

**2000-715 Audit of the Appropriateness of Information
that Supports Decision Making at PWGSC - Quebec Region
Action Plan**

Recommendation 1

To improve the relevance of information, it is recommended that the ADM - RPS ensures that any systems development project (e.g. integration of Real Property Services information systems) be guided by three basic questions:

- *What decisions do we have to make?*
- *What do we need to know in order to make these decisions?*
- *Which systems are able to efficiently and effectively support these decision making requirements?*

While efforts are already being made to improve the relevance of the information produced by the RPS information systems, the Business Information Task Force should focus on mechanisms designed to enable managers to extract information needed for decision making instead of working on a standard form or report format.

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While steps have already been taken to improve the relevance of the information from Real Property Services' information systems, those responsible for the BII project should focus on mechanisms that enable managers to access the information they need for decision making rather than search for the standard form or report.

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Recommendation 2

To increase the relevance of the information required to support the increment of strategic decisions and to improve the advisory role with respect to the client, it is recommended that:

2.1) ADM-RPS in conjunction with regional management improve the relevance of information provided in order to be able to:

a) obtain an overview of all projects for a particular client or particular classes of projects for all clients; and

b) obtain a profile of a particular class of projects for all clients (e.g. projects behind schedule, projects with overruns).

Plan

Optimize the Project and Business Management System (PBMS) so that the following information can be extracted:

- ✓ Profile of all projects for one client;
- ✓ Profile of project categories for all clients;
- ✓ Profile of one project category for a group of clients;
- ✓ Profile of projects that are delayed or over budget;
- ✓ Etc.

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Recommendation 2 (cont'd)

2.2 Regional management improve the relevance of information provided in order to be able to:

- c) establish a portfolio of services offered to clients by all directorates; and*
- d) respond quickly to ministerial inquiries and the media.*

Plan

2.2 c) Draw up a table that will provide the Regional Management Committee (RMC) - Quebec Region with strategic information on all clients, such as:

- ✓ Clients' asset base and geographic location
- ✓ The number of employees in each building
- ✓ Clients' main issues and challenges
- ✓ Level of business activity
- ✓ Specific requirements relating to the clients' mission (e.g. CIC and CCRA need to be in the same building)
- ✓ Services provided for clients
- ✓ Services that could be provided for clients
- ✓ Projects that are in progress, projects that have already been completed (client history), and future projects (planning)
- ✓ High-visibility issues
- ✓ Etc.

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2.2 d) Include the information needed to address this concern in the proposed chart.

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Recommendation 2 (cont'd)

2.3 Regional management place emphasis on the process of monitoring and gathering information in order to develop client loyalty and strengthen the corporate culture, evaluate the relevance of what is done, and identify client needs and market trends over the longer term.

Plan

Implement "post-mortem" exercises within the directorates, with the project teams and the clients. This will enable them to make an assessment and share information on projects that are in progress or have been completed, and on the results of surveys, visits, etc., in order to make improvements and share successes.

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Recommendation 3

To improve the relevance of information from regional committees and maximize its use, regional management should consider the following:

- *Focus meeting agendas on specific topics when strategic issues are to be discussed.*
- *Allocate a specific amount of time to each point and provide committee members with summarized background documentation prior to the meeting.*
- *Distinguish between decision-making and informational meetings. Specify in advance which type of meeting it will be or split the meeting into two parts.*
- *Consider the appropriateness of dealing with a given point at a committee meeting. Is this the right forum? What do we expect of the people to whom we are making a presentation and with whom we engage in the ensuing discussion?*
- *Return to the committee's original mandate (e.g. RMC) or reconsider it.*
- *Summarize information presented at committee meetings:*
 - *Background*
 - *Issues*
 - *Possible solutions, recommended solution(s), rationale*
- *Adapt information content to reflect the objectives of a specific committee meeting, e.g. information sharing, consultation or decision making.*

Plan

Create a regional working group to review the governance of committees.

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