be utilized comprehensively to record all scope requests and document approved scope changes as part of regularly scheduled reviews.	3.2 PMO handbook has been updated to reflect the scope management refresh and a calendar of scope refresh has been established.	Complete	Change logs are being used.
8	Risk/Issue Management	Manage programme and project risk (COBIT5)	Reviewing the PMO risk management process and the risk register, there is inconsistency in the understanding and application of risk management across the NRPP.	Risk management and monitoring will be inconsistently employed across NRPP, which could severely impact the delivery of Project, Program and/or Portfolio objectives on time, on budget and to the required quality	1. Appoint a senior resource as Portfolio Risk Manager. (It is understood that this has now been done with the appointment of a functional TPO Owner).	4.1 s. 22 s. have been assigned as the Portfolio Risk Managers.	Complete	

#	Category	PwC Good Practice	PwC Findings (Nov 2014)	PwC Implications/Risks (Nov 2014)	PwC Recommendations (Nov 2014)	NRPP Response	Status (Nov 2015)	PwC Notes (Nov 2015)
9	Risk/Issue Management	Manage programme and project risk (COBIT5)	The risk register has an attribute of "progress" with values of "open" and "escalated" if not blank or "closed". Without a definition of "escalated" it is unclear what is meant.		2. Deliver risk management training to all NRPP resources with an identified role in the process.	4.2 Training: Communicate the risk management process to PDs/PMs. Updated the risk registry to add a new column "escalated to" to clearly define which governance body the risk/issue needs to be reviewed by.	Complete	**Project Manager training was completed on April 16, 2015. This training included a module on risk management.**
10	Risk/Issue Management	Manage programme and project risk (COBIT5)	No defined risk management oversight role exists within the PMO.		3. risk "progress" to risk "status" which should be "open" or "closed" and address escalation of risks as may be necessary or required, through risk ownership assignment.	4.3 Update the risk log to reflect this clarification in language.	Complete	**Language in the risk log related to status has been updated as per the recommendation.**
11	Risk/Issue Management	Manage programme and project risk (COBIT5)			4. Ensure compliance and enforcement.	4.4 Enforce this process through regular biweekly touch points. New Program Delivery meetings with the Program Directors.	Complete	**Evidence suggests that the risk management process is being adhered to and utilized.**
12	Risk/Issue Management	Manage programme and project risk (COBIT5)	Consideration is currently not given to the appropriate risk review cycle or period as part of current definition and risk response. Risk monitoring in the handbook does not describe how and when risks are to be monitored. It is not possible to monitor risks without identified metrics such as (but not limited to) dates, volumes, cost or budget, standards or resource(s).	Risks may not be reviewed and monitored at the appropriate frequency to which they should and may occur (become an issue) unnoticed. This may result in sub-optimal risk management or increase the probability of risks realizing.	1. Risks then need to be monitored based on the metrics in the risk description and risk response. This will ensure key risks, their potential impacts and their detailed risk mitigation plans are reviewed in a time sensitive manner and will help ensure program risks are being optimally managed.	5.1 - Risk /Issue management KPIs identified and managed on the PMO Dashboard. Risk = # risks without response actions and Issues = average time to resolve issue	Complete	**Guidance regarding how frequently risks should be monitored, metrics regarding 'staleness' and 'age' and the process for escalating risks is included within the PMO handbook.**

#	Category	PwC Good Practice	PwC Findings (Nov 2014)	PwC Implications/Risks (Nov 2014)	PwC Recommendations (Nov 2014)	NRPP Response	Status (Nov 2015)	PwC Notes (Nov 2015)
13	Risk/Issue Management	Manage programme and project risk (COBIT5)	A portion of every regular status reporting meeting should be dedicated to reviewing and discussing 2-5 active risks in the *Risk Register*.		2. It has been recognized by the Program that risk needs to be more formally incorporated into the bi-weekly leadership meeting and that enhancements need to be made to the current monthly risk management meeting with the Leadership Team.	5.2 - Ensure that risk management is represented on every Leadership Team agenda and enforce this through the weekly Program Delivery meeting.	Complete	**Risks are being raised, discussed, and documented at meetings.**
14	Risk/Issue Management	Manage programme and project risk (COBIT5)	Current risk descriptions are not accurately represented i.e.: they are written as issues or are in fact issues.	If Risk Identification is not effective, the entire process of Risk Management may be ineffective.	1. Enhance the Risk Management Process to appropriately define the risk identification process, clearly differentiated from issue management.	6.1. Ensure compliance with risk management process via training (4.2.) and regular biweekly touchpoints (4.4).	Complete	**Bi-weekly touchpoints are occurring (see 4.4). Training was provided on April 16, 2015.**
15	Risk/Issue Management	Manage programme and project risk (COBIT5)	Specific attention is needed for Risk Identification with examples using meta-language containing appropriate metrics.	Risks without metrics cannot have effective response actions prepared or be effectively monitored and tracked.	2. Risk identification is the start of the risk life-cycle and must be performed comprehensively to support the entire risk process.	6.2 - Risk identification using meta-language is incorporated into Program Director training and reviews with governance bodies.	Complete	**Risk process and identification has been strengthened. However, many risks still do not incorporate meta-language.**
16	Risk/Issue Management	Manage risks and opportunities. (PwC 12)	The Risk Management Process in the PMO Handbook is incomplete and does not provide a clear overview of the iterative nature of the process. Specifically as detailed below.	Risk owners may not clearly understand the entire risk management process including qualitative and quantitative assessments.	1. Revise and update the Risk Management Process in the PMO Handbook to reflect all aspects of risk management and the cyclical nature of the entire process. Frameworks such as ISACA's RiskIT provide excellent guidance on IT risk management, including IT program risk management.	7.1 - Updated the PMO Handbook to reflect all of the elements of risk management throughout the lifecycle of the project.	Complete	**Risk management process has been updated and is thorough.**

#	Category	PwC Good Practice	PwC Findings (Nov 2014)	PwC Implications/Risks (Nov 2014)	PwC Recommendations (Nov 2014)	NRPP Response	Status (Nov 2015)	PwC Notes (Nov 2015)
17	Risk/Issue Management	Manage risks and opportunities. (PwC 12)	The currently defined process flow has a start and end rather than being depicted as a continuous cycle. The action of risk monitoring and control should continually review risk descriptions to identify additional or changed risks to continue the process. Current process overlooks defining the some of the detail required within the risk register, such as: - Description - Impact Description - Progress - Scoring Rationale - Response Actions - Progress Notes - Target Closure - Data Closed - Closing Notes	This does not facilitate a consistent level of detail/information on the risk register – reducing ability to have all pertinent information for effective decision making.	1. Revise and update the Risk Management Process in the PMO Handbook to reflect all required attributes in the register.	8.1 - Update the PMO Handbook to reflect all of the items in the risk registry and align it to the instructions manual.	Complete	Risk management process has been updated and is thorough. There is alignment between the PMO Handbook and the risk registry. All attributes that were lacking in November 2014 are now included in the risk register.
18	Risk/Issue Management	Manage programme and project risk (COBIT5)	The risk ownership assignment process is not defined in the handbook.	The appropriate risk owner may not be assigned to the risk potentially impacting risk monitoring and control.	1. Enhance the Risk Management Process to define the process of risk ownership assignment.	9.1 - Risk ownership is clear on the NRPP Risk/Issues log which is available on SharePoint. Risks to be reviewed at Leadership Team are circulated in advance and changes in risk ownership is managed through PMO.	Complete	Risks and issues are assigned ownership as per the risk ownership assignment guidelines within the PMO Handbook (pp. 59-61) that indicate ownership based on priority.
19	Risk/Issue Management	Manage programme and project risk (COBIT5)			2. There should be guidelines based on risk identification and risk area or category to determine and assign the most appropriate risk owner.	9.2 - Document the guidelines for risk identification and risk area in the PMO handbook and in the instructions tab.	Complete	Risk ownership assignment guidelines are clearly enunciated in the handbook and all risks are assigned owners.

#	Category	PwC Good Practice	PwC Findings (Nov 2014)	PwC Implications/Risks (Nov 2014)	PwC Recommendations (Nov 2014)	NRPP Response	Status (Nov 2015)	PwC Notes (Nov 2015)
20	Risk/Issue Management	Manage risks and opportunities. (PwC 12)	Risk review process currently happens monthly and selectively as part of the project and leadership cadence. At this stage in the project, given there is significant schedule pressure, if current schedule is to be maintained; the risk review process requires increased visibility and action/management.	Without the appropriate attention/visibility from the leadership team, risk management cannot be effective.	1. Incorporate regular prioritized risk review into the current governance structure on an increased frequency.	10.1 - Incorporate risk/issue management into the weekly Program Delivery meeting with Program Directors.	Complete	Dashboard includes risks and they are regularly identified and addressed at project delivery meetings. There is a weekly review of prioritized risks at the director level, review at the executive director level, and an annual review by the Risk Management Branch in the Office of the Comptroller General.
21	Risk/Issue Management	Manage risks and opportunities. (PwC 12)			2. It has been recognized by the Program that risk needs to be more formally incorporated into the bi-weekly leadership meeting and that enhancements need to be made to the current monthly risk management meeting with the Leadership Team.	10.1 - Incorporate risk/issue management into the weekly Program Delivery meeting with Program Directors.	Complete	Risk management is incorporated as part of dashboard reporting. The dashboard is used as a meeting input and is also discussed during meetings.
26	Integrated Planning	Delivery-enabling plans (PwC 12)	PMO handbook process for planning and schedule management is not evident as practiced. Critical path and interdependencies have not been identified or integrated in the work plans.	The work plan is one of the key tools for effective project management and the basis for accurate and consistent reporting. Incomplete and /or inaccurate work plans will impact upstream reporting and decision-making. An inconsistent approach to the level of detail within the work plans diminishes their value.	1. Work is underway in this area to establish an integrated work plan. This detailed integrated and functional work plan that is used to manage day-to-day execution and support reporting and management decisions at project and portfolio level should be maintained on a continuous basis	Planning and schedule management has been updated in the PMO handbook; Critical path has been identified and is being tracked on the dashboard	Complete	Integrated plan has been established and addresses this. There is evidence that the integrated work plan is maintained on a continuous basis.
27	Integrated Planning	Develop and maintain the programme plan (COBIT5)	Not all elements of NRPP are currently reflected in the integrated work plan, such as SI for TPO. The Business Systems Improvement projects are not reflected either, although on boarding is underway.	The work plan will not illustrate a comprehensive and clear picture of the NRPP.	1. Ensure that work plans are regularly maintained and support PM and SDLC methodologies. Update all work plans to a consistent level of detail, reflecting tasks, milestones and project dependencies.	14.1 - FY15/16 Integrated Plan has been updated to include all elements of the NRPP Project.	Complete	Integrated plan incorporates all work streams and reports. Evidence suggests that the integrated plan is regularly maintained.

#	Category	PwC Good Practice	PwC Findings (Nov 2014)	PwC Implications/Risks (Nov 2014)	PwC Recommendations (Nov 2014)	NRPP Response	Status (Nov 2015)	PwC Notes (Nov 2015)
28	Integrated Planning	Develop and maintain the programme plan (COBIT5)	Schedules reviewed show significant slippage and/or are out of date without any supporting justification.	The work plans are limited in their ability to be useful without clearly illustrating dependencies.	2. It is recognized that work is underway to include milestones and dependencies into the work plans.	14.2 - FY15/16 Integrated Plan has been established so there is one single plan with milestones/ deliverables identified with dates. This is the master plan that the project is measured against.	Complete	Milestones and dependencies are incorporated in the integrated planning process.
29	Integrated Planning	Develop and maintain the programme plan (COBIT5)	There is inconsistency in format, level of detail and approach.	Inconsistency in approach makes it difficult to ascertain true status and manage/direct appropriately.		14.2 - FY15/16 Integrated Plan has been established so there is one single plan with milestones/ deliverables identified with dates. This is the master plan that the project is measured against.	Complete	Integrated plan addresses issues around consistency.
30	Integrated Planning	Develop and maintain the programme plan (COBIT5)	Dependencies are not currently shown on work plans (currently listed in a spreadsheet)	This may negatively impact on-time and on-budget delivery of benefits.		14.2 - FY15/16 Integrated Plan has been established so there is one single plan with milestones/ deliverables identified with dates. This is the master plan that the project is measured against.	Complete	Integrated plan incorporates the dependencies.
32	Integrated Planning	The programme and project activities are executed according to the plans (COBIT5)	It is difficult to identify the correlation between a Project's Charter, deliverables and milestones, work plan, status reports, 30/60/90 day plans, dashboard and presentation decks.		2. It is recognized that further refinement is underway to better link these pieces.	15.1 - Quality management approach and chartering. PMs report status on refreshed and coordinated planning standards.	Complete	Linkages between project documentation is clear. The various projects report in the same format and can be reviewed at the portfolio level.
34	Integrated Planning	Programme and project plans are likely to achieve the expected outcomes (COBIT5)	The NRPP work plan was built on the assumption that the appropriate skill sets are available when required to deliver the projects per NRPP Project Charter.	There will not be provision for project delays, which may impact achieving project objectives.	s.17	Integrated Plan provides impact of delays	Complete	The integrated plan provides for the impact of delays. Timelines are tracked and issues that could delay the project appear to be highlighted well in advance in the dashboards.
38	Integrated Planning	Governance-enabling decision making (PwC 12)	Dashboard metrics are not fully functional. Currently the dashboard represents schedule as identical for planned vs. actual (always green in the program and project section).	The dashboards are not portraying an accurate picture of project, program and portfolio status.	1. Refine status/dashboard reporting for accurate representation of planned, actual, current and future progress and trends.	18.1 - Reviewed the dashboard metrics and refined them to better reflect what is happening with each of the projects. Continuing to review them to ensure they are providing the appropriate triggers.	Complete	Dashboard is representing baseline, planned, and actual dates.

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39	Integrated Planning	Governance-enabling decision making (PwC 12)			2. It is recognized that the status calculation was recently updated to better present project standards.	18.2 - Updated the status calculation to provide a more realistic representation of the project status	Complete	**Dashboard is representing baseline, planned, and actual dates.**
41	Integrated Planning	Monitor and report on the programme (ValIT)	There are some inconsistencies between the definition in the status report template and the PMO Handbook relative to status reporting. There is no guidance on how to use comments "Escalated items", "Highlights for next period" and "Comments on current status".	Most members of the Steering Committee and Project Board may not have previous versions of the dashboard readily available to determine comparatives and trends so the dashboard only represents a point in time and not the underlying NRPP status trend or direction.	1. Produce a detailed description and definition of the program and portfolio dashboard requirements.	20.1 - Update dashboard instructions for "Monitoring and Reporting" to align with PMO Handbook	Complete	**The PMO Handbook clearly defines the process and procedures for reporting. Inconsistencies are no longer present.**
42	Integrated Planning	Monitor and report on the programme (ValIT)	The current dashboard mostly reflects current state. While there is some future state projection on overall project and program status, there is no comparison to past status or metrics to enable trending to be presented and commented on.		2. Enhance the dashboard specifically to show longer trend periods (This was an incomplete sentence: originally stated "Enhance the dashboard specifically to")	20.2 - Update the dashboard to report the change requests as part of the escalated items and show longer time period through Integrated Plan to illustrate trends.	Complete	**Dashboard allows for executives to view baseline, planned/actual, and percent complete which enables future-forward planning and identify trends.**
43	Change Request	Monitor and report on the programme (ValIT)	There is no commentary on Portfolio status on the portfolio dashboard and correspondingly there is no commentary of program status on the program dashboard.	Executives only have limited time for project reviews and meetings so reports need to clearly articulate priority items.	3. Report change requests by priority to conform to risks and issues	20.3 - Update the dashboard to report the change requests as part of the escalated items and show longer time period through Integrated Plan to illustrate trends.	Complete	**Change requests are identified within the dashboard and priority is indicated by the priority of the work stream for which it is associated.**
44	Integrated Planning	Monitor and report on the programme (ValIT)	Dashboard "Commentary on current status" relates to the level below and does not clearly justify or explain the "current period status". There is no commentary associated with the "next period" – what is going to change or be done to change current status.		4. Show last two reporting period's change requests, risks and issues to show the trend;	20.4 – Update Dashboard with this content. Working with/training Project Managers to improve the quality of the language. Reviewing the dashboards as part of the Program Delivery meeting.	Complete	**Previous periods are reported on the dashboard with commentary on the status.**

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45	Integrated Planning	Monitor and report on the programme (ValIT)	Status reporting due to time to consolidate is stale dated by the time it reaches leadership. Status reporting of October 10 was presented to Leadership Committee on October 20.		5. Make provision for commentary on next period status and what will be done to change status from current period to next period.	We have improved the reporting time frame based on the integrated plan, weekly time sheets and impact sheets updated by the PMs who are involved in the critical path	Complete	Gap in time has been reduced to seven days (five business days).
46	Integrated Planning	Monitor and report on the programme (ValIT)	Current volumes are reported for change requests, risks and issues with no comparison to previous volumes to enable a trend to be evident. Change requests report volumes by type and not by priority as with the risks and issues. There is one change request of Extreme priority submitted on July 15, 2014 that does not have a requested completion date, but the dashboard does not reflect it.	Management oversight and direction may be sub-optimal without the right dashboard information being in place.	6. Provide commentary on dashboard status.	20.6 – Updated Dashboard with this content.	Complete	Dashboard includes updated information and provides room for commentary
47	Integrated Planning	Monitor and report on the programme (ValIT)			7. Make sure that planned and actual are not reporting the same values unless that is the case.	20.7 – Update the dashboard to reflect the planned and actual values.	Complete	Baseline, planned, and actual dates are included on the dashboard.
48	Integrated Planning	Monitor and report on the programme (ValIT)			8. The time between status report preparation and leadership review should be reduced.	20.8 – Reviewed the time period. At this point, we are unable to update the timelines.	Complete	Through conversations, it has been determined that the turnaround time has been reduced from 10 working days to 5 working days.

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49	Integrated Planning	Report to the appropriate boards and executive in a timely, complete and accurate fashion, covering the delivery of capabilities, operational service delivery aspects, the impact on resources, and achievement of benefits. (COBIT5)	Calculation for overall project/program or portfolio status indicator is misleading because current dimensions are not fully implemented. Status indicators for financial and quality are being represented as green versus NA or grey, which is diluting the overall status calculations for yellow or red. Project current period overall status of "red" does not translate to "red" program status.	This can create a misleading picture relative to overall health of project, program or portfolio, diluting the need for attention or assistance.	1. Rework the status calculations to leverage those that are only effectively implemented to accurately reflect the status.	21.1 – Refined the status calculations to provide better oversight over the project.	Complete	Overall guidelines for determining status are outlined on pp. 49 of the PMO handbook. It appears that all dimensions used to indicate status on the dashboard have been implemented.
51	Integrated Planning	Monitor, control and report on the programme outcomes (COBIT5)	Comment section of the dashboard is not being used consistently and often not helpful relative to a) rationale relating to indicator or b) the action being taken to get to green with target date for completion. There is no capture of prior comment to facilitate clear sense of progress or not relative to the action.	If prior comments are not readily available for comparison, a false sense of progress could result or attention to actions could be overlooked.	1. Refine Project, Program and Portfolio level status reporting to provide an expanded and accurate representation of current and future progress, trends and issues.	23.1 – Working closely with the PM, PDs and Leadership Team to refine the commentary to provide meaningful information that can be actionable.	Complete	Status reporting has been expanded upon, e.g. trending from a budget perspective exists at a portfolio level.
52	Governance	Governance-enabling decision making (PwC 12)	Currently TPO is represented as a "program" on the dashboard however also considered a "project" from a single project dashboard standpoint – so inconsistent. For all other programs within the portfolio there are detailed status reports for each project within.	There is a lack of current visibility into significant buckets of work associated with the TPO, which has been categorized as a "program" within the portfolio with insufficient project level detail. This may impact optimal governance and decision-making.	1. Given the role of TPO, and what is considered within it – PMO, CMO, SI – reporting should be consistent as individual projects within the program. This will more effectively represent its significance within NRPP, facilitating the appropriate management information and attention.	24.1 – Change TPO Dashboard reporting dashboard to include status reports from PMO, CMO, SI, and Vendor Management.	Complete	Reporting for these elements has been disaggregated within dashboard and risk reporting.

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53	Integrated Planning	Monitor, control and report on the programme outcomes (COBIT5)	Project status reports are currently produced bi-weekly with an additional full week for the PMO to prepare/consolidate dashboards before leadership review.	With time being of the essence – compressed schedule, several issues and "early days", the bi-weekly frequency may not be sufficient. This may impact the potential for forward, proactive action.	1. Reducing report consolidation efforts from PM submission to a couple of days for turnaround would enable leadership review earlier than is currently the case.	25.1 – Reviewed this recommendation, however timelines will remain the same.	Complete	Through conversations, it has been determined that the turnaround time has been reduced from 10 working days to 5 working days.
54	Integrated Planning	Manage project resources and work packages (COBIT5)	All resourcing challenges may not be evident on the dashboard as resourcing shown is internal only; meanwhile significant external resources are planned for and used within the current team structure.	Without all resourcing constraints provided for on the dashboard and status reporting, an accurate representation of staffing challenges may not be ascertained.	1. Refine Project, Program and Portfolio level status reporting to provide a complete representation of resources required, consistent with team structures. This will provide for improved management information.	26.1 – Integrated resource model templates, including resources tied to milestones, will be rolled out in January 2015. This will provide more insight on staffing-related issues.	Complete	Resourcing is a dimension reported on within the dashboard and prior resource challenges have been resolved.
57	Governance	Manage stakeholder engagement (COBIT5)	Engagement of an SME panel has been very difficult, is currently behind schedule and is not yet completely assembled.	This may be representative of stakeholder interest or priority, both of which are potential issues to be addressed by NRPP. It also represents a schedule impact in terms of activities relying on the leverage of the Panel	1. Review the existing governance model and escalation path to help address issues of this nature in a more time sensitive fashion. Also ensure appropriate stakeholder buy-in exists.	29.1 – Expert panel has been created and has been engaged to provide perspective from a Business Engagement perspective. This work will be incorporated as part of the NRPP Engagement Strategy.	Complete	Escalation paths are documented in the PMO handbook. The engagement strategy is ongoing and stakeholders are being educated.
58	Governance	Monitor and report on the programme (ValIT)	There is no evidence of scope, issues, and risk decisions being made per the minutes from Project Board, Steering Committee or Leadership Team meetings which capture in-meeting actions/decisions.	NRPP governance may not be as engaged as should be to assist with decisions required by the projects, ensure decisions being made consider NRPP implications fully. If this is happening and it is just not recorded, it could lead to misunderstanding relative to what decisions have been made.	1. Decisions made by the various governing bodies need to be captured both in the minutes and if impactful to NRPP, in the decision register. All governing bodies need to be actively engaged in managing scope, issue and risk relative to NRPP.	30.1 – Upload the minutes from the Project Board, Steering Committee, Leadership Team to SharePoint.	Complete	Decisions are captured in the decision registry. Minutes are also taken and available.
59	Governance	High performing teams (PwC 12)	Current team charts versus current resourcing approach or requirements are inconsistent.	There is an unclear view of what resources are required and secured without a complete and consistent view, resource management may be negatively impacted.	1. Maintaining key project information sets with current information based on dynamic nature of the environment is key.	31.1 – Team Charts are updated on a monthly basis and made available on the SharePoint site for all team members.	Complete	Resource information is updated.

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62	Change Management	Relevant stakeholders are engaged in the programmes and projects (COBIT5)	Organizational change management/ communications function at the portfolio level is currently staffed with only part time leadership (1/2 to 2 days per week). Planned change management activities are behind schedules and gaps evident looking forward.	This is a critical success factor for NRPP and needs to be staffed sufficiently to enable effective change management and communications to be delivered across the entire NRPP ensuring stakeholder participation and buy-in.	1. Increase the effort associated with CMO leadership to get these activities back on track and position for help with gaps per next finding.	34.1 – s.17 the CMO has shifted focus to provide dedicated Organizational Change Management expertise at the portfolio level. Additionally, project level change management activities are back on schedule with workplans in place to address gaps.	Complete	s.17
63	Change Management	Relevant stakeholders are engaged in the programmes and projects (COBIT5)	Individual project charters do not consider change management/ communication at the project level. It is not in the original scope for the CMO to assist at the project level. Senior leaders identified communication in general as a key challenge to date and representing a significant challenge to NRPP progressing successfully. Commitment level of resources does not support this. Gaps exist in key stakeholder identification at the project level.	This is a critical success factor for NRPP and needs to be staffed sufficiently to enable effective change management and communications to be delivered across the entire NRPP ensuring stakeholder participation and buy-in.	1. Change management/ communication needs to be defined/implemented at the project level. Current activity is underway by the TPO assessing this with a gap analysis to determine best approach for addressing.	35.1 – Through the Project Refresh, Change Management activities are a requirement for existing project plans. CMO Leads have been identified for each project. Through the Project Refresh, Change Management activities are a requirement for existing project plans. CMO Leads have been identified for each project. Additionally, organizational change management activities have been built into every phase of the transformation delivery model.	Complete	Change management approach and process is defined, documented, and is being implemented. This approach includes guidance on project-level change management.
64	Integrated Planning	Develop and monitor the programme plan (COBIT5)	Project Management Plans do not exist (versus work plans). The Project Management Plan contains the individual management plans for: - Scope - Time or schedule - Cost or budget - Quality - HR or resources - Communications - Risks - Procurement - Stakeholders	Inconsistent approach to project management across all domains leading to inconsistent management, reporting, content and format.	1. If PM plans are not going to be created the charters need to be enhanced.	36.1 – Project Refresh underway to ensure all projects have project work plans that adhere to the NRPP standards, including required Project Management activities. Project level project management requirements to be decided versus program level.	Complete	Integrated plan addresses inconsistencies.

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67	Integrated Planning	Maintain a standard approach for programme and project management (COBIT5)	Template instructions for Project Status reporting does reference the 5 project process phases but the phases are not evident in most project documents. The project process phases are not to be confused with NRPP or project delivery phases.	Inconsistent approach to work planning and execution inhibits consistent management, reporting, content and format and may negatively impact project deliverables.	3. Distinguish project process phases in all project documents.	37.3 – Reiterate that the planning refresh process currently underway combined with the NRPP Integrated Plan will address these issues through project quality phase gates	Complete	**Integrated plan includes distinct phases.**
68	Integrated Planning	Maintain a standard approach for programme and project management (COBIT5)	Template instructions for Project Status reporting does reference the 5 project process phases but the phases are not evident in most project documents. The project process phases are not to be confused with NRPP or project delivery phases.	Inconsistent approach to work planning and execution inhibits consistent management, reporting, content and format and may negatively impact project deliverables.	4. Project documents should be structured in accordance with project process phases, identifying tasks, activities, milestones and deliverables associated with each phase.	37.4 – Reiterate that the planning refresh process currently underway combined with the NRPP Integrated Plan will address these issues	Complete	**Integrated plan addresses issues.**
69	Integrated Planning	Clear scope (PwC 12)	Charters currently are not consistent in level of definition and light in most cases. They do not consider the timeframe consistent with the NRPP charter.	The charter's primary purpose is to capture and communicate project scope and approach. Charters being lightly defined do not facilitate a common understanding across a broad audience, with respect to scope, deliverables and objectives for such a large complex Project.	1. The Project Charter is the document that is typically used to move a project from the Initiation Phase to the Project Planning Phase.	38.1 Charter Refresh to follow Planning Refresh process	Complete	**Project charters are consistent and understandable.**
70	Integrated Planning	Clear scope (PwC 12)	Many typical aspects of charters are missing or brief. Initial versions of charters and work plans were developed by the PMO and provided to Project Managers, along with budgets. Several charters have not been updated since, so not capturing current scope.	The charter's primary purpose is to capture and communicate project scope and approach. Charters being lightly defined do not facilitate a common understanding across a broad audience, with respect to scope, deliverables and objectives for such a large complex Project.	2. The Project Charter is typically accompanied with the Master Project Plan that is developed during the Project Planning phase.	38.2 (See 38.1)	Complete	**Charters appear to align with Integrated plans.**

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71	Integrated Planning	Clear scope (PwC 12)	The scope log shows no changes, despite the fact that changes have occurred.	The charter's primary purpose is to capture and communicate project scope and approach. Charters being lightly defined do not facilitate a common understanding across a broad audience, with respect to scope, deliverables and objectives for such a large complex Project.	3. Whichever approach NRPP decides it should be defined and applied consistently.	38.3 (See 38.1)	Complete	Consistency has been achieved.
72	Integrated Planning	The scope and outcomes of programmes and projects are available and aligned with objectives (COBIT5)	There is a limited level of connection between the charter, deliverable and milestones to work plan to status report to 30/60/90 day plans.	Inconsistency and multiple information sources provides for the potential issue in alignment of management and wasted effort by team.	1. Key documents need to be integrated and leveraged versus a net new source for information capture and creation based on each requirement. This will help eliminate inconsistencies and improve adoption /usefulness.	39.1 Planning Refresh process will streamline status reporting	Complete	Integrated plan addresses issue.
73	Integrated Planning	The scope and outcomes of programmes and projects are available and aligned with objectives (COBIT5)	There is a limited level of connection between the charter, deliverable and milestones to work plan to status report to 30/60/90 day plans.	Inconsistency and multiple information sources provides for the potential issue in alignment of management and wasted effort by team.	2. There needs to be very clear directives and direction on linkages between project reporting tools and templates. It is recognized that this is an issue and work is underway to create connection.	39.2 PMO Handbook has been distributed to PMs. A shorter guidance document is being developed and will be provided to PMs as part of the All PM meeting.	Complete	Integrated plan addresses issues around consistency and alignment.
74	Integrated Planning	Clear scope (PwC 12)	Business Systems Improvement Program/Projects are not mentioned in the charter as in scope or out of scope. It is understood that they have been added to the scope but it has not been formally documented.	Not having evidence of scope decisions made, makes it difficult to ensure a common understanding of scope and could lead to sub-optimal management decisions	1. Work is underway to onboard the projects within NRPP. It is recommended that a consistent approach be followed and all scope changes follow NRPP standards.	40.1 Planning refresh is underway with BSI projects to better align these projects with NRPP scope	Complete	Based on the PMO Handbook, scope changes are managed via the Change Request Management process. PMO Handbook also indicates that the status of change requests is managed within the Change Request log which is updated based on the outcomes identified within meeting minutes. A process has also been documented to define how new workplans are inserted to the overall integrated plan. ISSS project lays the foundation for BSI.

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76	Integrated Planning	The scope and outcomes of programmes and projects are available and aligned with objectives (COBIT5)	However, major deliverables and milestones do not extend beyond February 2016. The NRPP Delivery structure is only for 14/15 and 15/16 fiscal years.	Without consistency in terminology, planning and proper linkages clear understanding is in jeopardy.	2. Ensure a clear and consistent approach to NRPP phase, stage, gate, wave interpretation and usage.	41.2 Quality management will be rolled out to better speak to NRPP delivery post FY15/16. Planning standards that have been rolled out have achieved clarity and consistency around NRPP phase, stage, gate, wave interpretation, etc.	Complete	The PMO handbook provides in depth guidance on how project plans should be completed to ensure a clear and consistent approach.
75	Integrated Planning	The scope and outcomes of programmes and projects are available and aligned with objectives (COBIT5)	NRPP scope considered in the project charter is only defined for 2014/2015 & 2015/2016 despite referencing a 4 year duration for NRPP Phase 1.	If insufficient planning exists relative to the full lifecycle of the Project. It could have a significant impact from a benefits realization standpoint as well as a clear understanding of scope and duration.	1. It is recommended that, further effort be invested to expand the charters to represent the full scope that is associated with NRPP Phase 1.	41.1 Include these updates as part of the Project Charter refresh once the Year 2 Planning Refresh are completed.	Complete	Executive direction has been to produce project charters with one year time horizons to reflect actual annual budget requests/approvals. However, the roadmap is updated on a quarterly basis and can be referred to for an accurate view of scope and overall NRPP timelines.
77	Integrated Planning	Smart financing (PwC 12)	s.17					
78	Integrated Planning	Focused benefits management (PwC 12)						
22	Risk/Issue Management	Manage programme and project risk (COBIT5)	Risk mitigation strategies and risk response actions are not completed in accordance with the PMO Handbook. In addition, high priority risks have very weak mitigation strategies without supportive metrics.	The generic use of "mitigations" as risk response strategies could lead to inconsistent application of risk management across the NRPP.	1. Enhance the Risk Management Process to improve the definition of risk response actions that are measurable and timely to support risk monitoring.	11.1 - Included response actions in the Program Director training and we've included the # of risks without response strategies as the key KPI for the PMO.	Partial / In Progress	Although alternative risk response types are applied, language within the risk log implies that all risks are mitigated (as opposed to transferred, avoided, or accepted). This has been acknowledged and will be addressed through risk management training.

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23	Risk/Issue Management	Manage programme and project risk (COBIT5)	PMO handbook indicates -	Poorly described risk response actions without metrics will be difficult to monitor and implement when required.	2. Once a risk response strategy is identified, corresponding, measurable risk response actions, need to be defined, relative to the risk priority.	11.2 - Identified two KPIs for risk and issue management. Risk management = # risks without response actions. Issue management = time to resolve an issue.	Partial / In Progress	Individual risk response actions, as described, are not measurable or measured for effectiveness; however, lessons learned reviews to discuss more effective response activities for re-occurring risks have been put in place.
31	Integrated Planning	The programme and project activities are executed according to the plans (COBIT5)	Work plans are not being utilized consistently for day-to-day project management.	Linkages between project documentation should be very evident and if not it is likely that they are not being appropriately utilized/leveraged.	1. Ensure that all project documentation has consistent messaging where consistency should exist by conducting quality assurance reviews. Leveraging as few source documents as possible in as few formats to ease adoption and use is an effective way to ensure consistency (e.g.: use the work plan to manage/report on milestones vs. additional decks). Drive status reporting from source where possible.	15.1 - Quality management approach. PMs report status on refreshed and coordinated planning standards.	Partial / In Progress	Evidence of a Quality Audit Process can be seen within the PMO Handbook; however, some components are incomplete (e.g. Quality audit calendar). Efforts to improve linkages between project documentation can be seen in the creation of an integrated project plan and use of a single status reporting dashboard for both the project and program level.
40	Integrated Planning	Manage program performance against key criteria, identify deviations from plan and take timely remedial action when required. (COBIT5)	Key Performance Indicators (KPIs) are not yet set. Dashboard reporting does not make provision for this reporting.	Without the right KPIs, management oversight will be negatively impacted and resultant program performance may be sub-optimal.	1. Develop PMO Handbook KPI process and integrate into dashboard reporting.	19.1 - PMO KPIs identified and being reviewed on a weekly basis	Partial / In Progress	s.17 Program and project management KPIs have not been defined within the PMO Handbook, and although project reporting does incorporate a status 'trend' it is unclear how the forward looking trend is calculated. It should be noted that schedule metrics such as % complete, % forecast spent and % duration elapsed are reported on for individual projects and are being used to inform management of some projects.

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55	Governance	Monitor and control projects (COBIT5)	Steering Committee meetings thus far are not consistently attended and held.	Lack of engagement/priority for this governing body may reduce lead to sub-optimal decision-making and overall project direction and oversight	1. Ensure the Steering Committee meetings are a priority to its members or adjust governance model to more effectively support NRPP.	27.1 – Leverage relationships with Steering Committee members to encourage stronger governance.	Partial / In Progress	Based on the documentation provided it appears as if there has historically been absenteeism at the Steering Committee meetings. However, further conversations have indicated that project delivery and leadership team meetings are now well attended and that the Steering Committee meeting has been made mandatory.
60	Quality Management	Active quality management (PwC 12)	Currently there is no defined quality plan in place although there are plans for it to be completed by Dec. 31. This project review is intended to be repeated and considered in the lifecycle assurance approach.	There is the potential for an unacceptable level of quality of deliverables if this item is delayed any further in the plan.	1. Define and implement a quality management approach for NRPP. This should include a consideration of the frequency of external project reviews.	32.1 – Coordinated Quality management process to be defined with SI, QA Specialist and PMO	Partial / In Progress	Quality management processes have been documented within the PMO handbook – including a quality audit process. It should be noted that some components of quality management still in the process of being implemented (e.g. Development of a Quality Audit Calendar).
61	Quality Management	Active quality management (PwC 12)	No evidence of SI quality reviews planned in current individual project work plans.	Without quality reviews integrated within project delivery there is the potential to impact on-time and on-budget delivery of project outcomes and benefits.	1. Project plans need to be reviewed and updated to ensure quality reviews with SI are appropriately considered based on the SI approach & plan	33.1 – Quality management process to be rolled out once project plans are submitted on December 19th	Partial / In Progress	PMO has plans to implement a Quality Gate Process in the long term in order to ensure that project plans incorporate quality reviews. Evidence of work towards implementation of a Quality Gate Process can be seen within the PMO Handbook.
65	Integrated Planning	Maintain a standard approach for programme and project management (COBIT5)	No clear selection of which methodologies are to be adhered to for PM and SDLC.	Inconsistent approach to work planning and execution inhibits consistent management, reporting, content and format and may negatively impact project deliverables.	1. Identify, define and implement a consistent project management and SDLC methodology.	37.1 – Reiterate that the planning refresh process currently underway combined with the NRPP Integrated Plan will address these issues. Marcin Zaranski has hired an Agile SDLC expert s.2	Partial / In Progress	PMO has developed a standardized planning template to ensure that all projects leverage the NRS SDLC methodology and gaps in alignment to this methodology are current being addressed.

s.22

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66	Integrated Planning	Maintain a standard approach for programme and project management (COBIT5)	Therefore currently there is an inconsistent approach represented by project work plans.	Inconsistent approach to work planning and execution inhibits consistent management, reporting, content and format and may negatively impact project deliverables.	2. This can be done pragmatically leveraging NRS standards that are in place, although NRS SDLC does require amendment to consider iterative design. There is work in progress relative to this despite it not being overtly the Standard selected.	37.2 – Reiterate that the planning refresh process currently underway combined with the NRPP Integrated Plan will address these issues	Partial / In Progress	PMO has developed a standardized planning template to ensure that all projects leverage the NRS SDLC methodology. PMO recognizes there may be gaps when aligning to NRS standards, however this will be mitigated in the upcoming planning process. s.17
79	Integrated Planning	Integrated suppliers (PwC 12)	s.17					
80	Integrated Planning	Integrated suppliers (PwC 12)	Vendors have not been held accountable for using an approach consistent with the PMO processes, or a common PM/SDLC methodology. This makes delivery, reporting/tracking and other processes more difficult for PMs.	Delivery outcomes from vendors may be in jeopardy due to inconsistent approach.	1. Define a vendor management strategy and share expectations on standards with vendors, empowering PMs to hold accountable for it.	45.1 Vendor Management Office has been established and work plan underway to be completed.	Partial / In Progress	Vendor Management Office has been established. Work to further refine and improve implementation by compiling knowledge in a repository is underway.
24	Risk/Issue Management	Manage programme and project risk (COBIT5)	All assumptions should correspond to risks identified in the risk register for regular monitoring.	Assumptions that are disproved will become issues, which if not managed, will impact the delivery of Project, Program and/or Portfolio objectives.	1. The risk register should be the management vehicle to monitor assumptions.	12.1 - Project level assumptions are documented in the Project Charters. Project Charters to be refreshed for FY15/16. Assumptions in Project Charters to be reviewed on a quarterly basis.	Improvement Planned	Assumptions are currently not included with risk register. There are plans to implement an Assumption Management Process next fiscal year.

#	Category	PwC Good Practice	PwC Findings (Nov 2014)	PwC Implications/Risks (Nov 2014)	PwC Recommendations (Nov 2014)	NRPP Response	Status (Nov 2015)	PwC Notes (Nov 2015)
25	Risk/Issue Management	Manage programme and project risk (COBIT5)	A risk will occur (and become an issue) when an assumption is proved to be incorrect.	Assumptions that are disproved will become issues, which if not managed, will impact the delivery of Project, Program and/or Portfolio objectives.	2. This linkage should be reflected in the Assumption Log and Risk Register.	12.1 - Project level assumptions are documented in the Project Charters. Project Charters to be refreshed for FY15/16. Assumptions in Project Charters to be reviewed on a quarterly basis.	Improvement Planned	Assumptions are included within Project Charters but not documented elsewhere. There are plans to implement an Assumption Management Process next fiscal year.
35	Risk/Issue Management	Programme and project plans are likely to achieve the expected outcomes (COBIT5)	It is clear that there was a delay in securing internal resources over the summer period which has impacted project schedules.		2. All assumptions should be reflected in the risk register, which indicates that this assumption, given that it has played out incorrectly, risk actions must be taken.	17.2 Update the risk registry to connect with the assumptions log.	Improvement Planned	Assumptions are not included within the risk register. There are plans to implement an Assumption Management Process next fiscal year.
50	Integrated Planning	Governance-enabling decision making (PwC 12)	Current guidance for determining project/program overall status as green allows for yellow status for the HR or quality dimension.	The downgrade of HR and Quality to lesser weight than scope, schedule or financials brings imbalance to project reporting. Thus a project with an overall status of green could have material quality issues. Similarly a "green" project within scope, on schedule and budget could have resource issues that could have downstream implications if not addressed and could get overlooked.	1. High quality management information allows leaders to govern with confidence and make timely decisions. Key dimensions reported on for status reporting should be weighted equally and factor into calculations and decisions accordingly.	22.1 – Refined the project status thresholds to better reflect when projects have significant risk. See program dashboard	Not Complete	Overall status guidance within the PMO Handbook (p. 49) continues to state that overall status will be reported as green even if one of the HR or Quality dimensions is yellow.
33	Integrated Planning	The programme and project activities are executed according to the plans (COBIT5)	30/60/90 day "plans" are standalone PowerPoint documents describing activities and milestones. 30/60/90 day milestone decks reflect a point in time rather than a rolling planning document that reports progress against plans. There is no description of 30/60/90 "plans" in the PMO Handbook.	30/60/90 plans will only show the current position and will not demonstrate NRPP progress. No measure of consistency with work plan. Management decisions based on the 30/60/90 day plans alone may be sub-optimal.	1. Update the PMO Handbook to describe the 30/60/90 day plan process and ensure that provision is made to reflect progress against rolling time period plans. Ideally adjust the process to leverage integrated plans so no additional work effort is required from PMs.	16.1 - Improved the reporting standards to better reflect the plans for the immediate terms. We have removed the standalone 30/60/90 day plans and moved to incorporating this as part of the regular reporting.	No Longer Applicable	Process has been adjusted to leverage integrated workplans as per the recommendation.

#	Category	PwC Good Practice	PwC Findings (Nov 2014)	PwC Implications/Risks (Nov 2014)	PwC Recommendations (Nov 2014)	NRPP Response	Status (Nov 2015)	PwC Notes (Nov 2015)
56	Governance	Initiate a programme (COBIT5)	Currently the Chair of the Steering Committee is the same as the Leadership Chair	Having different stakeholders in these roles could increase accountability.	1. If feasible, separate the roles to provide enhanced governance for NRPP.	28.1 – Leadership Chair is leaving this position as of December 19th. No further action required.	No Longer Applicable	
36	Risk/Issue Management	Programme and project plans are likely to achieve the expected outcomes (COBIT5)	There is no evidence of contingency in the portfolio work plan or project work plans although it was suggested that contingency was incorporated at the portfolio staggered release level.				N/A	No recommendation was made.
37	Risk/Issue Management	Programme and project plans are likely to achieve the expected outcomes (COBIT5)	There is no evidence of a corresponding contingency risk in the risk register.				N/A	No recommendation was made.

Summary

As directed by the NRPP Secretariat, this review is limited in scope to reviewing the program's progress in addressing the issues / gaps which were previously identified. It is clear that significant strides have been made to address the findings of the previous review and lower overall project risk. Some gaps still exist, as outlined above. In particular there are some risks and issues that have been previously identified by PwC and the NRPP Secretariat that have taken significant time to be actioned or mitigated. Continued active management of these risks and issues is necessary to ensure project success.

Of those recommendations where the status has been marked partially complete, in progress, improvements planned or not completed, PwC recommends that NRPP first focus improvement efforts on activities to improve risk management through continued training on risk articulation and development of measurable response actions, and define a handful of project and program management KPIs that leverage data already collected to provide forward looking indicators of program and project success.

Appendix A: Documents Reviewed

NRPP Document	Date/Version
Agile Assessment & Recommendations	March 2015
Actions and Decisions	May 28, 2015
Agile Action Items	June 16, 2015
Change Management Handbook	V1.0 May 5, 2015
Issue 140	June 3, 2015
NPA Project Template (MS Project)	
NRPP – Steering Committee Action Items	May 20, 2015
s.17	
NRPP CMO Charter	V.04 May 20, 2015
NRPP CMO Visual Process	November 5, 2015
NRPP Communications and Engagement Supporting Material	August 27, 2015
s.17	
NRPP Dashboard Working Draft	August 13, 2015
NRPP Dashboard Working Draft	June 4, 2014
NRPP Governance (MS PowerPoint Document)	
s.17	
NRPP Leadership Team Agenda	August 24, 2015
NRPP Leadership Team Agenda	July 6, 2015
NRPP Leadership Team Agenda	May 28, 2015
NRPP PMO Integrated Program Delivery Dashboard	September 10, 2015
NRPP PMO Integrated Program Delivery Dashboard	September 15, 2015
NRPP PMO Integrated Program Delivery Dashboard	September 28, 2015
NRPP PMO Integrated Program Delivery Dashboard – ADM Reporting	September 10, 2015
NRPP PMO Issue Risk Dashboard v6 2015-09-03	V.6 September 3, 2015
s.17	
NRPP Steering Committee	April 4, 2015
NRPP Steering Committee	March 3, 2015
NRPP Steering Committee	February 2, 2015
NRS Leadership Team Agenda	August 17, 2015
NRS Leadership Team Agenda	August 4, 2015
NRS Leadership Team Agenda	May 28, 2015
NRS Leadership Team Agenda	September 21, 2015
NRS Leadership Team Agenda	September 28, 2015
Portfolio Management Office (PMO Handbook) Natural Resource Permitting Project	V. 1.0, July 31, 2015
Program Delivery Meeting Agenda	September 3, 2015
Program Delivery Meeting Agenda	September 10, 2015
Program Delivery Meeting Agenda	September 17, 2015
Program Delivery Meeting Agenda	April 23, 2015
Program Delivery Meeting Agenda	July 23, 2015
Program Delivery Meeting Agenda	June 4, 2015
Program Delivery Meeting Agenda	March 19, 2015
Project Delivery Meeting Agenda	May 14, 2015
Program Delivery Meeting Agenda	September 16, 2015
s.17	

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Withheld pursuant to/removed as

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