**INVESTMENTS IN PHOENIX**

**Initial Investment to Develop Phoenix**

$309M (2009)
Includes the IBM contract, other professional services contracts and program costs (i.e., delivery costs for the Transformation of Pay Administration Initiative).

**Unrealized Savings**

$70M/year (2016)
The government has decided not to harvest savings of $70M/year in 2016–2017, 2017–2018 and 2018–2019 to provide departments with additional resources to support employees.

**Repayable Advances to Unions**

$14M/year (2018)

**Building Capacity**

14 offices
(includes the Pay Centre in Miramichi and regional offices) across the country.

1,500 employees at the Pay Centre and regional offices.

200 employees at the Client Contact Centre.

**Enhancing Technology**

Reached out to experts, federal public sector unions and the private sector to find innovative solutions to help stabilize the pay system.

**Supporting Employees**

Pay pods rolled out by May 2019.
Enhanced Client Contact Centre service to provide employees with better information and advice at first point of contact.
Claims processes to compensate employees who incur expenses or financial losses.

**Investments to Respond to Pay Issues**

- **$523.3M** (Budget 2019, over 5 years) PSPC and TBS - Maintaining resources to address pay issues.
- **$9.2M** (Budget 2019) CRA – Processing income tax reassessments on pay issues.
- **$431.4M** (Budget 2018, over 5 years) PSPC and TBS – Building capacity, enhancing technology, supporting employees.
- **$5.5M** (Budget 2018) CRA – Processing income tax reassessments on pay issues.
- **$16M** (Budget 2018, over 2 years) TBS – Working with experts, federal public sector unions and technology providers on a way forward for a new pay.
- **$142M** (2017) PSPC – Building capacity, enhancing technology, supporting employees: ($15M for TBS and $127M for PSPC).
- **$5.5M** (Budget 2018) CRA – Processing income tax reassessments on pay issues.

**TOTAL $1.177 billion**