

# MANITOBA PUBLIC INSURANCE

2021 GENERAL RATE APPLICATION

Round 1 Information Requests

Confidential Questions - Public Responses

August 5, 2020

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Public Utilities Board



MANITOBA  
PUBLIC INSURANCE

**PUB (MPI) CI 1-2 - Confidential**

<b>Part and Chapter:</b>	<b>Part IV - VM Appendix 3 - Confidential</b>	<b>Page No.:</b>	<b>21-23, 26</b>
<b>PUB Approved Issue No:</b>	<b>10. Current IT Strategic Plan and IT Expenses and Projects, including Project Nova and other initiatives planned for or ongoing in the rating years</b>		
<b>Topic:</b>	<b>IT Strategy</b>		
<b>Sub Topic:</b>	<b>Project Nova</b>		

**Preamble to IR:**

The revised roadmap tasks and time frame does not appear to align with the timing of revised project costs.

**Question:**

- a) Please indicate how the Corporation determined the revised budget spending by year in light of the changes of the delivery time frame;
- b) Please provide the spending on each key initiative on the revised project roadmap by year.

**Rationale for Question:**

To assess reasonableness in Project Nova capital budget spend.

**RESPONSE:**

- a) MPI determined the revised Project Nova budget in the fall of 2019 as part of its annual corporate budget process/cycle, which included determining required capital funding requests in order to permit a review/approval of the corporate operating budget by the MPI Board of Directors. This determination was an approval of the projected spend of \$25M for the fiscal year 2020/21, not the entire

\$85M Project Nova budget. MPI determined the revised budget costs by using the expenses to-date and remaining forecast projection spend for the fiscal year 2019/20 and revisiting the Project Nova delivery roadmap and associated timing of expected expenses. Please note that MPI refined the Project Nova delivery roadmap in February 2020. The annual project spend does not reflect those adjustments at this time.

The revised budget determination is not supported by a revised business case and financial model as requests for proposals (RFPs) remained unissued or were in progress at that time. As shared in other Project Nova related responses, MPI will re-baseline the Project Nova business case in October 2020 and will include a definitive projection of actual expenses and timing of year-over-year expenses and consider the completion or near completion of RFPs as well as the re-validation of all other project-related expenses. Thus, the Project Nova budget and annual spend that the FY21/20 corporate annual budget will incorporate will be based on facts and knowns versus the assumptions utilized to generate the FY20/21 expense projections.

- b) MPI did not update the project-level spending on each initiative as part of its FY20/21 project expense annual spend exercise. MPI is however completing this as part of the re-baseline exercise in October 2020. Once complete, MPI will share the requested information.

**PUB (MPI) CI 1-8 - Confidential**

<b>Part and Chapter:</b>	<b>Part IV - IT Appendix 4 -Confidential</b>	<b>Page No.:</b>	<b>2</b>
<b>PUB Approved Issue No:</b>	<b>10. Current IT Strategic Plan and IT Expenses and Projects, including Project Nova and other initiatives planned for or ongoing in the rating years</b>		
<b>Topic:</b>	<b>IT Status of Strategic Initiatives</b>		
<b>Sub Topic:</b>	<b>HSDE Status</b>		

**Preamble to IR:**

Program close-out activities related to HSDE Phase 3 & 4 have been completed. In the 2019/20 GRA, MPI indicated the forecasted budget at completion was \$6,964,481. In the 2020/21 GRA, the forecasted budget at completion is \$4,112,846.

**Question:**

- a) Please provide project close out report for HSDE;
- b) Please comment on the difference between the previous year forecast at completion and the current year forecast (difference of \$2,851,635).

**Rationale for Question:**

To review completion of Value Management deliverables pertaining to project close outs and to understand forecasted completion budget statement.

**RESPONSE:**

- a) See Appendix 1.
  
- b) The change in the forecast to completion is the result of HSDE phase 1&2 being removed from the total as noted in the report. Phase 1 & 2 work was closed and has either been previously expensed or is being amortized.



# Project Closeout Report

HSDE Curriculum Re-design (2741),  
Pilot and Implementation (2822)



# Table of Contents

- 1. Introduction.....4
  - 1.1. Purpose .....4
  - 1.2. Project Closeout Report Goals.....4
- 2. PROJECT ASSESSMENT .....5
  - 2.1. Project Overview.....5
  - 2.2. Goals and Objectives Performance.....7
  - 2.3. Project Changes and Decisions .....9
  - 2.4. Planned Scope of Work – Project Control Log..... 12
  - 2.5. Project Summary: Schedule and Effort ..... 14
  - 2.6 Financials ..... 15
- 3. Transition to Operations ..... 18
  - 3.1. Project to Operations Transition Form ..... 18
  - 3.2. Outstanding Issues ..... 18
- 4. Project Outcomes..... 19
  - 4.1. Lessons Learned ..... 19
  - 4.2. Post Implementation - Value Management..... 19
- 5. REVIEW AND APPROVAL ..... 21

## Revision History

<b>Date</b>	<b>Document Version</b>	<b>Description of Changes</b>	<b>Author</b>
28/10/2019	0.1	Draft Close out report	Lekan Dada
14/11/2019	0.2	Updated feedback from Project Business Analyst, Technical Architect and OBC	Lekan Dada
15/11/2019	0.3	Updated revised budget/forecast as at end of October received from finance	Lekan Dada
22/11/2019	0.4	Updated feedback from Value Management	Lekan Dada
<a href="#">Click here to enter a date.</a>			



# 1. Introduction

## 1.1. Purpose

The purpose of this document is to mark the completion of the project by assessing the project's performance, identifying the lessons learned and best practices for future projects, and confirming that essential procedures and other project closure activities have been completed.

This document is also used to measure the benefits/outcomes delivered by the project.

Information within the closeout report will be leveraged for post project audits and or post implementation reviews, and therefore must include within this document attachments, embedded screenshots/documents, or links to the location of the source documents in SharePoint.

## 1.2. Project Closeout Report Goals

This Project Closeout Report is created to accomplish the following goals:

Review and validate the deliverables, milestones and success of the project against the original project plan and business case.

- Identify project highlights, lessons learned and best proposed practices for future projects.
- Document and confirm outstanding issues, risks, defects, and recommendations.
- Outline outstanding tasks activities and assigned owners to transition to operations and close off the project.

## 2. PROJECT ASSESSMENT

### 2.1. Project Overview

The purpose of formal driver education is to establish good driving beliefs and behaviors that contribute to a safe road culture and to develop driving skills to prevent collisions on Manitoba roadways. Educating drivers before they receive their license is a critical early intervention that positively affects driver preparedness and attitude for the long term.

The High School Driver Education (HSDE) currently offered by Manitoba Public Insurance (MPI) requires renewal to meet the needs of future drivers and the expectations of customers. The redevelopment project is a complete re-visioning, redesign, and redeployment of the program, including what we teach, how we teach, what tools we use, and the delivery model we employ to provide the teen novice driver with the best foundation possible in preparation for their life as a driver. The redevelopment project represents the first major overhaul of the program since the mid-1990s.

The overall project involves four phases over several years. Phases one (visioning) and two (proof of technology concepts) are complete and a project close-out report was completed in January 2017, please see link [HSDE Phase 1 and 2 Close out Report](#)

This close out documentation is focused on phase three (curriculum redesign) and phase four (Pilot and Implementation). By using behavioural science, research and proven approaches, the new Driver Z program focuses on altering driver behaviour and reducing a teen's risk of collision.

**Phase One:** Engagement with IBM to create stakeholder profiles (students, parents/guardians, and instructors) and establish a journey map of the program experience to focus tactical and strategic redevelopment efforts. Tactical outcomes included online/web learning technologies, increasing and improving practice driving time, use of vehicle telematics<sup>1</sup>, and stronger parental/co-pilot and student engagement. A roadmap for implementation and the transition to an envisioned future state and identification of strategic priorities was completed, providing the foundation for future phases of development.

**Phase Two:** Proof of technology concepts to determine if telematics, simulators and mobile/on-line learning technologies would be valuable additions to the program to enhance learning and if they could be successfully operationalized efficiently and effectively. Multiple hypotheses were

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<sup>1</sup> Telematics is a method of monitoring a vehicle and the driving behaviours of the operator. The technology combines Global Positioning System with on-board vehicle diagnostics to record and map where a vehicle has travelled and, by also using telemetry, can monitor and record speed, braking and cornering experiences, and other data that may be useful in objectively determining driver behaviour.



developed and tested in real-world class scenarios. Results informed the approach to curriculum redesign in Phase three.

**Phase Three:** Redevelopment activities associated with the detailed vision and associated curriculum for the new program, including the integration of new technologies, learning tools and instructor competencies and supports. New technologies will be developed to support detailed in-car and in-class learning objectives and lesson plans with integration of higher-order learning strategies; the development of on-line mobile learning components for students, parents and co-pilots; a flexible delivery model design for interchangeable components; reimagined video, animations, and simulations; new assessment and progression dashboard with gamification and social community connectivity; and modified timeline of course events and requirements.

- Development of curriculum redesign strategy, curriculum redesign, roadmap, and phased implementation plan that encompasses higher order learning, mobile and on-line learning, and supporting technologies.
- Components will include learning needs analysis of the existing program, piloting changes and implementation of a redesigned roadmap/journey that keeps participants engaged beyond the classroom training through to the road test via: parent involvement, refresher modules, etc.
- Creation of a new assessment model for students to support all aspects of the new curriculum (in-car and in-class) to enable analysis and measurement of training effectiveness.
- This includes ongoing personalization of feedback and content to remediate and target learners and guardians/parents based on their individual needs.
- Revamping of the instructor model to enable facilitation of the new curriculum. Competency model will be created in parallel to allow for the appropriate skill set of instructor capabilities.

**Phase Four:** Driver Z pilot implementation took place in 20 High Schools in Winnipeg, Brandon and selected rural locations. The pilot provided valuable insight to areas within the program that required adjustments to people readiness, processes, procedures, curriculum content and Driver Z application. The scope of the phase four included the following:



- Release 2 implementation and support
- People readiness activities
- French lessons content
- Driver Z French Language Capability
- Congratulatory email and Certificate
- Total 240 Bugs and backlog items were resolved in Phase 4
- Performance Load Testing
- Mobile testing

The full operational implementation of the Driver Z program launch September 2019. .

The High School Driver Education (HSDE) currently offered by Manitoba Public Insurance (MPI) requires renewal to meet the needs of future drivers and the expectations of customers. The redevelopment project is a complete re-visioning, redesign, and redeployment of the program, including what we teach, how we teach, what tools we use, and the delivery model we employ to provide the teen novice driver with the best foundation possible in preparation for their life as a driver. The redevelopment project represents the first major overhaul of the program since the mid-1990s.

## 2.2. Goals and Objectives Performance

The following table provides a comparison of the original project objectives to what the project delivered.

OBJECTIVE	STATUS	SUPPORTING EVIDENCE
Curriculum redesign including: vision, learning objectives, lesson plans, instructional design, complete on-line lessons (students, parents/co-pilots), in-class guided facilitation teaching materials, new scripts and video production, in-class and in-car assessment requirements and methods, parent/co-pilot coaching resources and route guidance, instructor training, and business architecture.	Completed	<ul style="list-style-type: none"> <li>• Offline Curriculum – Driver Education Instructor Community (DEIC) - <a href="#">DEIC Link</a></li> <li>• Online Curriculum (English &amp; French)                             <ul style="list-style-type: none"> <li>• In-Car curriculum (English &amp; French)</li> <li>• In-Class Curriculum (English &amp; French)</li> </ul> </li> <li>• <a href="#">Approved Curriculum Contents</a></li> <li>• Business Architecture - <a href="#">Business Architecture</a></li> <li>• DE SharePoint - <a href="#">Driver Education SharePoint</a>                              Driver Z application <a href="https://driverz.mpi.mb.ca">https://driverz.mpi.mb.ca</a></li> </ul>
Technology support in the form of: estimates, requirements, and development of system integrations, Customer Learning Management System, Customer and Partner Portals, on-line book and pay for course registration, new program-specific application with in-car and	Completed	<ul style="list-style-type: none"> <li>• Project Estimate completed  <a href="#">Phase 3 Assessment Worksheet</a>  <a href="#">Phase 4 Assessment Worksheet</a></li> <li>• Requirements in SharePoint  <a href="#">Link to Approved Business Use Case</a></li> <li>• Driver Z has in-car and In-class assessment.</li> </ul>



<p>in-class assessment and two-way feedback from instructor to student and co-pilot, student progression history and scores, and notifications.</p>		<ul style="list-style-type: none"> <li>• Driver Z has student progression history and scores including email notifications.  <a href="https://driverz.mpi.mb.ca">https://driverz.mpi.mb.ca</a></li> <li>• Corporate decision made not to proceed with Customer Self Service phase 2 and 3 which include Customer and Partner Portals, online book and pay for course registration.</li> </ul>
<p>People Readiness as evidenced by: prepared and resourced operations within Driver Education department, a recruited and fully trained team of contracted instructors, informed and prepared brokers, and an informed public through executed communication and marketing strategy.</p>	<p>Completed</p>	<ul style="list-style-type: none"> <li>• Instructor training completed  <a href="#">Instructor Post-Training Email</a></li> <li>• <a href="#">DE September Training Instructor Survey</a></li> <li>• DE/Liaison officer training completed.</li> <li>• Training brokers/service center and contact center.</li> <li>• Continuous training.</li> <li>• Driver Z promotional video available on public website  <a href="#">Promotional Driver Z Video</a></li> <li>• Additional information provided through the public website  <a href="#">Driver Z Program Information</a></li> <li>• Distribute Driver Z takeaway – a handout explaining the Driver Z program - to broker offices and Service Centres  <a href="#">Broker Takeaway</a></li> <li>• Communication to frontline resources./brokers/service centre/contact center.  <a href="#">Communications Strategy Driver Z (March 2019)</a></li> <li>• ESC did not approve marketing strategy.</li> </ul>



### 2.3. Project Changes and Decisions

The following table summarizes impacts through Change Requests (CRs) and Decision Requests (DRs).

DATE	CR NUMBER (with hyperlink)	NAME/DESCRIPTION OF CHANGES	STATUS	Scope/Objective	Benefits	Resources	Schedule	Budget	IBM/Vendor	Infor Security	Other
12/18/2017	<a href="#">CR-HSDE-01</a>	Revised Schedule and Budget	Approved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5/29/2018	<a href="#">CR-HSDE-02</a>	Revised Schedule and Budget – April 2018	Approved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11/20/2018	<a href="#">CR-HSDE-03</a>	Revised Schedule and Budget	Approved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12/28/2018	<a href="#">CR-HSDE-04A</a>	Architecture Change Request - Instructor Authentication	Approved	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5/30/2019	<a href="#">CR-HSDE-04</a>	Increase Phase 4 Spending from Phase 3 Savings	Approved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Total Value of CR Changes \$ 0**

[Link to HSDE Change Request](#)



Pilot and Implementation (2822), **Error! No text of specified style in document.**

DATE	DR NUMBER (with hyperlink)	NAME/DESCRIPTION OF CHANGES	STATUS	Scope/Objective	Benefits	Resources	Schedule	Budget	IBM/Vendor	Infor Security	Other
7/31/2017	<a href="#">DR-HSDE-01</a>	Curriculum Redesign – Project Iterative Approach	Approved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
11/27/2017	<a href="#">DR-HSDE-02</a>	Driver’s Handbook and Animations	Approved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
6/19/2018	<a href="#">DR-HSDE-003</a>	Business Vision Word Document Exemption	Approved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5/31/2018	<a href="#">DR-HSDE-004</a>	DES Decision Approach	Approved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
12/17/2018	<a href="#">DR-HSDE-07</a>	Impact of Shelving CSS Phase 2 & 3 on HSDE, IWS and AOL changes	Approved	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12/28/2018	<a href="#">DR-HSDE-08</a>	Versioning in HSDZ	Approved	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
12/28/2018	<a href="#">DR-HSDE-09</a>	MPI Learn Decision	Approved	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
12/28/2018	<a href="#">DR-HSDE-10</a>	Program Fees	Approved	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
12/28/2018	<a href="#">DR-HSDE-11</a>	Telematics	Approved	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
10/28/2019	<a href="#">DR-HSDE012</a>	Operational Funding of HSDE Transitioned Budget Items	Approved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

August 5, 2020

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2021 GRA Information Requests - Round 1  
PUB (MPI) CI 1-8(a) Appendix 1 - Confidential

Project Closeout Report



**Total Value of DR Changes \$ 0**

[Link to HSDE Decision Request](#)



## 2.4. Planned Scope of Work – Project Control Log

The following link identifies the key project deliverables that were produced throughout the project lifecycle during phase three and four.

MPI Project Control Log													
Phase	Phase 0: Project Start-Up	Phase 1: Inception	Phase 2: Elaboration (Business & System)	Phase 3: Build	Phase 4: Test (SIT & UAT)	Phase 5: Implementation & Warranty							
Approved Preliminary Deliverables Note: Exceptions can be applied for through BTO Management.	BRM & ODC Assignment	X	Inception Schedule - Baseline 1	Business Requirements / Business Use Cases	Design Specifications (Modifiable)	X	SIT (Modifiable)	CCB Go/No Go Decision	✓				
	Business Case	X	Vision Document	Security Requirements	Code Development	✓	ISO Testing: Penetration Test Scope	X	KM Summary	✓			
	PM Assignment	✓	Architecture Definition Document (ADD) - Solution Concept	Stakeholder Analysis (Business Impact Assessment)	Prepare Test Environments	✓	ISO Testing: Secure Code Review	✓	Implementation/Cut-over Activities	✓			
	Set-up Project Site, Schedule, Core Resources	✓	EM Infrastructure Forecast (Project Intake tab only)	ADD - Solution Outline	X	Go-Live Criteria	✓	Implementation Task List	✓	Project Close Out Report	✓		
	Project Charter	X	Threat Risk Assessment Questionnaire (TRAQ)	EM Infrastructure Forecast (Requirements baseline tab)	X	SIT Plan (Modifiable)	X	User Acceptance Testing	✓		Required	✓	
			High Level Security Requirements	X	Elaboration Schedule (Update) - Baseline 3	X	SIT Test Cases/Data	✓	Operational Acceptance Testing	✓		Not Required	X
			Project Control Log	✓	Data Conversion Strategy	X	Acceptance Test Plan (UAT, DAT)	✓	Change Management Activities / Cut-over Preparations	✓			
			Elaboration Schedule (Develop) - Baseline 2	✓	Implementation Strategy (Modifiable)	✓	UAT Test Cases/Data	✓	Project to Operations Transition Plan	✓			
			Vendor Agreements	✓	Change Management Strategy and Plan	✓	Readiness Plan (Integrated Communication Plan)	✓	Load Test Plan	✓			
					Test Strategy (Modifiable)	✓	Implementation Plan	✓	Change Plan	✓			
					Operational Support Model (OSM) Modifiable	✓	Training Materials	✓	Stakeholder Analysis	✓			
					Knowledge Management (PM) Strategy	✓	User Documentation	✓					
					System Use Cases / User Stories	✓	Communication Materials	✓					
					ADD - Target Architecture	X	Communications Strategy	✓					
					Environment Requirements	X	Need Assessment	X					
					RFS/RSIP	X	Project Plan	X					

### Approved DR - HSDE Phase 4 Control Log

Major Deliverable	Link to Support Document
HSDE Business Case	<a href="#">HSDE Business case - Final May 2018</a>
HSDE Program Charter	<a href="#">HSDE Program Charter</a>
HSDE Project Plan	<a href="#">HSDE Project Plan</a>
Business Policies Discussion - EC	<a href="#">EC Operations - Project Overview and Business Policies</a>
HSDE - Business Use Case	<a href="#">Link to Approved Business Use Case</a>
HSDE – System Use Case	<a href="#">Link to Approved System Use Cases</a>
HSDE Risks	<a href="#">Link to HSDE Risks in PPM</a>
HSDE Issues	<a href="#">Link to HSDE Issues in PPM</a>
Status Reports	<a href="#">BTO Projects</a>
Meeting Minutes	<a href="#">Link to SharePoint</a> Click Author Group: HSDE Meeting Minutes
Architecture Definition Document	<a href="#">HSDE ADD - Final</a>



Major Deliverable	Link to Support Document
Project Presentations	<a href="#">HSDE Phase 4 Presentations</a>
Change Request	<a href="#">Link to HSDE Change Request</a>
Decision Request	<a href="#">Link to HSDE Decision Request</a>
HSDE Implementation Strategy	<a href="#">HSDE Phase 3 Implementation Strategy</a>
Business Architecture Vision	<a href="#">HSDE Business Architecture Vision Phase 3</a>
Test Strategy	<a href="#">HSDE Test Strategy</a>
HSDE Support Model	<a href="#">HSDE Operational Support Model</a>
Communication Strategy	<a href="#">Communications Strategy Driver Z (March 2019)</a>
Driver Z Video Links	<a href="#">Driver Z Video Link - Master List</a>
Mobile Testing Status – Phase 3	<a href="#">Mobile Testing - Status Update July 15, 2019</a>
HSDE Phase 3 Readiness Plan	<a href="#">HSDE Readiness Plan (Integrated Comms Plan) - Phase 3</a>
Penetration Testing – Phase 3	<a href="#">2019 MPI Application Assessment Final 20190408</a>
Lessons Learned Phase 3	<a href="#">Lessons Learned - HSDE Phase 3 (Business Team)</a> <a href="#">Lessons Learned - HSDE Phase 3 (Technical Team)</a>
Load Test Plan	<a href="#">Performance Load Test Plan</a>
Contracts/RFP	<a href="#">Link to SharePoint</a> Click on Author Group : Vendor Management
Communications Audit	<a href="#">HSDE Communications Audit</a>
Project Approach/Kick off	<a href="#">HSDE Project Approach/Kick Off</a>
KM Summary Report (Phase 4)	<a href="#">PH 4 KM Summary Report</a>
Km Summary Report (Phase 3)	<a href="#">KM Summary Report</a>
Driver Z Stakeholder Analysis	<a href="#">Stakeholder Analysis - Phase 4</a>
People Readiness Plan	<a href="#">Driver Z Phase People Readiness Plan</a>
Driver Z Change Management Strategy	<a href="#">Change Management Strategy - Phase 4</a>
KM Training Plan	<a href="#">KM Training Plan Phase 4</a>
ESC Meeting notes	<a href="#">Link to ESC Meeting Notes</a>
Driver Z Aug End to End Test Plan	<a href="#">End to End Test Plan</a>
Implementation task list (Aug 25th)	<a href="#">Aug 25th Implementation task list</a>
Implementation task list (Warranty)	<a href="#">Oct 20 2019 Implementation Task List</a>
Operational Reporting Requirement	<a href="#">Driver Z KPI and Program Monitoring Reporting Requirements</a>
Transition to Operations	<a href="#">Approved Transition to Operation</a>



## 2.5. Project Summary: Schedule and Effort

This section provides a comparison between planned and actual schedule, planned and actual effort and SPI (schedule performance index) for both phase 3 and phase 4

Task Name	Publis	% Complete	Start	Finish	Work	Actual Work	Duration	Actual Duration	SPI
▲ HSDE Phase 3 - Curriculum Redesign	No	100%	Wed 3/1/17	Fri 9/6/19	162,536.76 hrs	162,536.76 hrs	657.94 days	657.94 days	0.91
▶ Phase 0-Project Start-Up	No	100%	Wed 3/1/17	Thu 3/9/17	40 hrs	40 hrs	6 days	6 days	0
▶ Inception Phase	No	100%	Thu 3/2/17	Fri 6/29/18	1,158.25 hrs	1,158.25 hrs	346 days	346 days	1
▶ Elaboration Phase	No	100%	Tue 4/4/17	Fri 3/8/19	8,862.84 hrs	8,862.84 hrs	503.94 days	503.94 days	1.54
▶ Build Phase	No	100%	Fri 7/21/17	Thu 6/6/19	133,942.86 hrs	133,942.86 hrs	489.69 days	489.69 days	0.61
▶ Test Phase	No	100%	Mon 5/14/18	Mon 6/3/19	11,020.9 hrs	11,020.9 hrs	275.94 days	275.94 days	0.95
▶ Implementation & Warranty Phase	No	100%	Wed 3/1/17	Fri 9/6/19	7,511.91 hrs	7,511.91 hrs	657.94 days	657.94 days	107.77

Task Name	Publis	RAG	%	Start	Finish	Work	Actual Work	Duration	Actual Duration	SPI
▲ HSDE Phase 4 Implementation	No		99%	Wed 5/1/19	Fri 11/29/19	12,434.06 hrs	12,388.86 hrs	153 days	151.91 days	0.41
▲ HSDE Phase 4 Implementation	No	●	99%	Wed 5/1/19	Fri 11/29/19	12,434.06 hrs	12,388.86 hrs	153 days	151.91 days	0
▶ Phase 0 - Project Start-Up	No	✓	100%	Wed 5/1/19	Thu 5/16/19	55.6 hrs	55.6 hrs	11.13 days	11.13 days	0.33
▶ Phase 1 - Inception	No	✓	100%	Mon 5/6/19	Mon 6/3/19	99 hrs	99 hrs	20.25 days	20.25 days	0.25
▶ Phase 2 - Elaboration (Business & Systems)	No	✓	100%	Wed 5/1/19	Mon 9/2/19	851.2 hrs	851.2 hrs	89 days	89 days	0.42
▶ Phase 3 - Build	No	✓	100%	Wed 5/1/19	Thu 9/5/19	6,248.32 hrs	6,248.32 hrs	91.16 days	91.16 days	0.16
▶ Phase 4 - Test (SIT & UAT)	No	✓	100%	Mon 6/17/19	Thu 10/31/19	745.46 hrs	745.46 hrs	98 days	98 days	0.28
▶ Phase 5 - Implementation & Warranty	No	✓	100%	Mon 7/8/19	Thu 11/7/19	2,196.02 hrs	2,196.02 hrs	88 days	88 days	2.72
▶ 5.3 Project Closeout	No	●	96%	Wed 5/1/19	Fri 11/29/19	2,238.46 hrs	2,193.25 hrs	153 days	146.97 days	54.9

**\*Remarks** – An SPI ratio greater than 1 indicates that you're ahead of schedule. Likewise, an SPI ratio less than 1 indicates that you're behind schedule. For example, an SPI of 1.5 means that you've taken only 67 percent of the planned time to complete a portion of a task in a given time period. An SPI of 0.8 means that you've spent 25 percent more time on a task than was planned.





**Project Financials**

- Link to the financial library - [HSDE Financial Library](#)
- HSDE Phase 3 (2741) - [Phase 3 Assessment Worksheet \(ESC Approved\)](#)
- HSDE Phase 4 (2822) - [Phase 4 Assessment Worksheet \(ESC Approved\)](#)

Phase Category	Total Original Approved Budget	Total Actuals as at Oct 31, 2019	Variance to Original Approved Budget over/(under)
<b>Phase 3</b>			
HP External Resources	2,454,178.47	2,734,550.11	280,371.64
Internal Resources	563,875.69	290,573.02	(273,302.67)
Consultant Travell/Parking	-	2,541.75	2,541.75
Employees Travell/Parking	-	1,420.30	1,420.30
Video Production	287,533.18	234,741.61	(52,791.57)
Other: Facilitator Workshop; Security Penetration Test; French Translation; Mobile Testing; Authentication Work	78,812.00	79,754.11	942.11
Contingency - 20% (Sept/18 to Apr/19)	287,564.31	-	(287,564.31)
Printing Material	10,000.00	-	(10,000.00)
Variance between Phase 3 & Phase 4 due to timing	(30,526.00)		30,526.00
<b>Total</b>	<b>3,651,437.65</b>	<b>3,343,580.90</b>	<b>(307,856.75)</b>
<b>Phase 4</b>			
HP External Resources	168,000.00	513,124	345,123.88
Internal Resources	73,080.00	105,590	32,510.24
Consultant Travell/Parking		589	589.25
Employees Travell/Parking		100	100.00
Contingency - 20%	220,976.00		(220,976.00)
Implementation Support (KMS, Operational Support - incremental)	448,800.00		(448,800.00)
Marketing & Promotional Materials	150,000.00	1,155.00	(148,845.00)
Training materials	15,000.00		(15,000.00)
Driver 2 student Incentives	60,000.00		(60,000.00)
Other one time cost (tablets)	160,000.00		(160,000.00)
Rural area classes	30,000.00		(30,000.00)
French Translation & instructor validation		10,944.30	10,944.30
Load Testing (Implementation support)		12,474.00	12,474.00
Load Testing -F5 Upgrade License		52,820.94	52,820.94
Mobile Testing Vendor (PQA) (Implementation support)		21,175.00	21,175.00
Printing Material		20,592	20,592.21
Food Refreshment - Instructor in service training refreshment expense		453	452.96
<b>Total</b>	<b>1,325,856.00</b>	<b>739,017.78</b>	<b>(586,838.22)</b>

<b>Grand Total</b>	<b>4,977,293.65</b>	<b>4,082,598.68</b>	<b>(894,694.97)</b>
<b>Note:</b>			
Finance budget on Phase 4 is \$1,295,330 which is \$30,526 different from above. This is based on timing difference when finance set budget and when HSDE received approval at ESC and the board as per attached high level assesment worksheet of Sept 5th, 2018. The total budget approved for Phase 3 & Phase 4 remain the same - \$4,977,293.65			

Budget	Totals
Revised Program Budget	\$7,066,645
Phase 1 & 2 – Actuals	\$2,089,352
Phase 3 – Estimate At Completion	\$3,343,581
Phase 4 – Estimate At Completion	\$1,125,895
Overall Under Budget Variance (Phase 1 – 4)	\$507,817

The total cost of the items being transitioned to FY 2020/2021 is **\$353,465 by December 2019** as per attached DR [DR-HSDE012](#)

- **\$160,000 – ITBT (tablets)**
- **\$193,465– Driver Education**
  - **\$60,000 – Driver Z incentive**
  - **\$30,000 – Rural Class Areas**
  - **\$103,465 - Liaison Officer and Clerk 2 \$103,465 (Dec 2019 – Sept 2020)**
- The **\$160,000** will be handled by ITBT as a variance to their operational budget.
- The **\$193,465** will be handled by Driver Education Department as a variance to their operational budget starting from December 2019 to September 2020.
- Estimate At Completion in Fiscal Year 2019 - \$772,430 (\$ 1,125,895 - \$353,465)

### Variance Explanations

- The phase 3 and phase 4 contingencies were unused.

[HSDE Program Charter \(Phase 1 & 2\)](#)

[HSDE Project Plan](#)

[HSDE Phase 4 Schedule](#)



### 3. Transition to Operations

#### 3.1. Project to Operations Transition Form

The following link outlines outstanding defects, Remedy tickets, or items have been accepted as work, which have been accepted and will be corrected through Operations.

[Approved Transition to Operation](#)

#### 3.2. Outstanding Issues

The following table outlines outstanding deliverables, issues, or actions from the project that remain to be completed. To ensure clear understanding, information pertaining to the resolution, status, who is assigned the issue, or next steps should be included. Where appropriate, provide recommendations/actions as to how these may be dealt with.

ISSUE	DETAILS	ACTIONS	ASSIGNED TO
N/A	N/A	N/A	N/A

Documents identified in the project are found in the Project Issue Log through the link below.

Insert Link to the Project Issue Log.



## 4. Project Outcomes

### 4.1. Lessons Learned

This section identifies and describes the major successes, issues and challenges encountered during the course of the project. These Lessons Learned will be incorporated into EPMO’s consolidated Lessons Learned database and recommendations derived from successes will contribute to continuous improvement best practices.

[Lessons Learned - HSDE Phase 3 \(Business Team\)](#)  
[Lessons Learned - HSDE Phase 3 \(Technical Team\)](#)  
[HSDE – Phase 4 Survey Summary \(November, 2019\)](#)

### 4.2. Post Implementation - Value Management

This section provides the specific planned/intended business benefits or positive results expected from the operations of the project end-result. These benefits/outcomes were identified in the business case. The below table is used to confirm that specified outcomes were realized.

Outcome	Status	Supporting evidence
A reduction in the rate of claims frequency, achieved incrementally as students graduate the new program. By 2030 the entire eligible 15-24 year old age cohort will have exposure to the new program and when benefits of redevelopment will reach their full maturity.	Deferred	The outcome will not be measurable for a few years until a significant number of Driver Z students have experienced the course and been driving for a number of years.
Downward trending of at-fault serious injury and fatality collisions by 15-24 year olds over ten years.	Deferred	Same as above
Improve the Class 5 road test pass rate to 75 per cent for program participants and maintain knowledge test past rate of 85 per cent.	Deferred	Same as above
Downward trending of conviction rates will demonstrate that the education program has changed young driver attitudes and behaviors.	Deferred	Same as above
Maintain enrollment of eligible demographic and increase completion rate from 30 per cent to 50 per cent.	Deferred	Same as above

If the outcomes are not immediately realized, the table below indicates the date reporting will commence and we may be able to see the trending starting at this time, but the outcome realization would be realized later in the future.

Benefit	Action	Date Reporting will Commence	Responsible



A reduction in the rate of claims frequency, achieved incrementally as students graduate the new program	The Rate of at-fault claims will be the primary indicator	20/21	Driver Education Dept.
Downward trending of at-fault serious injury and fatality collisions by 15-24 year olds over ten years.	The rate of at-fault fatality and injury claims will be the primary indicator of benefits.	20/21	Driver Education Dept.
Improve the Class 5 road test pass rate to 75 per cent for program participants and maintain knowledge test pass rate of 85 per cent	The decrease in test attempts will be spread across the province and the entire population of driver examiners and service centres.	20/21	Driver Education Dept.
Downward trending of conviction rates will demonstrate that the education program has changed young driver attitudes and behaviors.	This intended outcome will not be quantified into financial benefits.	20/21	Driver Education Dept.
Maintain enrollment of eligible demographic and increase completion rate from 30 per cent to 50 per cent.	Better completion rate will achieve more sanctioned on-road practice and a larger student audience will expand incremental benefits.	20/21	Driver Education Dept.



## 5. REVIEW AND APPROVAL

This section contains the signatures of key stakeholders, signifying they have reviewed and accepted the project close-out document and have agreed to close the project.

### 5.1. Business Transformation Office Review & Approvals

**Name**

Robin Hildawa

**Role**

Manager, EPMO

*The EPMO Manager is responsible for ensuring the project follows and aligns with corporate Project Management Methodology.*

**See SharePoint Workflow:**

Enter link to workflow

**Name**

Lindsay Jurkowski

**Role**

Manager, Business Services

*The Business Services Manager is responsible for the supporting and reporting of project financials.*

**See SharePoint Workflow:**

Enter link to workflow

**Name**

Gary Dessler

**Role**

Corporate Systems Architect

*The Corporate Systems Architect is responsible for the overall technical solution supporting the business objectives.*

**See SharePoint Workflow:**

Enter link to workflow

**Name**

David Paradis

**Role**

Director, Project Delivery

*The Director of Project Delivery has shared responsibility to ensure alignment to overall corporate objectives and the successful implementation of the program or project.*

**See SharePoint  
Workflow:**

Enter link to workflow

## 5.2. Senior Management Review & Approval

**Name**

Lawrence Lazarko

**Role**

Director, BTO

*The Director of BTO is responsible for the successful planning and implementation and overall direction and guidance of the project.*

**See SharePoint  
Workflow:**

Enter link to workflow

**Name**

Maria Minenna

**Role**

Operational Business Champion (OBC)

*The OBC represents the corporate division for which the project was initiated and is responsible for providing executive and operational support for the project.*

**See SharePoint  
Workflow:**

Enter link to workflow