



Parliamentary Budget Officer

**Mr. Yves Giroux
Parliamentary Budget Officer
Office of the Parliamentary Budget Officer
50 O'Connor Street, Suite 919
Ottawa, Ontario K1A 0A9**

APR 05 2019

**Directeur parlementaire
du budget**

Dear Mr. Giroux:

This is further to your letter of March 13, 2019, regarding Information Request IR0413.

Please find attached the responses to your questions on the number of employees serviced by Phoenix for the last five years and on the labour costs associated with the administration of pay (Annexes A, B and C).

Regarding examples of completed costs associated with the procurement of a large IT system or software, we were unable to identify an example of a project that had the type of costing analysis completed that would meet your needs.

Please do not hesitate to let me know if you have any questions. Officials are available to brief you on this information at your convenience.

Yours sincerely,

**James Stott
Assistant Deputy Minister
Policy, Planning and Communications**

Enclosures