Transportation Safety Board
of Canada

Bureau de la sécurité des transports
du Canada

T S B
BUSINESS PLAN
2007-2008

Canada

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1.0   Introduction

The Transportation Safety Board's (TSB) Strategic Plan for 2005 to 2011 has four strategic objectives that we must pursue in all aspects of our business to realize our Vision and serve our Mission. These objectives are:

- **Safety products and services**

  to sustain and continuously improve the TSB's operational capability to identify safety deficiencies, and to produce safety products and services that most effectively advance safety change.

- **Organizational effectiveness**

  to invest in and organize the human, financial, and physical resources required to deliver quality safety products in a timely manner.

- **Alliances and partnerships**

  to leverage external and internal alliances and partnerships that enhance the TSB's effectiveness and productivity without risk to its independence.

- **Awareness**

  to address risk in the transportation system through effective communication, particularly with key primary safety change agents, to enhance their understanding of TSB findings and to increase the implementation of TSB recommendations.

Consistent with previous years, the 2007–2008 TSB Business Plan contributes to achieving these objectives by defining our corporate priorities for the coming year and by identifying key initiatives that support these priorities. The Business Plan also includes branch and division priorities that establish linkages to our day-to-day activities, and a framework to help us measure our performance and results. Human Resources (HR) planning is becoming a critical aspect of our annual business planning activities. Therefore, a section dedicated to this function has been added to the 2007–2008 Business Plan. It provides information about our workforce profile and demographics, the HR challenges and opportunities and the planning activities to support core branch and division priorities.

Once again this year, difficult choices had to be made to balance the level of activity to be undertaken with the financial and human resources available. Furthermore, even though significant progress has been made in developing and implementing the TSB Investigation and Information Management System, a considerable investment of time and money will be required to make all the system's modules and tools fully functional and user-friendly. Resources also

have to be allocated to complete the residual work on the 2006–2007 projects dealing with business continuity planning and information technology (IT) security. For this reason, the senior management team has decided to spend additional efforts only to implement a few new projects or initiatives to improve the management of our financial resources, our infrastructure, and our performance, and to support our ongoing efforts in HR planning and in information management. Management deemed improvements in these areas essential to enable us to deal with our challenges and to continue to successfully deliver our mandate.

2.0   Risks and Challenges

The TSB faces many risks and challenges that have a potentially significant impact on the organization's ability to achieve its mandate. Managers are aware of these risks and challenges and are expected to take appropriate action to mitigate the risks, while ensuring delivery of the mandate. The most important challenges for 2007–2008 are described in subsections 2.1 through 2.5.

2.1   Our Capacity to Manage Workload and Priorities Within Available Resources

The TSB continues to receive many investigation requests from the public. It also faces numerous internal and external pressures to sustain existing activities and undertake new initiatives or modify existing practices to meet the Government's change requirements. Some of the Government initiatives that have had or could have an impact on the TSB include the review of Treasury Board's management policies, the introduction of new policies for internal audits and for learning, the procurement reform, the shared travel services initiative, the review of the expenditure management system, the assessment under the Management Accountability Framework, and the *Federal Accountability Act*. In addition, other factors continue to have an impact on the organization's capacities, including risk mitigation measures that need to be implemented in IT security and business continuity planning.

The challenge we face includes continuing to carry out our mandate with constantly shrinking financial resources, while expectations and requirements grow and some components of our infrastructure age or no longer meet our needs. We must, therefore, find the right balance between the level of activity and the capacity of available human and financial resources. This means finding even more efficient ways of working, both internally and externally, and continuing to review our processes and practices, products, services, and procedures to ensure that our resources are applied in the best possible way to achieve optimum results.

2.2 Maintaining a Knowledgeable and Professional Workforce

The TSB's success and credibility depend largely on the expertise, professionalism, competence, and diversity of its employees. Although TSB's workforce has traditionally been stable, like many organizations, it faces a specific workforce challenge. Many positions are "one-deep," that is, there is only one person responsible for a specific task or function. The TSB must continue to operate as efficiently as possible, while many of its employees and managers retire and the demand for workers in specialized areas exceeds the supply. In both the short and long term, a sustained effort will be required to implement a more systematic HR planning process to obtain the skills we need and to develop succession plans, and training and mentorship programs that will ensure service delivery and maintain the TSB's knowledge base and its scientific, professional, and technical expertise.

The results of the 2005 Public Service Employee Survey provided us with an up-to-date assessment of employee satisfaction and concerns. Analysis of the key elements and problems raised showed that efforts will be required to respond to employee concerns in some areas including advancement opportunities, job classification, career development, and the opportunity for input into decisions. Here again, the challenge we face will be to invest resources and efforts to accommodate employees' concerns and the demands of all our obligations.

Section 6.2 provides information on the HR opportunities that these challenges offer and the HR planning activities that will be undertaken this year.

2.3 Maintaining an Information Technology and Physical Asset Infrastructure to Meet the Business Needs

As mentioned earlier, the TSB must balance its priorities to carry out its mandate consistently and economically, while assuring stakeholder confidence in the integrity of its operations. Maintaining a reliable, sustainable infrastructure that meets our needs regarding IT or other asset categories is essential if we wish to reach this objective. The TSB currently has close to $13 million in capital assets. However, a little under half a million dollars per year is expended to replace or acquire new assets, which is not nearly enough. Thus, we are making ourselves vulnerable to major risks that could compromise our capacity to meet our needs in the longer term if we do not rapidly take steps to optimize the management of our assets and the resources allocated to them.

2.4 Transitioning the TSB Investigation and Information Management System from the Project Stage to a Work Tool

We have invested substantial time, resources, and money to develop the TSB Investigation and Information Management System (TIIMS) to better manage our business while meeting government information management and technology

requirements. To ensure the system's ongoing viability, we must use it and follow the change process (beyond the initial buy-in period) through the systematic change management approach that is integrated into TIIMS. The sustained participation of investigators in managing change as we move forward will be essential to guarantee compliance with the fundamental principles that are the basis of the system. We will have to encourage finding ways to meet our needs for investigation information using TIIMS and managers at all levels will have to discourage the introduction of independent alternatives.

Significant work remains to make all the TIIMS components fully functional. This remaining work will have to be done in parallel with the ongoing maintenance and change management required to ensure that the investigation management module is stable. This will increase the workload of the system design team and IT staff. Because of the limited number of staff dedicated to system design, we will have to hire consultants to supplement our database design and development skills.

Investigators and support staff will also experience increased workloads because they will need to participate in designing and testing other system features. Ongoing expenditures will also be necessary to operate and maintain the new TIIMS working environment. To not meet these challenges would have a significant impact on the delivery of products and services given that we have decided to not revert to old tools and systems. Partial adoption and use of TIIMS would result in loss of productivity and create inefficiencies in work processes.

2.5 Managing Commitments and External Expectations

Over the past few years, a number of TSB communications initiatives have raised public and stakeholder awareness of the TSB and its program. While these initiatives enabled the TSB to influence key change agents for the improvement of transportation safety, they also increased related stakeholder demands. (For example, the media request live broadcasts and constantly updated information.) Given our operating methods and increasingly limited resources, we will continue to ensure that our external communication products and services are available, up-to-date, and of the highest quality to retain the integrity and credibility required to fulfill our mandate. We will also expend more effort to focus our awareness activities on those safety issues for which it is necessary to obtain results.

3.0 Corporate Priorities

The TSB is committed to providing Canadians with advancements in transportation safety through independent, objective, and timely investigations and through the subsequent identification and analysis of safety failures in the federally regulated transportation system.

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Based on the risks identified and on input received at the Managers' Annual Conference in the fall of 2006, five priorities have been identified by the Executive Committee for the 2007–2008 Business Plan. All require strategic investments to enhance the TSB's contribution to transportation safety, both domestically and internationally, and to strengthen our internal management. The five priorities are described briefly in subsections 3.1 through 3.5.

3.1　Continuous Improvement of Information Management

In 2006–2007, we deployed a large part of TIIMS, which follows central documentation principles, and which allows us to collaborate and share information, and to employ consistent procedures and processes across all modes.

This year, in addition to providing ongoing user support services, we will concentrate on incorporating stronger information management practices into investigation activities. Initially, we will continue our effort to improve links between TIIMS and other TSB systems. The activities we will undertake include designing a safety communications tracking system; conducting an analysis to re-design the modal databases into a single database; developing, designing, and implementing the "workload management monitoring" and "workload management dashboard" tools; and reassessing the report production module.

To prepare for the implementation of an Electronic Records Management System (ERMS) for our files, we will implement our new enterprise file plan.

3.2　Management of Workload and Priorities Within Available Resources

The Government provides each department with the funds required to deliver its programs and services. This funding amount is commonly known as the A-base budget.

There has been a growing concern that, while the nominal value of our A-base budget has remained fairly constant over the past few years, in real terms, our resource base has been shrinking, making it increasingly more difficult to fulfill the organization's mandate. Consequently, the TSB has decided to undertake an A-base budget review. This exercise will allow us to analyze our business activities, study our financial history, and benchmark ourselves internally and against other federal agencies and foreign investigation agencies. This review will culminate in a framework to describe how we could best align our resources to results.

In addition to the A-base budget review, we will review our resource management processes. The focus of this review will be to examine the way we allocate and manage the budgets throughout the TSB in order to propose changes that could improve the information available for decision making and management of financial resources.

Finally, to address the comments made by Treasury Board Secretariat in connection with its assessment of the TSB against the Management Accountability Framework, to support full implementation of the *Management, Resources and Results Structure Policy* and the review of the Government's Expenditure Management System, we will examine the TSB's program activity architecture (PAA) to ensure that we more clearly describe to Canadians the benefits of our program. We will also complete the development of our performance management framework that will set out expected results and specific outputs to be produced by our activities. A plan to ensure the implementation of this framework will also be developed.

3.3   Increased Human Resources Planning to Ensure the Retention of a Professional Workforce

The TSB's credibility and success are based largely on its capacity to build and maintain a diverse professional workforce to ensure continuity in its operations. During the planning session at the TSB's Manager's Annual Conference in the fall of 2006, the managers highlighted the major HR issues we face. Management subsequently committed to making enhanced HR planning a priority in this fiscal year to be able to recruit the employees it needs to fulfill its mandate, ensure knowledge transfer from experienced employees to new hires, train and develop current employees, and retain a highly qualified workforce. Senior management also expresses the importance of carrying out HR planning activities by all managers to be able to plan the organization's HR needs even more strategically over the next few years. Furthermore, it set up a special fund to encourage the transfer of knowledge that is deemed essential for carrying out TSB operations. A high level implementation plan has been developed to ensure that all managers, with the support of the HR Division, follow up on this requirement. This plan can be found in Section 6.3.

The TSB will also implement an action plan to address the concerns identified by its workforce in the 2005 Public Service Employee Survey.

3.4   Review of the Sustainability of our Infrastructure

Because of the ongoing erosion of our resources, and to maintain our capacity to fulfill our mandate and meet future challenges, this year we will conduct a detailed analysis of all the assets in our infrastructure (the building that houses our engineering laboratory, furniture, laboratory and computer equipment, software, and vehicles). The purpose of the study will be to develop a strategic

asset management framework and to introduce a capital plan based on the lifecycle of our assets that takes into account the direct and indirect cost of the assets in a sustainable manner.

3.5   Continuation of the Residual Work on 2006–2007 Priority Projects

We will also pursue the initiatives started last year to improve business continuity planning. We will complete and test our continuity plans to guarantee the ongoing availability of TSB services and assets that are essential for fulfilling our mandate. These plans will include provisions to ensure business continuity should the TSB be affected by a catastrophic event or should it be required to investigate a major event. We will also establish a permanent governance and review process regarding our business continuity plans.

We will finish implementing the IT security standards. We will offer security awareness courses to all employees; update our IT security policies and procedures; and complete threat and risk assessment reports for our network infrastructure, main IT systems, and physical installations.

With respect to communications, we will introduce a terminology database that all employees will be able to access for use in their activities.

4.0   Detailed Action Plans for 2007–2008 Priority Projects

This section provides detailed information about each priority project that will be undertaken in 2007–2008. Because our resources and human capacity are limited, the Executive Committee has decided to invest mainly in TIIMS and in a few new projects to support the corporate priorities. Funds have also been put aside to complete the residual 2006–2007 priority projects dealing with business continuity planning and management of IT security standards. The action plans for continuing last year's projects are in Appendix A.

The following summary chart shows our corporate priorities and the projects that have been approved for strategic investment for each priority.

Priority	Investment Project
1. Continuous improvement of information management	- TSB Investigation and Information Management System
	- Enterprise File Plan implementation and interim ERMS Strategy
2. Management of priorities and workload within available resources	- A-Base Budget Review
	- Review of Resource Management Processes
	- Completion of the Performance Management Framework
3. Improved human resources planning to ensure the retention of a professional workforce	- Critical Knowledge Transfer Fund
4. Review of the sustainability of the infrastructure	- Review and Rationalization of the Capital Asset Infrastructure

4.1 Continuous Improvement of Information Management

To continue improving information management, we will invest in two projects: (1) implementation of TIIMS and (2) implementation of a new Enterprise File Plan in preparation for the implementation of an ERMS. The following two charts outline the activities we will undertake this year on these two projects.

Project 1: TSB Investigation and Information Management System		
Project Sponsor	*Project Leader*	*Resources Allocated*
Terry Burtch	Elizabeth McCullough	$400,000[*]
Project Goals and Objectives/Activity Description		
To continue building stronger information management practices into TSB investigation activities. The TSB Investigation and Information Management System (TIIMS) will improve the linkages to systems throughout the TSB, and will upgrade the technology and ease of use of the TSB's modal databases.		
Link to Strategic Plan and Management Accountability Framework (MAF)		
Strategic Plan Linkages • Safety Products and Services Improves the efficiency and effectiveness of TSB products in terms of timeliness and quality, and streamlines data, thus having an impact on what information we need to manage. • Organizational Effectiveness Continues building stronger information management practices into TSB investigation activities and will enhance the linkages to systems throughout the TSB by improving the TSB's internal investigation and information management capabilities. • Alliances and Partnerships Streamlines and refines our data interdependencies, thus strengthening our partnerships with stakeholders. • Awareness Builds more effective investigation and information management practices into TSB investigation activities to leverage investigation teams' interactions, thereby improving the dissemination of safety information.		

Project 1: TSB Investigation and Information Management System

MAF Linkages

- Policy and Programs

  Builds stronger capacity in support of the governance committees. Will provide an organized way to access policies and procedures, ensuring they will be more consistently applied.

- Stewardship

  Continues to improve the stewardship of, and accountability for, enterprise information resources.

- Results and Performance

  Improves internal service by building stronger and more consistent investigation and information management practices to create easy-to-use redesigned support tools for all staff.

- Learning, Innovation and Change Management

  The implementation of TIIMS promotes learning and manages linkages throughout the TSB through continuous technology upgrades. It also builds policy and procedural references into the tools, facilitating the adoption and ongoing evolution of the tools. This will reduce the staff training effort and minimize the need for retraining.

Performance Measures

- All project deliverables meet user acceptance in terms of ease of use and quality.
- Project is on time and within budget.
- Return on investment is realized as per the project concept document.

Action Items	*Deliverables*	*Timelines*
Implement the milestone tracking portion of the Workload Management Module	User guide Training materials Users trained	April 2007
Design and develop a Safety Communication Tracking System	Business requirements and use cases User interface designs Application designs Module development System and user acceptance testing	October 2007

Project 1: TSB Investigation and Information Management System		
	Continuous quality assurance review	
	User Guide	
	Training materials	
	Users trained	
Complete analysis phase for database redesign	Business requirements for redesign of the modal databases into single database	March 2008
	Supporting documentation, including use cases	
	Legacy data migration plan	
Develop, design, and implement the Workload Management Monitoring Tool and Workload Management Dashboard Tool	Business requirements and use cases	March 2008
	User interface designs	
	Application designs	
	Module development	
	System and user acceptance testing	
	Continuous quality assurance review	
	User Guide	
	Training materials	
	Users trained	
Reassess Report Production Module	Assessment of requirement of Report Production Module	March 2008
Continue to provide ongoing support to the InfoGATEWAY, Investigation Management Gateway, Branch Gateways, Investigation Workspaces and Reference Centre	Problem and change requests evaluated and addressed in accordance with change management processes and procedures	March 2008

*The resources required include the cost of external consultants, overtime, travel, training, and translation. All training activities will be carried out by TSB personnel. External consultants will be hired to offset technical skills, knowledge, and experience not available internally and to help build expertise within the team. A document outlining the breakdown of the costs and requirements is available from the Project Leader.

It should be noted that the completion of the Project 1 plan will depend on acquiring the appropriate resources, including a project management office capacity as identified by the TIIMS Steering Committee in December 2006.

It is foreseen that the design, development, and implementation phases for the Data Collection Module and other deliverables in TIIMS will be addressed and/or reassessed in fiscal year 2008–2009.

An updated file plan has been developed for investigation and corporate services records. In early 2007–2008, work will be initiated using TSB resources to update the file plans for all remaining types of TSB records.

With an up-to-date Enterprise File Plan in place, the following proposed project will allow work to begin on an inventory and consolidation of all TSB corporate memory records. It will also address one of the action items identified in the TIIMS project plan for 2006–2007, to develop a strategy for shared drive clean-up. This clean-up was seen as necessary to help support full migration to the TSB Reference Centre, but was deferred until 2007–2008 when "cleaned-up records" could be organized according to the new Enterprise File Plan. In addition, the project will include developing an interim strategy for managing electronic records, until such time as a full ERMS can be implemented. It is expected that the business case for introducing an ERMS will be developed in 2008–2009.

Project 2 : Enterprise File Plan Implementation and Interim Electronic Records Management System		
Project Sponsor	*Project Manager/Leader*	*Resources Allocated*
Jean Laporte	Tonette Allen/Susan Clarke	$66,000*
Project Goals and Objectives/Activity Description The objective of the proposed project is to implement the new Enterprise File Plan for both paper and electronic records in a manner that will allow their effective management until a TSB Electronic Records Management System (ERMS) is implemented and that will support a smooth migration of the records to the new ERMS. For the paper records, it is envisioned that most of the work will be carried out by IM staff. For the electronic records, IM staff will work with informatics people to develop an interim approach for the management of electronic records held outside the TIIMS environment.		
Links to Strategic Plan and Management Accountability Framework (MAF) **Strategic Plan Linkages** • Organizational Effectiveness Supports continuous improvement of TSB business activities and the maintenance of a positive work environment.		

Project 2 : Enterprise File Plan Implementation and Interim Electronic Records Management System

MAF Linkages

- Policies and Programs

  Will provide an organized way to ensure that TSB records are managed in accordance with existing policy and legislative requirements.

- Risk Management

  Employees and managers are better supported in fulfilling their responsibilities thus reducing the risk of losing or not being able to find corporate memory records.

- Stewardship

  Improves information management. With duplication eliminated and records organized on a common enterprise-wide structure, there will be greater efficiency in locating, accessing, and sharing authoritative information. The application of records retention and disposition schedules will also be facilitated.

Performance Measures

- Project completed on time and within budget
- TSB records are managed in compliance with policy and legislative requirements associated with IM and accountability.

Action items	Deliverables	Timelines
Develop and carry out a strategy to clean up paper records now held in filing cabinets/systems outside the central repository	Records are inventoried and consolidated Duplicate records are identified and removed Remaining corporate memory records are classified and logged in the central repository Dormant records are sent to off-site storage	All fiscal year
Develop an interim approach for the management of electronic records held outside the TIIMS environment	Interim system is implemented and electronic records are organized according to the new file classification structure (file plans) A strategy for migrating electronic records from existing shared and local drives to the interim system is implemented	March 2008

* The resources required include the salary of one incremental resource for one year, as well as operating budget for travel to carry out the work in regional offices. Given the amount of work

entailed and the volume of records held outside the corporate repository, it is highly likely that all work will not be completed by the end of 2007–2008. However, by that time, a critical portion will be completed, clean-up processes will be well entrenched, and the project will continue to be a high priority for existing IM resources for its duration.

4.2   Management of Priorities and Workload Within Available Resources

Three investment projects have been approved this year under this new priority. We will undertake an A-base budget review. This exercise will consist of an in-depth review of our resource allocations to ensure that they are being used optimally to achieve the desired results. It will include benchmarking our organizational structure. In addition, we will review our resource management processes to improve the information available for decision making and management of our financial resources. We will also complete the development of our Performance Management Framework to meet Government requirements for the Management, Resources, and Results Structure. These projects are described in detail in the three following charts.

Project 3: A-Base Budget Review		
Project Sponsor	*Project Leader*	*Resources Allocated*
Gerard McDonald	Leo Donati	$50,000
Project Goals and Objectives/Activity Description		
Review the current resource allocation and identify opportunities for permanent reallocation based on current and future business needs.		
Link to Strategic Plan and Management Accountability Framework (MAF)		

Strategic Plan Linkages
 	
• Safety Products and Services
 	
  Sustains the TSB's operational capability to focus on the products and services that most effectively support changes to improve transportation safety.
 	
• Organizational Effectiveness
 	
  Improves the TSB's capability to invest exclusively in the human and financial resources required to carry out its mandate.
 	
• Alliances and Partnership
 	
  Increases the TSB's effectiveness and productivity by using different types of service delivery as needed.		

Project 3: A-Base Budget Review

MAF Linkages

- Governance and Strategic Directions

  Improves the TSB's capability to allocate resources based on the desired strategic results.

- Stewardship

  Improves financial resources management to achieve the desired results.

- Results and Performance

  Improves the TSB's capability to carry out only those activities necessary to achieve its mandate and ensure internal service delivery. Also compares the TSB's performance with that of other organizations.

Performance Measures

- Project delivers a list of recommended changes to the base budget allocations.
- Project is on time and within budget.

Action Items	Deliverables	Timelines
Project kick-off	Steering Committee formed Terms of Reference developed Contracting	April 2007
Planning	Review Team assembled Detailed project plan and formalized methodology completed	May 2007
Data collection	Documentary and survey information collected Interview/focus group materials collected	July 2007
Data analysis	Basic resource model of organization developed	September 2007
Preparation of options and recommendations	Preliminary options and recommendations developed Options and recommendations validated at managers' meeting and by the Steering Committee Recommendations for further study developed as required	October 2007

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Project 4: Review of Resource Management Processes		
Project Sponsor	*Project Leader*	*Resources Allocated*
Jean L. Laporte	Jacques Côté	If needed, this project will be financed through reallocation of resources

Project Goals and Objectives/Activity Description

This review will examine the way budgets are allocated and managed throughout the TSB to propose changes that could improve the information available for decision making and management of financial resources. These changes will also contribute to improving the efficiency and effectiveness of the organization.

Link to Strategic Plan and Management Accountability Framework (MAF)

Strategic Plan Linkages

- Organizational Effectiveness

  Contributes to continuous improvement of the TSB financial management processes and of the information available for decision making and financial management.

MAF Linkages

- Stewardship

  Improves the quality and effectiveness of TSB financial management and financial controls: relevance and accuracy of the financial reports for decision making and the quality and effectiveness of financial delegation.

- Accountability

  Ensures that the roles and responsibilities of the managers, administrative officers, Finance, and the Executive Committee, as well as the budget review processes, are clearly defined and applied, and that the delegations of authority are appropriate.

- Results and Performance

  Improves the ability to measure the cost of investigations, corporate services, and the main projects undertaken by the TSB.

- Governance and Strategic Directions

  Ensures that roles and responsibilities, and the budget review process are clearly defined and applied to ensure strategic management of the budget resources.

- Learning, Innovation, and Change Management

  Provides a methodology for measuring the cost of TSB activities and a foundation for improving its performance management.

Project 4: Review of Resource Management Processes

Performance Measures

- Project delivers a renewed resource management structure and process.
- Project is on time and within budget.

Action Items	*Deliverables*	*Timelines*
Review and rationalize the number of responsibility centres/delegated management positions	Revised list of responsibility centres and delegated management positions	October 2007
Review and modernize the TSB annual budget allocation process and cycle (including the processes for the initial annual allocation and reallocations over the year)	Revised budget planning and approval process and annual calendar	October 2007
Review and rationalize the budget reports presentation cycle and content of the reports for senior management and the Executive Committee	Budget reports presentation cycle revised and communicated Budget reports standardized for senior management	October 2007
Review and standardize the review and monthly updating process for expenditures, commitments, and budget forecasts, including production of budget variance reports	Roles and responsibilities of managers, AOs, Finance and Executive Committee documented and communicated Templates and tools for managers and AOs Budget variance reports standardized	December 2007
Develop and implement activity-based costing methodology to properly track the costs of investigations and all major projects (including the allocation of salaries and overhead costs)	Activity-based costing methodology	March 2008

Project 5: Completion of Performance Management Framework

Project Sponsor	Project Leader	Resources Allocated
Jean L. Laporte	Roxane Labossière	$25,000

Project Goals and Objectives/Activity Description

Review the current TSB Program Activity Architecture (PAA) and complete the development of its Performance Management Framework (PMF) to support the implementation of the *Management, Resources, and Results Structure (MRRS) Policy*.

Link to Strategic Plan and Management Accountability Framework (MAF)

Strategic Plan Linkages

- Organizational Effectiveness

    Contributes to continuous improvement of TSB program performance management and structure.

MAF Linkages

- Governance and Strategic Directions

    Enables senior management to have in place a solid performance framework to provide effective strategic direction, support the Minister responsible and Parliament, and obtain results.

- Stewardship

    Provides a structure for managing TSB program activity and sub-activities performance.

- Results and Performance

    Ensures that a structured approach is in place for measuring TSB's performance with regard to the activities and sub-activities supporting its program. Facilitates TSB program monitoring and review, as well as comparison of the program with those of other organizations.

Performance Measures

- Project delivers a structured performance management framework.
- Project is on time and within budget.

Action Items	Deliverables	Timelines
Presentation by the Treasury Board Secretariat to senior management of the key requirements and objectives of the MRRS Policy	Senior management is made more aware of the characteristics of a PAA that meets the MRRS Policy requirements.	April 2007

Project 5: Completion of Performance Management Framework		
Half-day meeting with senior management to revise the TSB PAA taking into account the requirements of the MRRS Policy and the comments made by Treasury Board Secretariat	TSB PAA is revised and meets the requirements of the MRRS Policy	April 2007
Preparation of a TB submission to obtain approval of the revised TSB PAA	TB submission is sent to Treasury Board Secretariat within the prescribed timeframe	May 2007
Development of an approach and schedule for completing the development of the TSB Performance Measurement Framework	Approach and schedule are approved by the Executive Committee	May 2007
Completion of the TSB Performance Measurement Framework, taking into account the requirements of the MRRS Policy	Final version of the TSB Performance Measurement Framework is approved by the senior financial officer and the Executive Director, and is sent to TBS	September 2007
Development of an implementation plan for the new Performance Measurement Framework	Implementation plan approved by the Executive Committee	March 2008

4.3   Improved Human Resources Planning to Ensure Retaining a Professional Workforce

Section 6.3 outlines the HR planning activities that all managers, with the support of the HR Division, are expected to pursue to strengthen HR planning practices and to ensure that the core HR priorities are addressed over the next three to five years. A knowledge transfer fund of up to $100,000 will also be made available this fiscal year to support succession planning efforts.

4.4   Review of Infrastructure Sustainability

In addition to the review of our A-base budget and our resource management processes, the Executive Committee has decided to invest in a review of the capital asset infrastructure to ensure its long-term viability. This project is described in the following chart.

Project 6: Review and Rationalization of the Capital Asset Infrastructure

Project Sponsors	Project Leader	Resources Allocated
Terry Burtch and Jean L. Laporte	Leo Donati	$30,000*

Project Goals and Objectives/Activity Description

Review the capital asset infrastructure to identify those capital assets that are operationally critical to achieving the Board's mandate. The information will be used to develop a framework by which the capital asset infrastructure will be reduced and maintained at a level sustainable over the long term.

Link to Strategic Plan and Management Accountability Framework (MAF)

Strategic Plan Linkages

- Organizational Effectiveness

  Reduces the pressure associated with capital asset renewal by clearly identifying those assets that are operationally critical to achieving the Board's mandate. This will result in a reduction of the capital asset infrastructure and the implementation of a framework to ensure sustainable annual investments in capital asset renewal.

MAF Linkages

- Results and Performance

  Improves the TSB's ability to sustain the capital asset infrastructure with only those items that are critical to achieving the Board's mandate and ensures that the capital asset infrastructure will not rust out.

- Risk Management

  Mitigates risks associated with the continued increase in the capital asset infrastructure by linking capital assets infrastructure directly to operational requirements. By reducing the capital asset infrastructure to a sustainable level, asset rust out will be prevented.

Performance Measures

- Project delivers a sustainable asset infrastructure that meets acceptance in terms of those operationally critical items to be maintained and/or reduced.
- Project is on time and within budget.

Action Items	Deliverables	Timelines
Hire a subject matter expert to assist the capital asset planning committee in the review process	Contract with consultant	May 2007

Project 6: Review and Rationalization of the Capital Asset Infrastructure		
Develop project plan to include such elements as needs analysis, gap analysis, risk assessment	Project plan for approval by internal Management Committee/ Operations Committee	June 2007
Review of capital asset infrastructure	Draft framework including recommendations on equipment lifecycles	November 2007
Consultation with RC managers	Agreed-upon draft framework	January 2008
Develop framework for the reduction and sustainability of the capital asset infrastructure	Presentation of Framework to Internal Management Committee/ Operations Committee	March 2008

5.0 Branch and Division Priorities

In addition to corporate priorities, individual directors general, directors, and managers have established branch and division priorities for their areas of responsibility. This section outlines the priorities for each branch and division. These priorities are extracted from the Operational Work Plans of each area and directly link to the individual work objectives of managers. These are not the only priorities of managers, but they are the key ones that will contribute to achieving our strategic outcome. For more details, please consult the Operational Work Plans.

5.1 Board

Over the coming year, the Board will look for opportunities to enhance TSB's visibility and contribution to transportation safety in Canada and abroad. This will be accomplished partly through the Board Outreach Program—delivering TSB's key safety messages to those who can best bring about change and, ultimately, make transportation safer. The Board will also continue its efforts to increase the level of satisfactory responses to its recommendations through periodic reassessments of responses and increased follow-up communication activities.

5.2 Executive Director

During the coming year, the Executive Director will focus his attention on two key areas. The first will be an assessment of the management structure of the organization and its suitability for facing future challenges. The second priority will be to scrutinize long-standing classification concerns and pursue potential solutions with the collaboration of central agencies and the unions.

The Communications Division's priority will be to maintain TSB's high level of visibility among Canadians and to continue communicating TSB's contribution to transportation safety. To this end, Communications will support investigations with media relations products and advice, will work closely with the media when

releasing investigation reports, and will focus, through the Board Outreach Program, on communicating specific safety issues to targeted change agents. The government relations function will also be strengthened and guiding principles will be developed for public affairs activities that take place before an investigation report is released.

5.3 Investigation Operations Directorate

In 2007–2008, a key focus of the Investigation Operations Directorate will be improving timeliness of completing investigation reports. The target is to reduce the time for completion by 5%. Significant time and effort will once again be devoted to implementing TIIMS, including training for all users and establishing a change-management process. Finally, the Directorate will complete and begin implementing its strategic HR plan to ensure timely recruitment and retention of qualified staff and managers. This will be reviewed within the context of the TSB's A-base budget review.

5.3.1 Air Branch

The key Air Branch priority will be to strengthen its investigation capabilities while maintaining productivity. This will include investigator training on changes in the aviation industry (for example, implementation of Safety Management Systems and introduction of new aircraft types in the Canadian Civil Aircraft Register). The Air Branch will implement a safety issues list to identify, track, and validate issues across the Branch. The impact of these initiatives will be measured to ensure the timely communication of validated safety information and to keep the median time for completing investigation reports to less than 15 months. Likewise the number of investigations will not exceed the Branch's ability to produce approximately 60 investigation reports.

The Branch will continue its efforts to establish and maintain professional external relationships, and will seek internal partners to increase productivity and make a more effective use of limited TSB resources.

5.3.2 Marine Branch

The priority for the Marine Branch will be to maximize the impact of investigating occurrences and improve performance and productivity through timely safety communications of validated deficiencies and the publication of quality investigation reports. The Branch will, among other initiatives, more rigorously assess and choose which occurrences to investigate, and more diligently manage and refine the investigation process.

The Branch will continue a strategic approach to HR planning to ensure the continuity and stability of service delivery. Staffing decisions will be linked to business plan and branch planning priorities through updating and implementing the Branch Human Resources Plan.

Efforts to establish and maintain professional external relationships will continue. To increase productivity and make a more effective use of limited resources, the Branch will also seek out partnering opportunities internally and with other divisions.

5.3.3 Rail/Pipeline Branch

The priority for the Rail/Pipeline Branch will be to optimize project management throughout the duration of an investigation and improve performance and productivity through timely safety communications of validated deficiencies and the publication of quality investigation reports. To increase productivity and make a more effective use of limited resources, the Branch will seek internal partnerships.

Impending staff retirements mean that training new investigators will be a significant priority for the Branch. The Branch will continue a strategic approach to HR planning to ensure the continuity and stability of service delivery. Staffing decisions will be linked to business plan and branch planning priorities through updating and implementing the Branch Human Resources Plan.

5.3.4 Engineering and Other Investigative Support

The Engineering Branch will continue to support TSB investigations by ensuring that our draft reports are completed within 90 days of project initiation. Internal team work and knowledge sharing will continue to be used to improve efficiencies and ensure availability of back-up personnel, particularly where expertise is one deep. The Branch will also develop and sustain professional relationships with other organizations within and outside the TSB. This will include participation in working groups, and the exchange of data, information, and technical investigative procedures in partnership with other investigative agencies. Further, the Branch will pursue opportunities to develop new expertise and capabilities in collaboration with other investigative agencies.

The Quality Assurance Unit's priority is to ensure that the Partnership and Linkages Policy Framework is communicated internally and to facilitate its implementation by all modal branches. QA will coordinate with modal representatives to establish a TSB training strategy to ensure that all TSB investigators have essential training, as intended by Section 3.81 of the Manual of Investigations, Volume 1 and help ensure that available training funds are used for maximum impact. It will review the Integrated Safety Investigation Methodology (ISIM) training to incorporate the data entry requirements for TIIMS and will continue to provide this training to all new investigators and managers.

The main priority of the Publishing and Linguistic Services Division will remain the timely and efficient production of all TSB public documents. The team will strive to limit in-process reports to no more than 30, while producing and releasing final investigation reports throughout the year.

The Macro-analysis Division will provide ongoing data analysis and reporting, including providing systematic measurement and reporting of report timeliness. The Division will help ensure the continued implementation of TIIMS by providing technical support for the rationalization and migration of the modal databases into the TIIMS environment. The Division will continue to explore opportunities for Safety Issues Investigations and will provide support to this activity as required in the form of training and research expertise. It will also continue to seek out external partnerships as sources for transportation data.

In addition to identifying human factor safety deficiencies in transportation occurrences, the Human Performance Division will continue to focus on enhancing human performance training. In particular, the Division will focus on the delivery of an interviewing course that includes a detailed component on interacting with family, loved ones, and survivors. The Division will also continue to provide recurrent training through modal workshops, regional visits, and other activities.

5.4   Corporate Services Directorate

In addition to ensuring the ongoing provision of quality services to its clients, the Corporate Services Directorate will focus its efforts on three key priorities. The Directorate will develop a Human Resources Plan and attempt to fill vacant positions. We will oversee the organizational efforts to implement the follow-up action plans to the 2005 Public Service Employee Survey. Work will also be done on implementing the revised Treasury Board policies and directives as they are issued throughout the year.

The Finance and Administration Division will concentrate its efforts on providing support for the A-base budget review. It will also review financial management processes and practices, will update financial and administrative policies, as well study the feasibility of creating a shared services group for users of the GX financial system.

The Human Resources Division will work with managers to develop an overall Human Resources Plan for the TSB, as well as specific HR plans to meet branch and directorate needs while integrating employee learning requirements. A review will be done to enhance the use of the employee performance management program. Significant efforts will also be placed on implementing the remedial action plan to the Public Service Human Resources Management Agency's classification monitoring report and on revised classification standards such as the CS Standard.

The Information Management Division will complete the development of updated file plans for all records in the TSB. These new file plans will be implemented so that records can be managed effectively until an ERMS can be implemented. In addition, work will be initiated to update records retention periods and disposition authorities. Resources will also continue to be dedicated to supporting various TIIMS project activities from an Information Management perspective.

The Informatics Division will continue to develop and maintain TIIMS, as well as implement IT security measures to comply with the Government's Management of IT Security Standards. The Division will develop an integrated IT Plan to ensure that IT spending is aligned with the overall TSB business direction. To improve the quality of its processes, work will be done to implement a development methodology framework. Finally, work will begin on testing Vista, the new version of the Windows operating system.

The Corporate Planning and Reporting Group will focus its efforts on completing and implementing the departmental performance management framework as required by the *Management, Resources and Results Structure Policy*. Work will be done to streamline our reporting to Parliament. A follow-up action plan will also be developed in response to the Treasury Board Secretariat assessment of the TSB against the Management Accountability Framework.

6.0   Integrated Human Resources Planning Activities

Managers were provided with HR planning training in March 2006. At the Managers' Annual Conference in the fall of 2006, an HR planning session was held to develop short- and long-term HR plans aligned with business priorities. Each branch has since developed its own draft HR plan. These were then used in developing the directorate-level HR plans. An analysis of the information collected allowed the HR Division to develop Section 6, which contains a profile of the TSB workforce, additional information about the demographic challenges that we face and the opportunities that these challenges provide. This section finishes with a plan that highlights the core HR priorities that have been identified for the next few years and the additional planning activities that will be undertaken to address them.

6.1   Human Resources Profile and Demographics

Our current workforce is composed of 230 indeterminate, 14 determinate and 5 casual employees. Our headquarters are in the National Capital Region, with regional offices in the Atlantic, Quebec, Ontario, Central, Western, and Pacific regions. The indeterminate workforce is comprised of employees in five occupational categories, with the majority (57%) in the Technical, and in the Scientific and Professional categories, which emphasizes that ours is a predominantly highly skilled and specialized workforce. The Executive category

accounts for 3% of employees. The remaining 40% of employees provide internal services either at the corporate level or as support services in the operational branches. (See Table 1 for a more detailed breakdown.)

Table 1 Number of indeterminate employees by occupational category and group (as of April 5, 2007)

Occupational Categories and Groups	Number of Employees by Group	Number of Employees by Category
EXECUTIVE:		**7**
EX Executive	7	
SCIENTIFIC & PROFESSIONAL:		**29**
EN-ENG Engineering	20	
ES-LA Economic, Sociology, Statistics and Law	9	
TECHNICAL:		**101**
AI-NOP Air Traffic Control	2	
AO-CAI Aircraft Operations	33	
EG Engineering & Scientific Support	4	
GT General Technical	4	
SI Social Science Support	1	
TI Technical Inspection	57	
ADMINISTRATIVE & FOREIGN SERVICE		**64**
AS Administrative Services	32	
CS Computer Systems Administration	15	
FI Financial Administration	3	
IS Information Services	8	
PE Personnel Administration	3	
PG Purchasing Group	1	
PM Program Administration	2	
ADMINISTRATIVE SUPPORT		**29**
CR Clerical and Regulatory	29	
TOTAL		**230**

A significant number of employees—62, which is 27% of all indeterminate employees—are over 55 years of age. Less than 10% of our current workforce is under the age of 35. Based on our projections, close to 30% of our indeterminate workforce is eligible to retire in the next five years. (See Figure 1 for a detailed breakdown.) Statistics used to calculate eligibility to retire are based on employees who have 30 years of service and are 55 years of age. Some research shows that the decision to retire is strongly linked to financial status. Household income, education, and lifestyle are all factors that "baby boomers" believe will influence their decision when eligibility approaches.

TSB Employees Eligible for Retirement
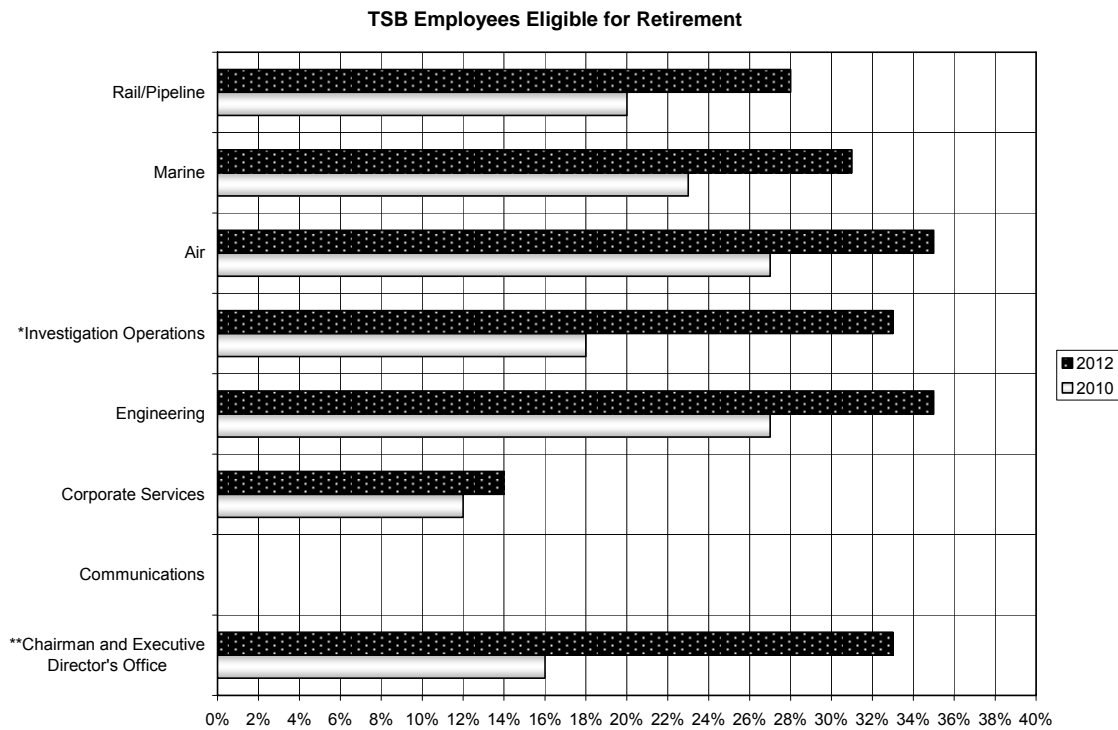
*: Includes the DGIO Office staff as well as the Human Performance, Macro Analysis, and Publishing and Linguistic Services Divisions
**: Does not include Board Members

Figure 1 Percentage of indeterminate employees eligible for retirement in 2010 and 2012

The overall employee turnover rate (number of departures including retirements) has remained about the same since last year (10%). Figure 2 depicts turnover rates in percentage for each organizational unit (number of departures in organizational unit divided by number of employees in that unit).

TSB Departures - 2006-2007 Fiscal Year
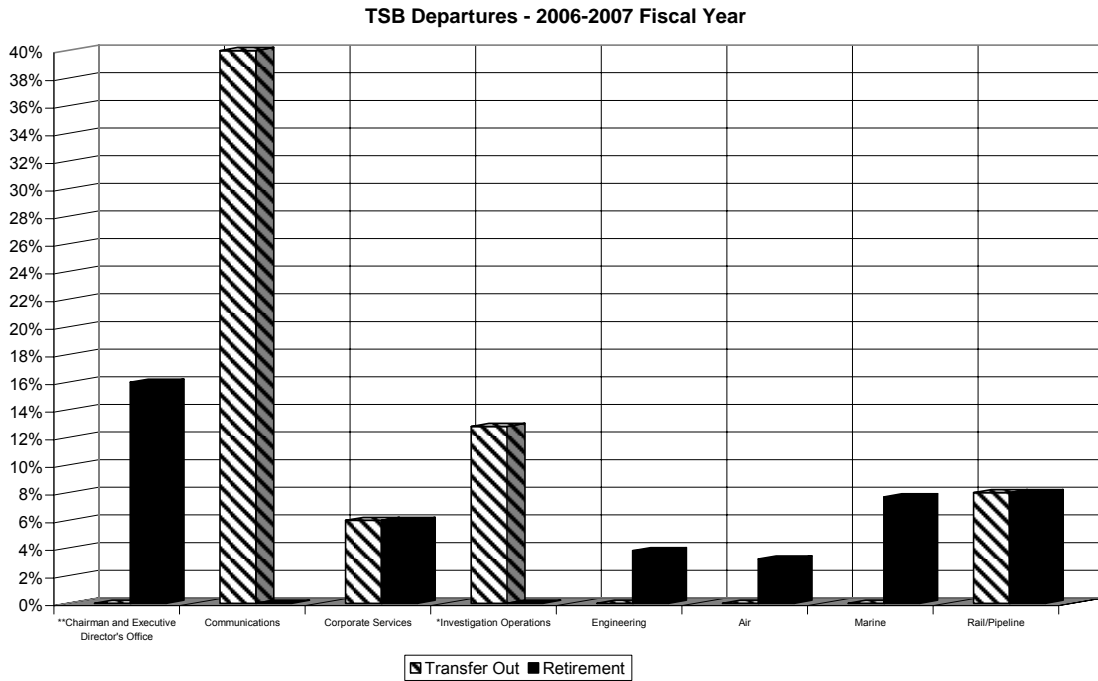
*   Includes Human Performance, Macro Analysis, and Publishing and Linguistic Services Divisions
** Does not include Board Members

Figure 2 Turnover rates expressed in percentage by organizational unit, 2006–2007 fiscal year

Some designated groups (as defined by the *Employment Equity Act*) such as Aboriginal peoples, women and members of visible minorities continue to be under-represented in the TSB workforce. (See Table 2.) Furthermore, 35% of our employees who will be eligible to retire in the next five years are members of designated groups.

Table 2 Representation of designated groups in TSB workforce compared to
Canadian labour market

Designated Group	% of the Canadian Labour Market	% of TSB Workforce (as of December 2006)
Women	36.5	34.3
Aboriginal peoples	2.3	0.4
Persons with disabilities	3.5	3.8
Members of visible minorities	9.1	8.9

6.2   Human Resources Opportunities

The challenges created by increasing retirement rates and by significant staff
turnover provide the TSB with opportunities in areas such as succession
planning and knowledge transfer, workforce renewal, and employment equity.

The TSB requires skilled leaders and needs to attract, retain, and maintain
employees with specialized skill sets if it is to fulfil its mandate. We are preparing
for the eventual staffing challenges by developing a succession planning process
that encourages strong leadership and continuity in business-critical, scientific,
and technology-based positions. This will be supported by training to help
leaders and employees with highly specialized skill sets acquire and maintain the
skills they need to be effective. Creating the next generation of key managers
and specialized staff requires a solid strategy to ensure that our organization's
talent is recognized and developed.

The A-base budget review, identified as one of the 2007–2008 priorities, will also
provide opportunities for more efficient HR processes. Resources will need to be
re-aligned to ensure that they meet the organization's requirements and
priorities. Determining what staffing activities can be improved, based on current
and future needs, and market availability, will be essential for assisting
management in hiring the right people at the right time within a reasonable time
frame. Being creative and exploring various staffing options, such as establishing
partnerships with other departments and maximizing resources made available
through central agencies, will also need to be considered.

As mentioned in subsection 6.1, some designated groups continue to be under-
represented at the TSB, and 35% of the employees who will soon be eligible to
retire are members of designated groups. But this situation brings with it the
opportunity to renew our workforce with one that more fully embraces our
society's cultural, ethnic, and linguistic diversity. With the revision of its
Employment Equity Plan scheduled for 2007–2008, the HR Division will develop
and implement new initiatives to make the TSB workforce more reflective of our

diverse society. By offering a positive and an all-inclusive environment, the TSB will be able to further promote the career interests of people from various cultural backgrounds.

6.3   Human Resources Implementation Plan

The following implementation plan outlines the HR planning activities that all managers, with the support of the HR Division, are expected to pursue to strengthen human resources planning practices within the TSB and to ensure that the core HR priorities are addressed over the next few years.

Core HR Priorities	Short / Long Term Implementation Activity
Staffing vacant positions strategically	• Staffing Managers will forecast HR needs, and develop and implement an HR plan based on projections and demographic data. • Retention Managers and TSB as a whole will develop and implement employee retention strategies and plans based on the results of the 2005 Public Services Survey and on employee well-being practices. • Succession Planning Managers will identify key positions within their units and develop and implement actions to train potential replacement staff.
Integrating and strengthening overall training and professional development activities	• Training and Development Managers will establish a training and professional development strategy in line with business requirements. • Knowledge Transfer Managers will identify information transfer requirements based on their succession plan and actively implement knowledge transfer practices (supported by TSB's knowledge transfer fund for the current fiscal year).
Adopting HR measures in support of the TSB's A-base budget review	• TSB A-base budget review In the context of the A-base budget review, the HR Division will help review the organizational structure and explore various service delivery options. • Human Resources Planning Once the review is completed, HR plans will be reviewed and updated to reflect senior management decisions, and staffing plans will be developed to elaborate appropriate strategies to fill vacancies.

7.0   2007–2008 Resource Allocation

Budgets for fiscal year 2007–2008 were approved by the Executive Committee on April 2, 2007. Approved allocations are shown in Table 3, and details of resource allocation for the Investigation Operations Directorate are shown in Table 4.

Table 3 The 2007–2008 resource allocation by responsibility centre

Responsibility Centre	Salaries ($)	Overtime ($)	O+M/Capital ($)	Totals ($)
Executive	1,476,696	20,000	439,575	1,936,271
Corporate Services	3,578,837	26,500	1,955,652	5,560,989
Investigation Operations	14,707,705	900,756	3,375,713	18,984,174
Subtotals	**19,763,238**	**947,256**	**5,770,940**	**26,481,434**
Business Plan Projects			766,000	766,000
Capital Asset Investment			488,454	488,454
Major Investigations			62,400	62,400
Totals	**19,763,238**	**947,256**	**7,087,794**	**27,798,288**

Table 4 The 2007–2008 resource allocation within the Investigation Operations Directorate

	Salaries ($)	Overtime ($)	O+M/Capital ($)	Total ($)
Engineering	2,185,297	28,000	698,320	2,911,617
Air	5,775,517	312,050	1,246,159	7,333,726
Marine	2,132,014	251,906	414,886	2,798,806
Rail/Pipeline	2,278,167	287,000	315,620	2,880,787
Other Responsibility Centres	2,336.710	21,800	700,728	2,059,238
Total Investigation Operations	**14,707,705**	**900,756**	**3,375,713**	**18,984,174**

Funding from the 2007–2008 base budget has been specifically set aside for the Business Plan projects. Approved allocations for Business Plan key initiatives are shown in the following chart.

Priorities	Key Initiatives	Resources Allocated ($)
Continuous improvement of information management	Investigation and Information Management System	400,000
	Enterprise File Plan Implementation and Interim Strategy for Electronic Records Management System	66,000
Management of priorities and workload within available resources	A-Base Budget Review	50,000
	Review of Resources Management Processes	0
	Completion of the TSB Performance Management Framework	25,000
Improved human resources planning to ensure the retention of a professional workforce	Critical Knowledge Transfer Fund	100,000
Review of the sustainability of the TSB infrastructure	Review and Rationalization of the Capital Asset Infrastructure	30,000
Residual 2006–2007 priority work	Management of IT Security Standards	75,000
	Business Continuity Planning	20,000
Total		**766,000**

8.0   Performance Measurement

For each priority project in this Business Plan, clear deliverables and timelines have been identified. This is important so that feedback can be provided to decision makers, and any necessary follow-up action can be taken to update or better manage activities. The ability to measure and communicate results focuses managers and employees on the critical drivers, and enables us to align our indicators and action plans throughout the entire organization.

8.1   Balanced Scorecard

The TSB has developed a Balanced Scorecard that will be used to measure organizational performance. This scorecard will provide performance information from four different perspectives: financial, client/stakeholder, internal business processes, and learning and growth.

The financial perspective makes linkages between operational and financial results. Financial analysis will be used to evaluate the cost of investigations. Financial results will be benchmarked between modes and with other safety investigation organizations, if possible.

The client/stakeholder perspective will measure the TSB's performance through stakeholder feedback and stakeholder action. First, stakeholder awareness and satisfaction will be measured cyclically through formal and informal processes. Then, stakeholder action based on the TSB's work will be measured by tracking responses to TSB recommendations and safety actions taken. Finally, the TSB will continue to measure transportation occurrence rates as an ultimate measure of the achievement of its strategic outcome.

Results from the internal business processes perspective will be measured by using a productivity ratio analysis and benchmarking results between modes, as well as against other safety investigation organizations.

Under the learning and growth perspective, the TSB will measure investments in employee training and critical knowledge transfer, as well as employee attrition rates.

It will also use the performance measures identified in this Business Plan for each project that will be undertaken to support TSB's priorities as indications of expected results achieved for each project.

Finally, the TSB will formulate and take corrective action as follow-up to the recommendations made by the Treasury Board Secretariat during its assessment of TSB's management capacity against the Management Accountability Framework and the comments made by TSB employees in the Survey of Public Service Employees.

Figure 3 illustrates graphically the TSB's Balanced Scorecard. The Balanced Scorecard helps us focus on our strategic measures and their targets. It lists the measures that will be used to assess our results in order to demonstrate that our program is providing value for Canadians. This realistic and logical approach is characterized by measuring progress toward the results sought, by having the flexibility to be able to adjust our activities to better meet these expectations, and by reporting on the results accomplished. This directly links what our employees are doing with their immediate products. We will review our Balanced Scorecard this year to ensure that it is aligned with our revised program activity architecture and performance management framework.

Client/Stakeholder
C1 Stakeholder awareness
C2 Stakeholder satisfaction
C3 Responsiveness to TSB recommendations
C4 Timely safety actions taken per investigation
C5 Occurrence rates
C6 Safety outputs issued

Learning & Growth
L1 Investment in training per person
L2 Investment in critical knowledge transfer
L3 Employee attrition rates
L4 Effective use of partnerships
L5 Achievement of the results planned for the Business Plan priority projects
L6 Follow-up measures to MAF assessment
L7 Follow-up measures to 2005 PS Employee Survey

Outcome
Advance transportation safety, thereby reducing risks to people, property and the environment

Internal Business Processes
P1 Number of investigations in process
P2 Average time in process
P3 Posting of reports on website
P4 Investigations started and completed per investigator

Financial
F1 Cost of investigations
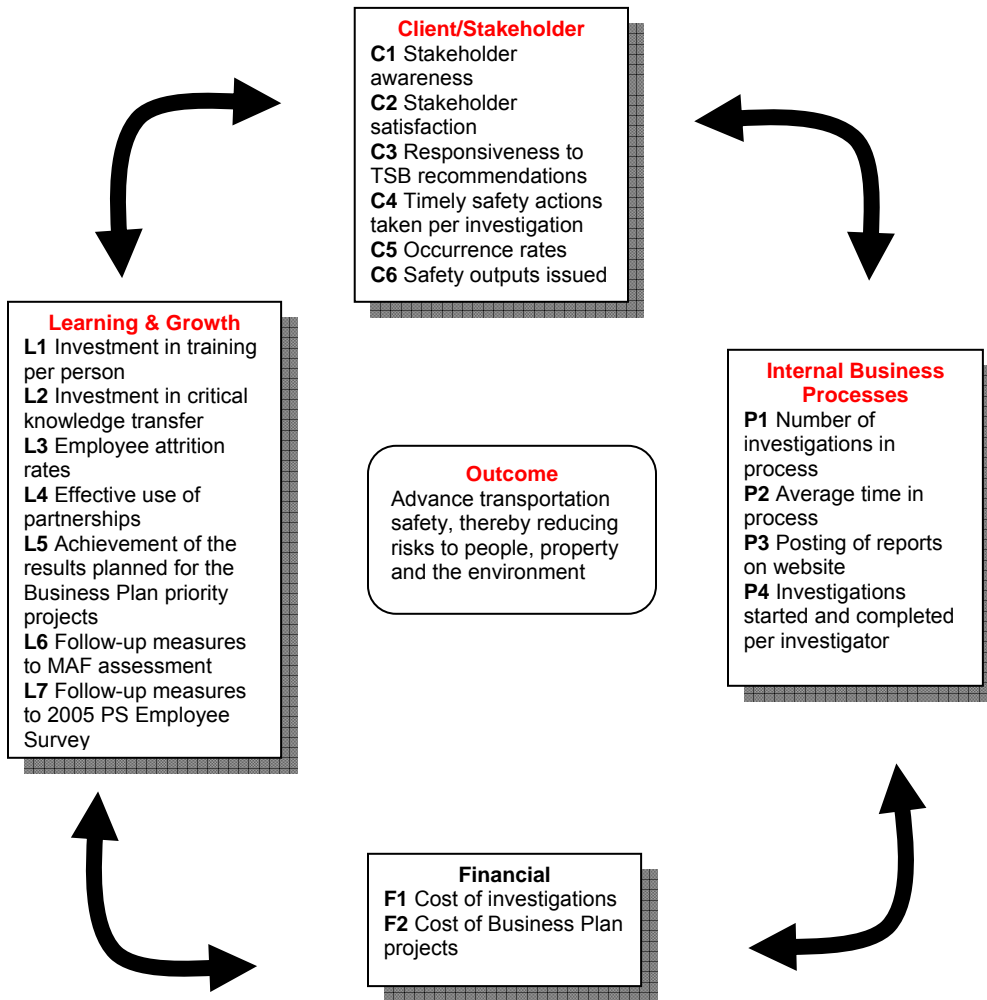**F2** Cost of Business Plan projects

Figure 3 Balanced scorecard measures

8.2 Results Chain

To demonstrate how our activities and outputs are expected to lead to achieving our strategic outcome, we have developed a Results Chain. The Results Chain, as shown in Figure 4, provides an organizational "road map," helping to ensure that we clearly link our resources, activities, and outputs to our strategic outcome. It enables us to connect our appropriations from Parliament to the ultimate result we strive to achieve.

INPUT	→	ACTIVITIES	→	OUTPUTS	→	EXPECTED RESULTS

| PEOPLE → $ | | INVESTIGATE ANALYZE WRITE | | REPORTS RECOMMENDATIONS | → | SAFETY ACTIONS AWARENESS |

PERFORMANCE MEASUREMENT
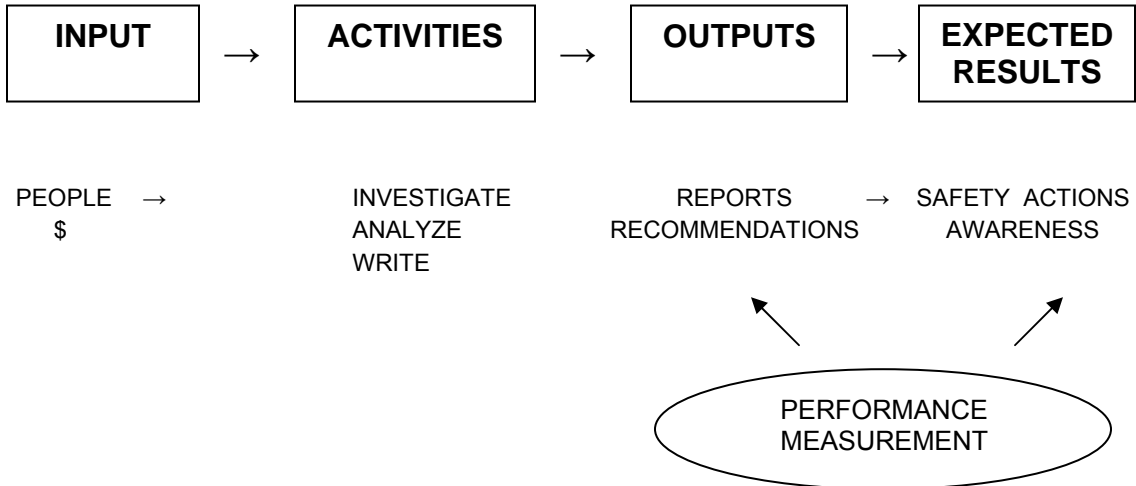
Figure 4 The TSB Results Chain

To ensure a common understanding, we define the key elements of performance measurement as follows:

Activities: actions used to produce outputs and results

Outputs: products or services provided to stakeholders

Expected Results: accomplishments of value to Canadians

Performance Indicators: measures of **what** will be tracked over time

Performance Measures: yardsticks used to judge **how well** we have done (includes target, data source, and frequency of measure).

8.3 Performance Information Table

By combining the key components of our program activity architecture, the Results Chain and our Balanced Scorecard, we have a comprehensive and coherent performance information table. Figure 5 illustrates these linkages. In

light of the comments made by the Treasury Board Secretariat in connection with its assessment of the TSB against the Management Accountability Framework and the MRRS Policy, we will review our program activity architecture to ensure that our results and activities are more clearly defined and measurable. We will then review and update our Balanced Scorecard and develop a plan to ensure the full implementation of our performance management framework in fiscal year 2008–2009.
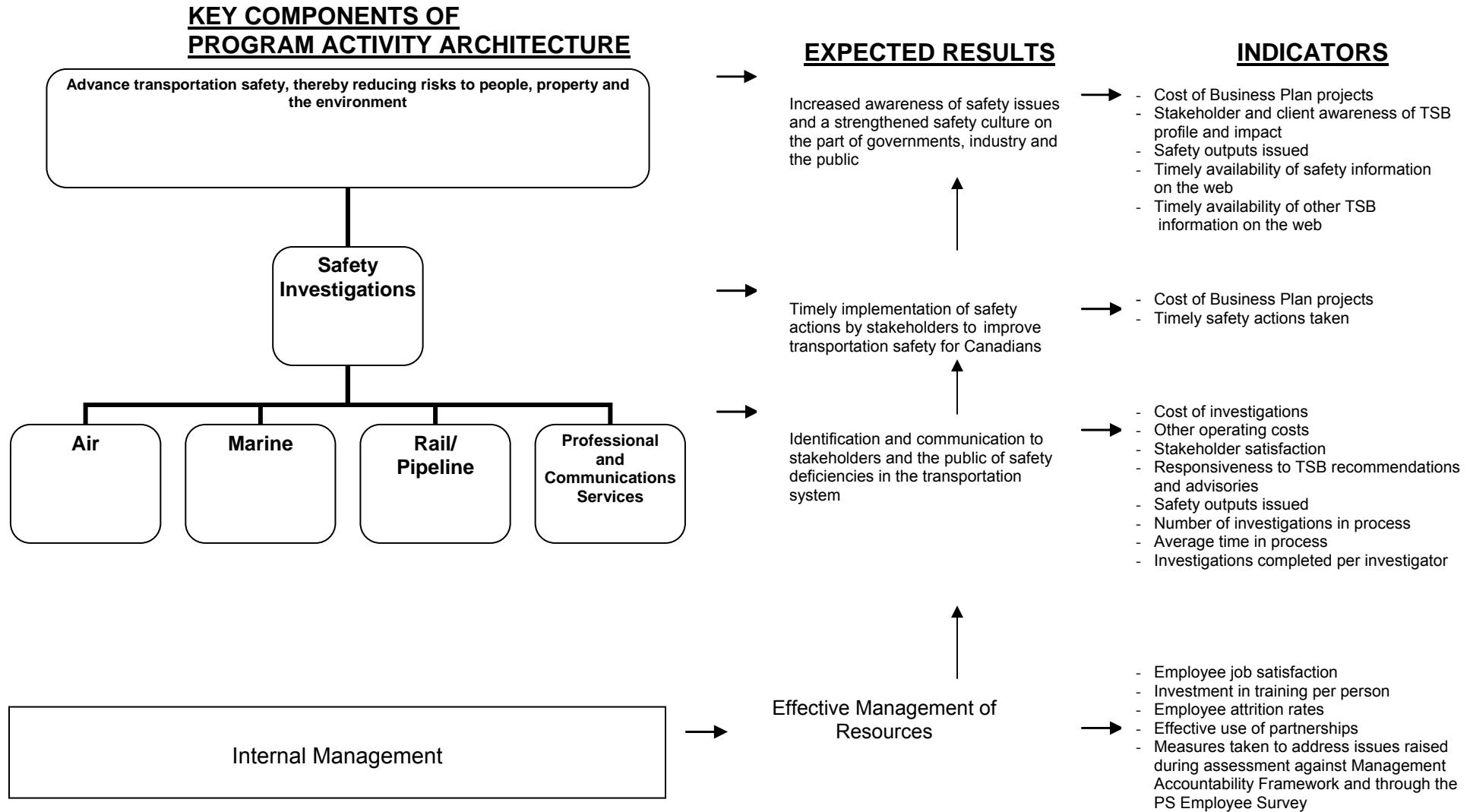
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KEY COMPONENTS OF
PROGRAM ACTIVITY ARCHITECTURE

EXPECTED RESULTS

INDICATORS

Advance transportation safety, thereby reducing risks to people, property and the environment

Safety Investigations

Air | **Marine** | **Rail/ Pipeline** | **Professional and Communications Services**

Internal Management

Increased awareness of safety issues and a strengthened safety culture on the part of governments, industry and the public

- Cost of Business Plan projects
- Stakeholder and client awareness of TSB profile and impact
- Safety outputs issued
- Timely availability of safety information on the web
- Timely availability of other TSB information on the web

Timely implementation of safety actions by stakeholders to improve transportation safety for Canadians

- Cost of Business Plan projects
- Timely safety actions taken

Identification and communication to stakeholders and the public of safety deficiencies in the transportation system

- Cost of investigations
- Other operating costs
- Stakeholder satisfaction
- Responsiveness to TSB recommendations and advisories
- Safety outputs issued
- Number of investigations in process
- Average time in process
- Investigations completed per investigator

Effective Management of Resources

- Employee job satisfaction
- Investment in training per person
- Employee attrition rates
- Effective use of partnerships
- Measures taken to address issues raised during assessment against Management Accountability Framework and through the PS Employee Survey

Figure 5 Performance information table

RESIDUAL WORK ON 2006–2007 PRIORITY PROJECTS

Project 1: Business Continuity Planning		
Project Sponsor	*Project Leader*	*Resources allocated*
Jean L. Laporte	Jean L. Laporte	$20,000[*]

Project Goals and Objectives/Activity Description

Develop and implement departmental business continuity plans to ensure the continued availability of TSB services and associated assets that are critical to the delivery of our mandate to Canadians. These plans will include provisions to ensure business continuity in the event of a disaster affecting the TSB, as well as provisions to ensure business continuity in the event of a major transportation occurrence investigation (e.g. Swissair 111).

Link to Strategic Plan and Management Accountability Framework (MAF)

Strategic Plan Linkages

- Organizational Effectiveness

  Ensures that plans, assets, and tools are in place to mitigate risks, thereby minimizing disruptions and ensuring business continuity in the delivery of the TSB mandate.

- Alliances and Partnerships

  Leverages external and internal alliances and partnerships to ensure continuity of services.

MAF Linkages

- Risk Management

  Ensures that plans, assets, and tools are in place to mitigate risks, thereby minimizing disruptions and ensuring business continuity in the delivery of the TSB mandate.

- Stewardship

  Contributes to the protection of assets and information under the control of the TSB. Ensures cost-effective and efficient use of resources allocated to risk mitigation.

- Results and Performance

  Contributes to timely and effective delivery of TSB products and services and to the definition of performance and results metrics.

- Accountability

  Ensures that roles and responsibilities are clearly defined and that delegation of authority is appropriate for emergency response situations.

Project 1: Business Continuity Planning

- Governance and Strategic Directions

  Ensures that roles and responsibilities are clearly defined and in place to provide effective strategic direction during emergency response situations.

- Learning, Innovation, and Change Management

  Builds upon the lessons learned from major occurrence investigations and small disruptions to normal business activities.

Performance Measures

- Project is completed on time and within budget.
- Full compliance with Treasury Board standards.
- Business continuity plans are tested and demonstrated to be effective.

Action Items	*Deliverables*	*Timelines*
Develop business contingency plans and business resumption plans	Completed business continuity plans	June 2007
Implement and test the business continuity plans	Full implementation of business continuity plans	September 2007
Establish ongoing governance and review process for business continuity plans	Documented process	September 2007

* O+M for consultant to complete the work started in 2006–2007 and for translation of documents

Project 2: Management of IT Security Standards

Project Sponsor	*Project Leader*	Resources allocated
Robert Mageau	Marc Lalande	$75,000[*]

Project Goals and Objectives/Activity Description

Complete the review and upgrade of IT security measures to achieve compliance with the Treasury Board IT security standards and, thereby, ensure the protection of TSB IT assets and infrastructure, as well as the TSB electronic information repositories.

Link to Strategic Plan and Management Accountability Framework (MAF)

Strategic Plan Linkages

- Organizational Effectiveness

  Contributes to ensuring the continued operational capability of the organization to deliver its products and services. Helps optimize the investments in and the organization of human, financial, and physical resources.

Project 2: Management of IT Security Standards

MAF Linkages

- Risk Management

  Ensures that plans, assets, and tools are in place to mitigate risks, thereby minimizing disruptions and potential losses of information.

- Stewardship

  Contributes to the protection of assets and information under the control of the TSB. Ensures integrated and effective controls are in place. Ensures cost-effective and efficient use of resources allocated to risk mitigation.

- Accountability

  Ensures that roles and responsibilities are clearly defined.

- Learning, Innovation, and Change Management

  Provides a framework and tools to track and record incidents, draw lessons learned, and promote continuous organizational learning.

Performance Measures

- Project is completed on time and within budget.
- Full compliance with Treasury Board standards.
- Business continuity plans are tested and demonstrated to be effective.

Action Items	*Deliverables*	*Timelines*
Develop and deliver security awareness training to all TSB employees	All employees are trained	December 2007
Review and update all departmental IT security policies and procedures	Complete and up-to-date IT security policies and procedures	December 2007
Develop IT portion of the TSB Business Continuity Plan	TSB IT Disaster Recovery Plan in place	March 2008
Complete detailed threat and risk assessments of network infrastructure, major IT systems, and physical accommodation	Threat and risk assessment reports (TRAs) for: 1) Internet access 2) Anti-virus / Anti-spy ware 3) Windows domain (TSB) 4) Remote access 5) GeNet / Secure channel 6) Printing 7) G/X 8) Modal applications	March 2008

[*] O+M funds for a consultant to assist in completing the threat and risk assessment reports and developing an IT disaster recovery plan.