

Management Action Plan (Based on no modifications to September 3, 2006 Draft Formative Evaluation Executive Summary document)
Information Technology Services Branch / Shared Travel Services Initiative
Management Action Plan - 2005-615 Formative Evaluation of PWGSC's Shared Travel Services Initiative (STSI)

Note: These Implementation Actions have been compiled in the absence of the actual full report – we have relied only upon the text contained in the Executive Summary.

Recommendation	OPI	Implementation Actions	Action Implementation Date(s)
<p>1. Ensure there is a tighter integration between the STSI transformational project and a Government of Canada Travel Program in PWGSC, with the engagement of user government departments to be the Travel Program's priority by:</p> <p>a) being the service delivery authority;</p> <p>b) managing relationships in more clearly defined lines of accountability;</p> <p>c) contributing to the cultural transformation to a modern government-wide travel management system and service;</p> <p>d) providing transparency in travel practices;</p> <p>e) providing effective processes for the management of government travel information and improved services to employees;</p>	<p>CEO, Information Technology Services Branch (note: transferring to ADM AB)</p>	<p>a) PWGSC/STSI is the service delivery authority. PWGSC is planning to consolidate STSI business functions within one branch of PWGSC in October 2006.</p> <p>b) STSI has entered in to a nearly fully operational state. As part of this shift to an operational mode, STSI is redefining its Client Services group in conjunction with a newly redefined STSI Account Manager group. This will help ensure clarity with respect to relationship management and consistent messaging and expectation setting with STSI clients.</p> <p>c) STSI has been at the forefront of contributing to the cultural transformation to a modern government-wide travel management system and service.</p> <p>d) STSI provides clients with transparency in travel practices (e.g. business review sessions, CFO/SFO sessions, etc.). With STSI entering an operational mode, there will be an opportunity to improve this provision of transparency to clients via the new Account Manager and Client Service structure.</p> <p>e) STSI will continue to improve with the additional operations focus as EMT rolls out.</p>	<p>a) October 2006</p> <p>b) December 2006</p> <p>c) On-going</p> <p>d) December 2006</p> <p>e) On-going</p>

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and f) providing savings to departments and ultimately to taxpayers.		f) One of STSI's core goals has been to provide savings to departments and ultimately to taxpayers [*]. STSI's continuing mission will be to deliver these savings opportunities to clients and ultimately taxpayers.	f) On-going
2. In this front-runner shared services initiative, clarify and communicate the accountabilities and roles of the various stakeholders in the Travel Program, especially PWGSC's role with respect to provision of efficient services and respect to its role of leading departments when there is shared risk and responsibility in a transformational government-wide horizontal initiative.	CEO, Information Technology Services Branch (Note: transferring to ADM AB)	STSI will build a RACI chart of accountabilities for endorsement at SPAC and with TBS OCG.	Q4 06/07
3. Assess and communicate the lessons learned to all stakeholders to date in this front-runner shared services initiative, establishing an ongoing horizontal mechanism to do so over the life of the STSI transformational project.	CEO, Information Technology Services Branch (Note: transferring to ADM AB)	Until this point, STSI has been focused on implementing service to client departments and rolling out tools. Upon entering its operational mode, STSI will collect the lessons learned from this front-runner shared services initiative.	Target draft "lessons learned" document for December 2006.

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<p>4. Develop a baseline set of measures, including system embedded measures, that can demonstrate achievements and savings of STSI, from year to year over the life of the Travel Program, in a clear and transparent manner to all departments. An updated evaluation matrix, in Appendix G attached, outlines the information that will be needed as well as accountabilities for ensuring the data are available, with STSI taking the lead where its involvement is shown in Appendix G.</p> <p>The evaluation matrix performance measures attributable to STSI as OPI in the Formative Evaluation Appendix G are listed below.</p>	<p>CEO, Information Technology Services Branch (Note: transferring to ADM AB)</p>		
<p>Formative Evaluation Appendix G Recommended STSI Performance Measure 1 - Uptake of Travel Program tools within departments by User Groups, i.e. usage of OBT ad Travel Agency and EMT, compared to 2005-06</p>		<p>STSI currently measures this.</p>	<p>Implemented</p>
<p>Formative Evaluation Appendix G Recommended STSI Performance Measure 2 - Advisory/Steering Committee proving active leadership i.e. participation/attendance, suggested improvements, role in promoting usage</p>		<p>SPAC meeting regularly.</p>	<p>Implemented</p>
<p>Formative Evaluation Appendix G Recommended STSI Performance Measure 3 - SFTO collaboration i.e. participation in Travel Program meetings/teleconferences, types of analyses carried out and presented to senior management, identifying and sharing lessons learned and best practices.</p>		<p>STSI facilitates SFTO participation in all of these aspects. It is up to the individual department to ensure SFTO participates. STSI tracks departmental participation.</p>	<p>Implemented</p>
<p>Formative Evaluation Appendix G Recommended STSI Performance Measure 4 - Level of traveller satisfaction with the suite of tools – complaints about the tools.</p>		<p>STSI regularly conducts user-satisfaction surveys. STSI also tracks complaints.</p>	<p>Implemented</p>

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Formative Evaluation Appendix G Recommended STSI Performance Measure 5 - Number and type of complaints received from travellers regarding the travel experience.		STSI currently tracks this item.	Implemented
Formative Evaluation Appendix G Recommended STSI Performance Measure 6 - Amount of time saved by employees in arranging travel and in preparing travel claims.		STSI does not track this item as it is not cost effective. Extrapolations have been done for use by SFO/CFOs..	Implemented
Formative Evaluation Appendix G Recommended STSI Performance Measure 7 - SFTO and senior managers using improved information in decision-making – documented stories of how travel information has been used, lessons learned, best practices.		STSI has a current list of best practices, stories and lessons learned which is shared with departments. This list is continuously updated.	Implemented
Formative Evaluation Appendix G Recommended STSI Performance Measure 8 - Documented savings by OGDs including benefits associated with better planning and decisions that are being made with improved travel data – case studies, reduced service fees, decrease in average travel claims, lower air fares.		STSI currently tracks usage of lower air fares and service fees. STSI will be tracking average expense claims. STSI will assemble case studies as appropriate.	Implemented or will be implemented as EMT is adopted by departments. EMT adoption timeline dependent upon departments and TBS.
Formative Evaluation Appendix G Recommended STSI Performance Measure 9 - Rate of uptake of STSI tools compared to baseline (2005-06)		STSI currently tracks this item.	Implemented
Formative Evaluation Appendix G Recommended STSI Performance Measure 10 - Compliance with travel regulations/incidence of contravening travel regulations – analysis of trends.		STSI will be tracking this item.	Q3 07/08
Formative Evaluation Appendix G Recommended STSI Performance Measure 11 - Delinquency in card payment – by department and employee level/salary		STSI currently tracks this item.	Implemented

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Formative Evaluation Appendix G Recommended STSI Performance Measure 12 - Comprehensive reporting of information by OGD to SFTOs, senior managers and the Canadian Public.		STSI currently reports this information.	Implemented
Formative Evaluation Appendix G Recommended STSI Performance Measure 13 - Savings realized and acknowledged by ERC – Basket of embedded transactions costed for comparative purposes – track actual costs against “could have been costs”		STSI currently tracks this item as savings realized and acknowledged by PWGSC.	Implemented
Formative Evaluation Appendix G Recommended STSI Performance Measure 14 - Decrease in amount of time spent by employees, travel administrators and financial officers on travel arrangements and travel claims as compared to established baselines.		STSI does not track this item as it is not cost effective. Extrapolations have been done for use by SFO/CFOs..	Implemented
Formative Evaluation Appendix G Recommended STSI Performance Measure 15 - Use of OBT instead of Travel Agency		STSI currently tracks this item.	Implemented
Formative Evaluation Appendix G Recommended STSI Performance Measure 16 - Documented savings – case studies – see Issue 4 (Issue 4 in Appendix G refers to STSI Performance Measures 4, 5 and 6 above)		STSI currently assembles documented savings.	Implemented