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Public Services and Procurement Canada

# Results: What we achieved—2019 to 2020 Departmental Results Report

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## Core responsibilities

### Purchase of goods and services

Public Services and Procurement Canada (PSPC) purchases goods and services on behalf of the Government of Canada.

### Departmental result: Federal organizations have the products and services they need, when they need them, at the best value

Government procurement provides tremendous economic benefits for Canadian businesses while supporting the priorities that matter most to Canadians. In 2019 to 2020, with a view to fully realizing these opportunities, PSPC (Public Services and Procurement Canada) continued to advance a number of initiatives to modernize federal procurement. For example, following consultations in early 2019 with industry on PSPC (Public Services and Procurement Canada)'s draft vendor performance management policy,

the department is developing small-scale pilot projects and working to refine the policy before broader implementation. The intent of the policy is the effective management of vendor performance which means strengthened stewardship of resources by ensuring that Canada continues to do business with suppliers who deliver. In addition, as part of the department's efforts under the National Strategy to Combat Human Trafficking, PSPC (Public Services and Procurement Canada) posted a request for information on Buyandsell.gc.ca in 2019 to 2020 to gather information on industry capacity in conducting a risk analysis of human trafficking, forced labour and child labour in procurement supply chains. Written responses from domestic and international organizations were received and will inform a subsequent request for proposal.

In 2019 to 2020 PSPC (Public Services and Procurement Canada) expanded its Canadian Collaborative Procurement Initiative (CCPI), which enables provincial and territorial governments, as well as the municipalities, academic institutions, schools and hospitals (MASH) sector and other entities, to use federal procurement tools. The province of Saskatchewan joined the initiative along with 100 MASH (municipalities, academic institutions, schools and hospitals) sector entities, an increase of almost 200% compared to the previous fiscal year. Eight new commodities and their respective procurement instruments, including medical supplies and equipment, became available through the CCPI (Canadian Collaborative Procurement Initiative). In 2019 to 2020, 8 provinces, 3 territories and 155 MASH (municipalities, academic institutions, schools and hospitals) sector entities were able to purchase goods and services under 32 commodity groups through federal procurement instruments made available through the CCPI (Canadian Collaborative Procurement Initiative). Collaborative procurement provides opportunities for Canadian businesses to expand their client base and to streamline selling to multiple levels of government.

PSPC (Public Services and Procurement Canada) continued to prioritize defence and marine procurement in 2019 to 2020, in support of Canada's defence policy: Strong, Secure, Engaged, and the National Shipbuilding Strategy (NSS). The NSS (National Shipbuilding Strategy) continued to help stimulate the Canadian economy, with approximately \$3.3 billion in new contracts awarded to Canadian companies in 6 different provinces in 2019. A \$15.7 billion investment to renew the Canadian Coast Guard fleet was announced, which will include 16 multi-purpose vessels and 2 Arctic and offshore patrol ships. A competitive process was also launched to select a third strategic partner shipyard under the NSS (National Shipbuilding Strategy) to build 6 new icebreakers for the Canadian Coast Guard. Chantier Davie pre-qualified to move onto the request for proposal and evaluation stage of the process.

The first 2 offshore fisheries science vessels, the Canadian Coast Guard Ship (CCGS) Sir John Franklin and the CCGS (Canadian Coast Guard Ship) Captain Jacques Cartier, were delivered to the Canadian Coast Guard. Sea trials began for the first Arctic and offshore patrols ship, the Halifax-Class Modernization Ship (HCMS) Harry DeWolf, and the second ship, the HCMS (Halifax-Class Modernization Ship) Margaret Brooke, was launched. Contracts were awarded to provide the Royal Canadian Navy with 4 steel barges and 4 naval large tugs; Canadian Forces Base Esquimalt will receive the barges to support various types of maintenance on ships, while the tugs will provide towing, firefighting and other critical support services to the Atlantic and Pacific Maritime Forces. The design process for the Canadian surface combatants was advanced, with Irving Shipbuilding and Lockheed Martin Canada authorized to progress to the second of 4 design phases—preliminary design. Chantier Davie was also awarded a contract for initial project work related to the construction of 2 new ferries for Transport Canada.

In 2019, the Government of Canada awarded approximately \$2.3 billion in new or amended repair, refit and maintenance contracts to Canadian companies. Contracts worth a combined total of \$1.5 billion were awarded to Chantier Davie, Seaspan's Victoria Shipyards and Irving Shipbuilding for maintenance support services through to the end of life for Canada's Halifax-class frigates. An invitation to qualify (ITQ) was also launched to identify qualified suppliers for the renewal of the in-service support contract for Canada's Victoria-class submarine fleet. The completion of the ITQ (invitation to qualify) process resulted in the qualification of 5 pre-qualified bidders to the next phase of the procurement process.

The open and transparent competition to replace Canada's fighter fleet marked an important milestone in July 2019 with the release of the formal request for proposal to pre-qualified suppliers. In addition, preliminary security offers were assessed and feedback was provided to the 3 eligible suppliers, marking an important step in the bid solicitation process.

The delivery of 18 F/A-18 fighter aircraft and associated spare parts and equipment from the Australian Government began in February 2019 and will continue through to December 2021. In 2019 to 2020, the first 4 aircraft were delivered and 2 aircraft are in operational service with the Royal Canadian Air Force.

The first CC-295 fixed-wing search and rescue aircraft was delivered in Spain which, along with subsequent aircraft, will support initial training and operational testing in 2020 to 2021. The final deliveries of 1,587 standard military pattern trucks and 332 trailers were completed and distributed to operational bases. The delivery of Block 2 CH-148 Maritime Helicopters

continued, bringing the total number to 14 of the 28 expected by the end of 2021. A contract was also awarded to acquire 360 armoured combat support vehicles that will integrate and support the Canadian Armed Forces' existing light armoured vehicles platform.

Invitations to qualify identified qualified suppliers for several key projects: the enhanced recovery capability project, which will replace the existing fleet of heavy tow trucks and associated equipment; the logistics vehicle modernization project, which will revitalize and replace Canada's light and heavy logistics vehicle capacities; and the remotely piloted aircraft system project. Engagement activities with the qualified suppliers for each project are now underway to review and refine the requirements prior to the release of requests for proposals.

The risk-based pilot project to streamline defence procurements in support of Canada's defence policy: Strong, Secure, Engaged was carried out over the course of 2019 to 2020 in collaboration with the Department of National Defense and the Treasury Board of Canada Secretariat (TBS). The project aims to modernize comptrollership and improve the efficiency of defence procurement for all stakeholders. Early results indicated that the project was a success, and a formal evaluation was completed in June 2020.

### **Procurement COVID-19 response**

In late 2019 to 2020, PSPC (Public Services and Procurement Canada)'s primary objective was to secure essential supplies and ensure the necessary logistics to support their distribution to provinces and territories as quickly as possible. Procurement specialists worked around the clock, in close collaboration with the Public Health Agency of Canada (PHAC) and Health Canada, to source life-saving equipment, including personal protective equipment, needed by frontline health workers and Canadians. PSPC (Public Services and Procurement Canada)'s aggressive approach to buying included ordering in bulk on behalf of provinces and territories, supplementing those orders by purchasing everything immediately available that met requirements, as well as ramping up domestic manufacturing capacity, through the Plan to Mobilize Industry to fight COVID-19, to meet both short and long term needs.

PSPC (Public Services and Procurement Canada) also supported the COVID-19 effort by assisting Global Affairs Canada in establishing repatriation flights, securing facilities for PHAC (Public Health Agency of Canada) to allow for the quarantine of returning individuals to Canada, including

cleaning and sanitation services, and contracting for a contact centre, advertising and public opinion research, as well as a laboratory fit-up for the eventual manufacture of a vaccine.

## **Departmental result: Government purchasing is simpler and easy to access, fair and transparent for suppliers**

PSPC (Public Services and Procurement Canada) is significantly advancing efforts to modernize procurement through leveraging digital technology, open data, and agile approaches. For example, in 2019 to 2020, the department launched an innovation and agile procurement centre, which is tracking agile procurement projects and developing tools and training to support its procurement workforce and clients in delivering agile and innovative procurement processes. An agile playbook has been created for the purchasing community within PSPC (Public Services and Procurement Canada).

In its efforts to make it easier for suppliers and Canadians to do business with the Government of Canada, PSPC (Public Services and Procurement Canada) made great strides in 2019 to 2020 in the implementation of the e-procurement solution (EPS), which is being undertaken gradually to ensure a smooth transition. The department launched the CanadaBuys website, which will eventually become the new central point for doing business with the Government of Canada, and also deployed functionality that allows suppliers to centrally register and maintain their profile information within the platform.

PSPC (Public Services and Procurement Canada) also continued to advance its contract modernization initiative (formerly the contract simplification initiative), and received positive feedback from the supplier community when simplified contract models were tested in active procurements for artificial intelligence and software-as-a-service.

PSPC (Public Services and Procurement Canada) continued to develop updates to the Pricing Framework, with work underway related to the determination of profit for negotiated contract pricing. PSPC (Public Services and Procurement Canada) has also rolled out web-based training and information sessions related to the renewed pricing guidance to equip its workforce of procurement specialists. The department also began developing additional specialized training related specifically to pricing approaches, which will promote innovative business solutions and enhance the competitiveness of industry.

## Departmental result: Government purchasing supports Canada's economic, environmental, and social policy goals

### Economic

To support Indigenous businesses, PSPC (Public Services and Procurement Canada) increasingly incorporated requirements for benefits for Indigenous Peoples and businesses into federal procurement, such as through Indigenous benefits plans. These plans increase the possibility of Indigenous Peoples and businesses competing successfully for contracts and subcontracts, and for Indigenous people to access employment and training opportunities. For example, PSPC (Public Services and Procurement Canada) awarded a \$2.8 million contract in July 2019 for seabed surveys in Hudson Bay, Quebec; it included an Indigenous benefits plan for the employment and training of local Indigenous people as well as subcontracting opportunities to local Indigenous firms.

#### Key fact: Opportunities to advance a renewed relationship with Indigenous Peoples in Western Region

PSPC (Public Services and Procurement Canada)'s Western Region has significant opportunities and responsibilities to advance a renewed relationship with Indigenous Peoples, as 85% of the population in Nunavut are Inuit and over half of the population in the Northwest Territories is Indigenous. Outreach activities and supplier engagement championed by the region's Office of Small and Medium Enterprises (OSME) create awareness of government contracting opportunities within these communities. 1,105 Indigenous suppliers were engaged in this region alone in 2019 to 2020.

PSPC (Public Services and Procurement Canada) also developed the guide on government contracts in the Nunavut Settlement Area to assist federal contracting officers in fulfilling obligations under the *Directive on Government Contracts*, including real property leases, in the Nunavut Settlement Area.

In addition, PSPC (Public Services and Procurement Canada) continued to encourage federal departments to increase the involvement of Indigenous businesses in federal procurement, and worked with Crown-Indigenous Relations and Northern Affairs Canada to establish the groundwork for an action plan to increase the value of contracts awarded to Indigenous businesses, with a new target to have at least 5 % of federal contracts awarded to businesses managed and led by Indigenous Peoples. PSPC (Public Services and Procurement Canada) continued to work closely with

the Council for the Advancement of Native Development officers to educate development officers on how to do business with and navigate federal procurement as well as build Indigenous business readiness.

The NSS (National Shipbuilding Strategy) continues to generate significant economic benefits across the country. Between 2012 and March 2020, the Government of Canada awarded more than \$13.9 billion of NSS (National Shipbuilding Strategy)-related contracts across the country, of which more than \$7.3 billion was awarded to Canadian firms, including shipyards other than the 2 shipyards selected to build Canada's large vessels, Irving Shipbuilding Inc. and Vancouver Shipyards Co. Ltd. NSS (National Shipbuilding Strategy) contracts awarded between 2012 and December 2019 are estimated to contribute over \$17.04 billion (\$1.54 billion annually) to Canada's gross domestic product, and create or maintain more than 15,521 jobs annually, through the marine industry and its Canadian suppliers between 2012 to 2022.

## Environmental

In alignment with the Government of Canada's greening agenda, and to further increase the accessibility of environmentally preferable goods and services available to purchasers, PSPC (Public Services and Procurement Canada) continued to support the inclusion of environmental considerations in its procurements, such as third-party environmental certifications, including shared procurement instruments. As of the end of 2019 to 2020, 42.7% of PSPC (Public Services and Procurement Canada)'s standing offers and supply arrangements contained environmental considerations. In addition, PSPC (Public Services and Procurement Canada) initiated work with suppliers to transition towards sustainable packaging options and reducing the amount of plastic waste in federal operations and procurement. The department is also working to further ensure that environmental considerations are integrated into real property procurement requirements, where appropriate.

PSPC (Public Services and Procurement Canada)'s standing offers for fleet and executive vehicles include zero-emission and hybrid-electric vehicles available for purchase by departments and agencies. This supports the Government of Canada requirement for executive vehicles to be zero-emission or hybrid-electric vehicles. To facilitate adoption of green vehicles, PSPC (Public Services and Procurement Canada) maintains a standing offer for electrical vehicle charging stations which offers multiple options to departments and agencies.

## Social

PSPC (Public Services and Procurement Canada) is committed to increasing the participation in federal procurement of under-represented supplier groups, such as women, persons with disabilities, and visible minorities.

In 2019 to 2020, PSPC (Public Services and Procurement Canada)'s Office of Small and Medium Enterprises (OSME) increased its outreach activities to target under-represented businesses across Canada. This included partnering with Women Business Enterprises Canada to develop a mentoring program for women-owned businesses. The department also continued to work and collaborate with the United Nations Decade of Persons of African Decent Push Coalition, the Black Business and Professional Association, and the Canadian Black Chamber of Commerce to raise awareness of the services offered by OSME (Office of Small and Medium Enterprises), to encourage participation in federal procurement, and to identify and remove barriers to supplier participation in public procurement. In 2019 to 2020, the department introduced a modernized tool for temporary help services, which incorporates social procurement measures by ensuring that 33 to 45% of each bidder list always includes suppliers from under-represented groups. In addition, PSPC (Public Services and Procurement Canada) published a request for information to gather information from community groups and industry on achieving community benefits through federal procurements related to buildings and infrastructure projects.

The Accessible Procurement Resource Centre developed tools to support the procurement community across the federal public service to give meaningful consideration to accessibility, which includes leveraging accessibility standards and best practices, and incorporating feedback from end-users and persons with disabilities, in the development of procurement requirements. PSPC (Public Services and Procurement Canada) has provided information sessions to numerous groups across the country, sharing best practices and tools to support the procurement community in meeting new obligations under the *Accessible Canada Act*. The centre also engages with the disability community on an ongoing basis to better understand their needs and the barriers they face to ensure the goods and services the government procures are accessible to the broadest range of citizens and employees, and to support the development best practices.

The department has also been working on the procurement strategy for new accessibility standards for government buildings. To this end, 6 contracts have been awarded across Canada for building technical accessibility assessments to establish an accessibility benchmark, to bring base building elements of certain facilities up to and beyond the latest accessibility codes and standards.



## Gender-based analysis plus

The department applies the gender-based analysis plus (GBA+) process within the context of procurement policy and tools development. During 2019 to 2020, PSPC (Public Services and Procurement Canada) continued its 2-year socio-economic procurement experimentation cycle, which takes into account factors of diversity in contracts. Activities include increasing the participation of under-represented suppliers, including women, Indigenous Peoples, and minority communities, as well as the inclusion of social or community benefits into procurement to contribute to the socio-economic well-being of all Canadians.

## Risk mitigation

There is a risk that PSPC (Public Services and Procurement Canada) may not have sufficient procurement resources to deliver on priorities, objectives, and programs due to a shortage of procurement officers with the appropriate knowledge, which can require several years of experience specific to federal government procurement. To mitigate this risk, the department:

- hired and trained additional specialized procurement staff, in order to help strengthen the capacity and competency needed to deliver ambitious programs associated with Canada's defence policy: Strong, Secure, Engaged and the National Shipbuilding Strategy
- implemented sound succession planning, recruitment and talent development strategies and invested in professional development

There is a risk that PSPC (Public Services and Procurement Canada) may not meet priorities or program requirements due to interdependencies with its internal and external partners and stakeholders or due to the complexity of shared accountabilities. This would adversely affect the timely delivery of services to other government departments, especially in relation to complex procurement such as defence procurement. To mitigate this risk, the department:

- collaborated with other government departments and TBS (Treasury Board of Canada Secretariat) on several government-wide human resources initiatives to ensure that the sufficient workforce with the appropriate skills and competencies was available in order to achieve expected service delivery
- consulted and collaborated on an ongoing basis with internal and external stakeholders, including other federal departments and the central agencies, as well as the NSS (National Shipbuilding Strategy) shipyards, through established governance infrastructure as part of the Defence Procurement Strategy and the NSS (National Shipbuilding

Strategy) to ensure sound stewardship and management of federal procurement

There is a risk that, given their size and complexity, significant information technology (IT)-enabled projects such as the EPS (e-procurement solution) could face challenges related to connectivity, interoperability and scalability. To mitigate this risk, the department:

- developed and implemented change management strategies for information management and information technology projects, and ensured proper training on systems and on the importance of data and information management
- augmented internal PSPC (Public Services and Procurement Canada) delivery capacity to support the EPS (e-procurement solution) project, through increased consultant resources in key areas such as risk management, solution architecture, test and release management, and IT (information technology) security
- leveraged lessons learned from other major IT (information technology) projects, such as using off-the-shelf technology and adopting agile development processes
- utilized independent third-party reviewer engagement for ad hoc and health check reviews

There is a risk that PSPC (Public Services and Procurement Canada) may have ineffective change management strategies and practices in place to ensure employees are supported through significant changes taking place. This would have had an adverse effect on the timely delivery of services to other government departments and on efforts to retain procurement expertise within PSPC (Public Services and Procurement Canada). To mitigate this risk, the department:

- increased the reach of change management training, strategies and practices
- developed change management principles for procurement, and continued to implement and monitor change management action plans for larger procurement initiatives
- collaborated with other government departments and TBS (Treasury Board of Canada Secretariat) on several government-wide human resources initiatives to ensure that the sufficient workforce with the appropriate skills and competencies was available in order to achieve expected service delivery

**Results achieved: Purchase of goods and services—Actual results versus performance indicator targets for expected results (3 fiscal years from 2017 to 2018, to 2019 to 2020)**

Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results
<b>Federal organizations have the products and services they need, when they need them, at the best value.</b>	Percentage of overall client satisfaction with PSPC (Public Services and Procurement Canada) procurement services.	80%	March 31, 2020	84%	84%	Not applicable (n/a) <sup>1</sup>
	Average number of days to award a contract (level 1 complexity). <sup>2</sup>	n/a (Not applicable) <sup>3</sup>	March 31, 2020	52	53	56
	Average number of days to award a contract (level 2 complexity). <sup>4</sup>	n/a (Not applicable) <sup>3</sup>	March 31, 2020	88	91	91
	Cost of procurement services per \$100 of contract value.	\$1.75	March 31, 2020	\$0.58 <sup>5</sup>	\$1.65	\$1.42
	Percentage of dollar value awarded through competitive contracting processes.	80%	March 31, 2020	80%	84%	71% <sup>6</sup>

Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results
	Percentage of contracts awarded through PSPC (Public Services and Procurement Canada) standing offers and/or supply arrangements.	40%	March 31, 2020	30%	28%	Data will be available in April 2021. <sup>7</sup>
	Percentage of competitive procurement processes versus sole source.	80%	March 31, 2020	62%	81%	80%
	Percentage of complex competitive procurement processes for which at least 2 bids were received (level 3 to 5).	To be determined (TBD) <sup>8</sup>	March 31, 2020	n/a (Not applicable)	n/a (Not applicable)	72%
	Average number of qualified bidders on complex competitive procurement processes.	TBD <sup>8</sup>	March 31, 2020	n/a (Not applicable)	n/a (Not applicable)	3.1

Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results
<b>Government purchasing is simpler and easy to access, fair and transparent for suppliers.</b>	Percentage of suppliers that rate the purchasing process as simpler and easy to access.	TBD <sup>8</sup>	March 31, 2020	n/a.(Not applicable)	72%	84%
	Percentage of contracts awarded for which a valid complaint was filed.	1%	March 31, 2020	0.00%	0.07%	0.04%
	Percentage of suppliers that rate the purchasing process as fair and transparent.	TBD <sup>8</sup>	March 31, 2020	n/a.(Not applicable)	56%	82%
	Number of agile digital procurements.	5	March 31, 2020	n/a.(Not applicable)	3	6

Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results
<b>Government purchasing supports Canada's economic, environmental, and social policy goals.</b>	Percentage of contract value awarded to small and medium businesses.	40%	March 31, 2020	67%	49%	52%
	Percentage of innovation contracts awarded by PSPC (Public Services and Procurement Canada) for which products and services are commercialized within one year after contract completion.	n/a (Not applicable) <sup>9</sup>	March 31, 2020	79%	80%	n/a (Not applicable) <sup>9</sup>
	Percentage of PSPC (Public Services and Procurement Canada) contracts, standing offers and supply arrangements that include "green" goods and services.	40%	March 31, 2020	13.5%	40%	43%
	Percentage increase in participation to procurement processes by businesses owned by Indigenous peoples.	TBD <sup>8</sup>	March 31, 2020	n/a (Not applicable)	n/a (Not applicable)	n/a (Not applicable) <sup>10</sup>

Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results
	Percentage increase in participation to procurement processes by businesses owned by women.	TBD <sup>8</sup>	March 31, 2020	n/a.(Not applicable)	n/a.(Not applicable)	n/a.(Not applicable) <sup>11</sup>

Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results
1	Early in 2019 to 2020, software used in the administration of PSPC (Public Services and Procurement Canada)'s post-contract assessment, which is the data source for this indicator, was replaced resulting in technical issues which prevented use of the survey.					
2	Level 1 refers to basic complexity.					
3	There is no set target as this is a metric (measurement) only and not an indicator of performance. The "average number of days" is a descriptive metric because, as an average, it cannot indicate performance due to outliers which distort performance values and have caused wide variances. As of the 2020 to 2021 Departmental Results Framework, PSPC (Public Services and Procurement Canada) is measuring the percentage of contracts, by level of complexity, awarded within a target number of days. This approach, which aligns with PSPC (Public Services and Procurement Canada) service standards, enables targets to be identified.					
4	Level 2 refers to standard complexity.					
5	In 2017 to 2018, the target was \$0.80 as a different methodology was used.					
6	In 2019 to 2020, PSPC (Public Services and Procurement Canada) awarded a small number of high-value non-competitive contracts, which impacted our result for the fiscal year. This includes a \$2 billion non-competitive contract to General Dynamics Land Systems—Canada on behalf of the Department of National Defence to procure 360 armoured combat support vehicles. This contract alone accounted for approximately 10% of the total value of PSPC (Public Services and Procurement Canada) procurement activity in 2019 to 2020.					
7	The data supporting this performance indicator is provided by departments after the close of the calendar year and is expected to be available in early 2021.					
8	At the beginning of the year, a full fiscal year of baseline data was not yet available for this indicator, therefore it was not possible to set a target at that time.					



Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results
9	The Build in Canada Innovation Program is no longer with PSPC (Public Services and Procurement Canada) as it was transferred to Innovation, Science and Economic Development Canada. As a result, this indicator was removed from PSPC (Public Services and Procurement Canada)'s 2020 to 2021 Departmental Results Framework and is no longer being measured.					
10	A manual tabulation of 2019 to 2020 bid information was conducted, and will provide a baseline year against which a 2020 to 2021 result for a percentage increase can be calculated. In 2019 to 2020, 11% of bids received from businesses in Canada were from businesses owned by Indigenous Peoples.					
11	A manual tabulation of 2019 to 2020 bid information was conducted, and will provide a baseline year against which a 2020 to 2021 result for a percentage increase can be calculated. In 2019 to 2020, 16% of bids received from businesses in Canada were from businesses owned by women.					

Additional information on Public Services and Procurement Canada's departmental results indicators is available in the Government of Canada [InfoBase](#).

### **Budgetary financial resources: Purchase of goods and services—Actual versus planned spending including difference, fiscal year 2019 to 2020 (in dollars)**

2019 to 2020 Main Estimates	2019 to 2020 planned spending	2019 to 2020 total authorities available for use	2019 to 2020 actual spending (authorities used)	2019 to 2020 difference (actual spending minus planned spending)
176,577,120	176,577,120	187,806,729	160,744,972	(15,832,148)

The variance between actual spending and planned spending is mainly related to changes in the scheduling of activities related to the e-procurement solution project.

### **Human resources: Purchase of goods and services—Planned versus actual full-time equivalents including difference, fiscal year 2019 to 2020**

2019 to 2020 planned full-time equivalents	2019 to 2020 actual full-time equivalents	2019 to 2020 difference (actual full-time equivalents minus planned full-time equivalents)
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1,724.00	1,798.00	74.00
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There is no significant variance between actual and planned full-time equivalents.

Financial, human resources and performance information for the Public Services and Procurement Canada's program inventory is available in the Government of Canada [InfoBase](#).

## Payments and accounting

PSPC (Public Services and Procurement Canada) collects revenues and issues payments, maintains the financial accounts of Canada, issues government-wide financial reports, and administers payroll and pension services for the Government of Canada.

## Departmental result: Canadians have timely access to reliable information on Canada's finances

The Receiver General continued to maintain Accounts of Canada, to produce government-wide financial reports, and provide advice, guidance and instructions to departments and agencies on accounting and reporting matters.

The Receiver General continues to be among the world leaders in terms of government accounting. For the 21st consecutive year, the Consolidated Financial Statements of the Government of Canada received an unmodified audit opinion from the Auditor General.

Again this year, PSPC (Public Services and Procurement Canada) published all formats of the Public Accounts simultaneously exceeding the 6 weeks target, and hence allowing Canadians with disabilities to access reliable information at the same time as all other stakeholders, contributing to our commitment to a more responsive, accessible and transparent government.

An innovative project to automate the production of the Public Accounts and the monthly statement of financial operations was undertaken. A proof of concept for robotic process automation was successfully completed. This technology can replicate high volume, repetitive tasks from manual business processes while improving process accuracy, increasing productivity and speed, therefore enabling employees to focus on more value-added, judgement driven tasks.

## Departmental result: In collaboration with government departments, employees receive timely and accurate pay and benefits

In 2019 to 2020, PSPC (Public Services and Procurement Canada) continued its efforts to ensure public servants are paid accurately and on time. While it is estimated that more than half of employees have some form of pay issue, significant progress has been made to reduce the number of transactions awaiting processing. In addition to keeping up with new intake and implementing new collective agreements, the department managed to reduce the number of cases waiting to be processed at the Pay Centre queue by 78,000, representing an 18% decrease, and to reduce the number of employees with a case in the queue by 14,000. PSPC (Public Services and Procurement Canada) also continued to improve its capacity, productivity and efficiency in pay administration. In May 2019, the department completed the implementation of pay pods for all the departments and agencies served by the Pay Centre, representing approximately 220,000 employees. The pay pod model assigns compensation advisors and compensation assistants to specific departments or agencies to process pay transactions more efficiently, while also working through the backlog and addressing outstanding cases. More complex services, such as disability insurance and work force adjustment, continue to be processed by specialized teams. The pay pod model has been successful in many respects: in managing new cases in the queue; improving performance against service standards, data accuracy and quality; and has helped to increase collaboration between the pay pod and the client departments.

PSPC (Public Services and Procurement Canada) launched a pilot called "change management in action" that is comprised of specialized change management training and coaching. The pilot supports departments and agencies in developing and implementing timeliness improvement projects.

In support of pay stabilization efforts, PSPC (Public Services and Procurement Canada) is exploring innovative solutions in order to further accelerate technological changes. This ongoing work is expected to support improving accuracy and shorten the time it takes to action certain transactions. In addition, PSPC (Public Services and Procurement Canada) has established an innovative hub, allowing for exploration of ideas and technology to further accelerate technical changes. Data integrity was strengthened by addressing anomalies and correcting over 100,000 data issues across pension, benefits, tax slips, human resources (HR), time and labour, and union dues. Improvements were also made to the overpayment hold process, automation of self-service and processing overtime transactions.

One of the most significant initiatives has been the successful implementation of a major mass retroactivity upgrade that transformed the way retroactive pay is managed and greatly increased efficiency for

processing collective agreement implementation cases. Another notable project is an innovative pilot initiative to help reconcile overpayments, which form a significant proportion of unresolved transactions. The pilot for this reconciliation tool is being conducted with Employment and Social Development Canada (ESDC) and PSPC (Public Services and Procurement Canada) data as they are considered among the departments with the most significant overpayment balances. The tool reconciles 100% of overpayment data between the departmental financial management system and Phoenix and has identified a 30% variance in the overpayment balances between the 2 systems for both departments, amounting to approximately \$16 million. This dynamic tool provides the ability to consolidate large volumes of data (over 150 million pay records), identify and prioritize overpayment recoveries based on age and complexity, and will help improve accuracy of pay, as well as help identify systemic issues. This initiative will help inform the future of the tool and the possible enhancements that could be included to help reconcile other known data integrity issues.

Overall, system improvements have helped to optimize bi-weekly pay processing. These improvements have also improved functionality for clients, helped to automate the system to reduce the need for manual pay processing, and increased timeliness and accuracy of pay.

## **Departmental result: Members of federal pension plans receive timely and accurate pension payments, benefits and support services to which they are entitled**

PSPC (Public Services and Procurement Canada) is committed to providing its members with the highest quality services so that members have the information they need to make important life decisions at the right time. All service levels for service delivery to plan members were met during the year. Pension payments are subject to a rigid verification and quality assurance process that ensures they are made accurately. As Canada's largest pension administrator serving more than 904,000 active and retired members, PSPC (Public Services and Procurement Canada) issued over 4.9 million pension payments valued at \$13.7 billion in 2019 to 2020.

Since the implementation of Phoenix, there has been an increase in the number of pay data issues impacting pension. However, in order to safeguard the integrity of the pension program, effective mitigation strategies have been put in place to avoid compromising pension payments and services to beneficiaries. The PSPC (Public Services and Procurement Canada) Pension Program has a robust Internal Controls Framework,

regular rotational internal audits and for the 19th consecutive year, received an unmodified audit opinion from the Office of the Auditor General on the Public Service Pension Plan financial statements.

## **Departmental result: Canadians, businesses and organizations receive payments on time and revenues are collected for government services in an efficient manner**

PSPC (Public Services and Procurement Canada) continued to advance the Receiver General's modernization initiative to improve the services provided to government departments, key stakeholders and Canadians. A contract was awarded with a service provider to allow the Canada Revenue Agency (CRA) to deposit scanned images of cheques received instead of sending them to bank clearing centres. This new service offers cost savings, efficiencies, and greening benefits to the government.

A new, innovative tool called the Account Management System was developed, greatly simplifying the process to request, approve and control access for financial officers who authorize payments government-wide. Replacing the existing paper based process with a streamlined, secure, end-to-end digital signature solution with enhanced oversight capabilities increased efficiency and reduced environmental impacts.

The Receiver General team worked with departments and agencies throughout the year to maintain current payment products and implement new payments as required. This work is essential to ensure that payments to Canadians, businesses and organizations are issued promptly and accurately. The Receiver General met all service standards including 99.99% of all payments being issued accurately and on time, and managing over \$2.2 trillion in cash flow and issuing \$327 million payments.

The Receiver General worked with its partners in the financial industry and central agencies to ensure that Government of Canada payments to Canadians are accepted without issue, to ensure the best services for recipients, and to address any issues that may arise. This included working with financial institutions to promote direct deposit as a safer and more reliable form of payment. It also included addressing fraud concerns and working to implement solutions to accelerate the identification of potentially fraudulent items.

In relation to the COVID-19 pandemic, the Receiver General has worked closely with CRA (Canada Revenue Agency) and ESDC (Employment and Social Development Canada) in the development and testing of the Canada Emergency Response Benefit for Canadians impacted by the pandemic. Also, the Receiver General has been working with Payments Canada, the

Canadian Bankers Association, financial institutions, and CRA (Canada Revenue Agency) to institute online direct deposit registration to facilitate the rapid payment of benefits.

## Experimentation

In 2019 to 2020, the redesign of pay administration processes and procedures continued. Furthermore, PSPC (Public Services and Procurement Canada) began piloting recommendations made through an industry consultation process to identify best approaches to stabilizing pay, called the innovation challenge. Through this process, PSPC (Public Services and Procurement Canada) awarded a request for proposal in winter 2019 for automation of Pay Centre processes (robotics). The purpose of the robotics process automation is to drive operational stability and efficiency through the implementation of 15 robots to assist with payroll processing. There are currently 9 robots operating with 6 more planned for deployment between now and December 2020. The robotic process automation has saved 442,000 annual click strokes and 2,500 annual hours of work, in addition to improving over 40 business processes.

In March 2020, following a successful pilot, PSPC (Public Services and Procurement Canada) officially launched MyGCPay, a web-based self-service application that provides a single window view of pay and benefits. Now available to all Government of Canada employees, MyGCPay helps restoring public servants' confidence in their pay by helping them to better understand their pay and benefits, print important documents like tax slips and proof of employment, identify pay issues earlier, monitor any open enquiries and cases at the Pay Centre, and access historical information dating back to 2016. Since November 2019, more than 6 in 10 employees have used MyGCPay at least once and the amount of return users continues trending up.

## Risk mitigation

There is a risk that stabilization of pay administration for the Government of Canada may take longer than expected, due to potential issues such as system-critical events, limited human resources, insufficient integrity of data being entered into human resources systems and/or into Phoenix, as well as higher than planned employee turnover in the compensation community working across PSPC (Public Services and Procurement Canada).

PSPC (Public Services and Procurement Canada) had already taken concrete steps to mitigate the pay stabilization risk, including ongoing work with partners on the stabilization of the pay system; leveraging private-sector

innovative strategies, and introducing the pay pods service delivery model. In 2019 to 2020 the department undertook additional strategies to mitigate the risk, including:

- phased-in rollout of the Quarterly Pay Report to more than 60 departments, to better inform them regarding progress towards HR (human resources)-to-pay stabilization at the enterprise and departmental levels
- post-implementation review of the pay pod service delivery model to determine benefits realization, lessons learned and best practices
- development of a robust implementation and communication strategy with respect to the 2018 collective agreements
- continued modernization, through necessary upgrades and modifications, to ensure system security
- continued implementation of change management, hiring and training strategies within the HR (human resources)-to-pay Integrated Team
- leveraging innovation to increase capacity and reduce the Pay Centre queue

There is a risk that complex systems and processes may impact payments and accounting service delivery. To mitigate this risk, the department:

- undertook a number of modernization and improvement initiatives to minimize risk associated with manual processes
- monitored service levels and reassigned resources to priority areas as required, ensuring timely issuance of pension benefit payments
- replaced aging authentication technology
- strengthened enterprise-wide governance, worked with TBS (Treasury Board of Canada Secretariat) and non-Pay Centre departments to facilitate and coordinate full implementation of collective agreements, and continued engagement with stakeholders, in order to lessen the impacts of collective bargaining agreements and other system disruptions

There is a risk that ongoing development and enhancement work on PSPC (Public Services and Procurement Canada) systems may experience delays if the department is unable to maintain corporate capacity and system-specific knowledge. To mitigate this risk, the department:

- continued to promote knowledge transfer to ensure the sustainability of existing treasury systems
- implemented manageable and flexible schedules for planned pension information technology infrastructure changes
- undertook a phased, ongoing approach to the pension web renewal initiative

- worked with TBS (Treasury Board of Canada Secretariat) to ensure pension data requirements are recognized for future pay system solutions
- utilized an established working group to inform the development of the new direct pay-to-pension system interface
- worked with the financial industry to ensure that fraud risk was mitigated. The Receiver General team participated in industry fraud working groups to share and learn from trends being noticed in the industry. The team also worked with Financial Institutions to share pertinent non-personal information that has allowed the financial institutions to identify potentially fraudulent items prior to funds being released

**Results achieved: Payments and accounting—Actual results versus performance indicator targets for expected results (3 fiscal years from 2017 to 2018, to 2019 to 2020)**

Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results
<b>Canadians have timely access to reliable information on Canada's finances.</b>	The Public Accounts of Canada are posted on the department's website within 24 hours of tabling in the House of Commons.	100%	March 31, 2020	100%	100%	100%
	Information presented in the Consolidated Financial Statements of the Government of Canada is accurate.	99%	March 31, 2020	99%	100%	100%
<b>In collaboration with government departments, employees receive timely and accurate pay and benefits.</b>	Percentage of pay transactions processed that are accurate and on time.	95%	March 31, 2020	46%	55%	68% <sup>1</sup>



Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results
<b>Members of federal pension plans receive timely and accurate pension payments, benefits and support services to which they are entitled.</b>	Percentage of pension payments processed that are accurate and on time.	95%	March 31, 2020	96.9%	98%	99%
<b>Canadians, businesses and organizations receive payments on time and revenues are collected for government services in an efficient manner.</b>	Percentage of payments issued within established timeframes.	99%	March 31, 2020	99.99%	99.99%	99.99%
	Percentage of money paid to Government of Canada that is reconciled within 2 business days.	95%	March 31, 2020	99.6%	100%	100%
	Percentage of payments made instead of property taxes to taxing authorities within established timeframes.	95%	March 31, 2020	99.7%	99%	99.5%

- 1 Accountability for pay accuracy and timeliness is shared across the Government of Canada. Two main factors have an impact on this result: the timeliness and accuracy of ~~HR.(human resources)~~ transactions submitted by departments and agencies, and the processing of cases in the backlog. Inaccurate or late ~~HR.(human resources)~~ data generates more transactions in the queue and increases risks for errors in pay. During 2019 to 2020, 50% of all ~~HR.(human resources)~~ data entered in Phoenix were received on or prior to the due date (40% the previous year). Significant progress was made nevertheless with regards to the processing of several case types: 99% of disability and 95% of maternity/parental leave were processed on time.

Additional information on Public Services and Procurement Canada's departmental results indicators is available in the Government of Canada [InfoBase](#).

### **Budgetary financial resources: Payments and accounting—Actual versus planned spending including difference, fiscal year 2019 to 2020 (in dollars)**

<b>2019 to 2020 Main Estimates</b>	<b>2019 to 2020 planned spending</b>	<b>2019 to 2020 total authorities available for use</b>	<b>2019 to 2020 actual spending (authorities used)</b>	<b>2019 to 2020 difference (actual spending minus planned spending)</b>
248,642,394	248,642,394	594,219,002	547,993,891	299,351,497

The 2019 to 2020 Main Estimates and planned spending amounts do not address the new 2019 budget implementation vote (BIV), given the timing of the tabling. When taking into account the new BIV (budget implementation vote) funding of \$345.5 million received, the revised planned spending versus actual spending will result in a surplus of \$46.1 million instead of a deficit of \$299.4 million. This surplus of \$46.1 million is mainly due to delays in staffing as well as lower payment issuance costs, related to the use of electronic payments instead of cheques. In addition a portion of the planned spending budget was centrally withheld and set aside to cover the costs for accommodation and information technology.

### **Human resources: Payments and accounting—Planned versus actual full-time equivalents including difference, fiscal year 2019 to 2020**

<b>2019 to 2020 planned full-time equivalents</b>	<b>2019 to 2020 actual full-time equivalents</b>	<b>2019 to 2020 difference (actual full-time equivalents minus planned full-time equivalents)</b>
4,605.59	4,537.16	(68.43)

There is no significant variance between actual and planned full-time equivalents.

Financial, human resources and performance information for the Public Services and Procurement Canada's program inventory is available in the Government of Canada [InfoBase](#).

## **Property and infrastructure**

[PSPC \(Public Services and Procurement Canada\)](#) provides federal employees and parliamentarians with workspace; builds, maintains and manages federal properties and other public works such as bridges and dams; and

provides associated services to federal organizations.

## **Departmental result: Federal infrastructure spending supports Canada's social, economic and environmental priorities**

### **Social**

PSPC (Public Services and Procurement Canada) continued to support social inclusion, diversity and sustainable growth by partnering with colleges and universities to leverage innovative practices and to attract and/or recruit youth (students and graduates); supporting set-asides for Indigenous firms; and creating jobs for small and medium enterprises across Canada, among other initiatives.

In 2019 to 2020, PSPC (Public Services and Procurement Canada) developed an Indigenous Action Plan for the National Capital Area, as well as a National Plan, which led to the creation of a network of departmental coordinators across Canada. This network helps ensure the development and implementation of activities to support of the Government of Canada's efforts toward reconciliation with Indigenous Peoples. Through its activities, PSPC (Public Services and Procurement Canada) has strengthened relationships with Indigenous communities and created partnerships with key stakeholders to advance nation-to-nation relationships based on recognition of rights, respect, co-operation, and partnership. In 2020, PSPC (Public Services and Procurement Canada) became a member of the strategic partnership initiative (SPI), which funds economic development and capacity building initiatives through contribution agreements managed by Indigenous Services Canada on behalf of Indigenous stakeholders across Canada. PSPC (Public Services and Procurement Canada) has also put in place measures to raise awareness for the importance of recognizing and supporting the rights of Indigenous people through its own programming. For example, PSPC (Public Services and Procurement Canada) is working towards formalising relationships with Indigenous communities and with the Canadian Construction Association. The latter will help mobilize industry partners in supporting increased participation of Indigenous people in various employment and business opportunities related to Government of Canada contracts.

PSPC (Public Services and Procurement Canada) continued to support work with the Canada Mortgage and Housing Corporation (CMHC) on the federal lands initiative (FLI) by providing real property expertise to the review and approval of suitable properties for redevelopment to support affordable housing and participating in the governance of the FLI (federal lands initiative). PSPC (Public Services and Procurement Canada) provided disposal related services that facilitate the transfer of the property to the

affordable housing proponents. In 2019 to 2020, PSPC (Public Services and Procurement Canada) contributed 15 properties to the FLI (federal lands initiative) to be assessed by CMHC (Canada Mortgage and Housing Corporation) for suitability for affordable housing, for a total of 75 since the inception of the program in 2018.

As part of the accessible government built initiative, PSPC (Public Services and Procurement Canada) is mandated to perform technical accessibility assessments of its Crown-owned and leased assets portfolio against the new 2018 *Canadian Standards Association Standard for Accessibility (CSA-B651-2018)*. The technical accessibility assessments began in late summer 2019, with a total of 24 buildings assessed, representing 6.4% of the 371 buildings that are expected to be assessed by 2024.

Consultation with networks and organizations representing persons with disabilities, and collaboration among federal departments is fundamental to the accessible government built environment initiative. For example, accessibility industry leaders from the private sector were involved in defining 'above and beyond' criteria of accessibility through a number of pilot projects, such as those completed in the National Capital Region which highlighted opportunities to improve building access and provisions for a wide range of visible and non-visible disabilities. PSPC (Public Services and Procurement Canada) accessibility requirements and lessons learned from pilot projects have been incorporated into the national technical building assessments. The accessibility-related improvements identified through the pilot projects are being undertaken in a phased manner to make buildings accessible to all Canadians.

In 2019 to 2020, PSPC (Public Services and Procurement Canada) continued to make the Parliamentary Precinct a model and leader in the development of accessible environments by making the site and buildings more accessible, family-friendly and open to the public. PSPC (Public Services and Procurement Canada) has established an accessibility advisory panel that is tasked with the development of a universal accessibility review and action plan. The purpose of this is to develop the strategy, criteria, tools, and plan for the Parliamentary Precinct to make the grounds and buildings even more universally accessible. In 2020 to 2021, PSPC (Public Services and Procurement Canada) will begin to implement the strategy developed by the universal accessibility review and action plan.

The Laboratories Canada Strategy is also committed to accessibility while advancing federal science and technology. The new science collaboration centres will be a model for accessible design, while supporting an accessible and inclusive workplace. PSPC (Public Services and Procurement Canada) is integrating universal accessibility as a foundational design principle for all

renewed infrastructure projects with new federal built environments expected to become the standard for accessible new science facilities in Canada.

## Economic

Budget 2019 established PSPC (Public Services and Procurement Canada)'s accrual budget framework and provided PSPC (Public Services and Procurement Canada) with incremental funding for new capital projects. This new accrual budget framework is enabling PSPC (Public Services and Procurement Canada) to prepare and implement long-term, enterprise-wide portfolio plans that will take into account client demand, market realities and government priorities such as greenhouse gas (GHG) reductions and improved accessibility to government buildings.

Prompt payment legislation, as part of the *Budget Implementation Act*, received royal assent on June 21, 2019. The federal legislation applied for Government of Canada construction work across the country. The federal government will have 28 days to pay after the prime contractor submits an invoice. The legislation also requires the prime contractor to provide payments to sub-contractors in a timely manner. The implementation of the act is expected in 2021, pending important milestones, including the development of regulations, award of a contract to name an adjudicator authority, and the amendment of the standard federal government construction contract to integrate prompt payment requirements. A 14-point action plan was developed and 10 actions have been completed to date, including the recommendation that legislation be enacted to ensure prompt payment at all levels of the construction supply chain.

PSPC (Public Services and Procurement Canada) manages and acts as a responsible steward for 17 major engineering assets across Canada. These assets are important economic drivers. For example, the department secured through budget 2019 and the accrual budget envelope, funding to support a 10-year capital program of work on the Alaska Highway. This additional funding will help address inflation, recapitalize the wear and tear on the highway by extending its life, and enhance safety in line with changes and updates to its use. Development and tourism is changing the expectations of operational service standards, availability of amenities, and the technical standards for the highway.

Through budget 2019, PSPC (Public Services and Procurement Canada) secured \$80.4 million over 10 years to rehabilitate and maintain the Chaudière Crossing, the Alexandra Bridge and the Macdonald-Cartier Bridge. Budget 2019 also made a commitment to replace the Alexandra Bridge, to develop a long-term, integrated interprovincial crossing plan, and

to refresh existing studies for an additional National Capital Area (NCA) crossing. The replacement of steel structures at various locations on the Alexandra Bridge has been underway since June 2019 to ensure the safety of Canadians crossing the bridge on a daily basis. A contract was awarded in July 2019 to revise studies on an additional NCA (National Capital Area) crossing focusing on an analysis of the City of Ottawa's traffic data.

Significant progress was made in 2019 to 2020 on the Les Terrasses de La Chaudière. The design for the envelope replacement was advanced and the design solution is moving forward. Planning and implementation activities included GCworkplace fit-ups on various floors; the rehabilitation of the parking garage; the annual brick inspection and repair program; and various engineering and financial analyses in support of the development of a master plan for the complex. PSPC (Public Services and Procurement Canada) also remained responsive to the indoor air quality and ventilation concerns identified by tenants and clients in the Les Terrasses de La Chaudière.

Federal science and technology research plays a key role in Canada. However, much of the infrastructure that supports this role has become outdated and fails to support modern needs. PSPC (Public Services and Procurement Canada) is working in partnership with Innovation, Science and Economic Development Canada (ISED), and with federal science departments and agencies to implement a long term vision and plan (LTVP) to strengthen federal science in Canada. The Laboratories Canada Strategy LTVP (long term vision and plan) is an ambitious whole-of-government, 25-year transformative initiative, and is focused on science needs, priorities and new collaboration. Working closely with the science community, PSPC (Public Services and Procurement Canada) is developing new, collaborative, federal science and technology shared facilities that are modern, carbon neutral, provide for increased scientific equipment sharing, and information technology that are designed to meet the needs of federal scientists and researchers into the future.

In its first phase, PSPC (Public Services and Procurement Canada) is supporting federal science partners to renew federal laboratories and research centres that are in the most critical condition. Altogether, 11 facilities within the National Capital Region, Ontario, Quebec, Atlantic and Western Regions will be designed and constructed.

In 2019 to 2020, PSPC (Public Services and Procurement Canada) advanced the Laboratories Canada Strategy and implemented a comprehensive site selection methodology, developed in collaboration with federal science partners in order to ensure that science and the scientific community are primary drivers of any location and site decisions made for new facilities. A

list of potential sites has been identified and are currently being assessed against science, real-property and socio-economic impacts. In order to support efficient overall program delivery and provide quality assurance for all projects, a design control authority contract was awarded in June 2019. This contract will establish a repeatable design framework for all new and renewed facilities. PSPC (Public Services and Procurement Canada) also awarded regional based architectural and engineering services and construction management services contracts, leveraging a regional hub approach to create regional opportunities to the delivery of this initiative across Canada.

## Environment

PSPC (Public Services and Procurement Canada) has reduced its operational GHG (greenhouse gas) emissions by 58.1% for the year 2019 to 2020, compared to 2005 base year levels, surpassing the Federal Sustainable Development Strategy (FSDS) 2030 target of 40%. The department is targeting carbon neutrality by 2030. In order to achieve its goal of a carbon-neutral portfolio, PSPC (Public Services and Procurement Canada) has prepared a national carbon neutral portfolio plan and an associated asset level implementation tool. PSPC (Public Services and Procurement Canada) also developed a GHG (greenhouse gas) emissions options analysis tool to incorporate GHG (greenhouse gas) emission reduction into project investment decisions.

PSPC (Public Services and Procurement Canada), in partnership with TBS (Treasury Board of Canada Secretariat), has completed a roadmap to low carbon federal operations in the NCA (National Capital Area) with participation from over a dozen other federal government departments. The roadmap identifies short-, mid- and long-term actions that will reduce the carbon impact of federal operations and provide leadership in decarbonising the NCA (National Capital Area) in ways that can be replicated across Canada. Key factors of success include industrialization of retrofits which groups similar construction opportunities into a single procurement strategy to generate economies of scale, high performance green leases allowing the setting of ambitious greening objectives (including lease-to-own projects), renewable electricity and natural gas, the Energy Services Acquisition Program (ESAP) which modernizes the current network of heating and cooling plants, development of zero carbon mixed-use campuses, promotion of reduced or active employee commute and the electrification on fleet vehicles.

PSPC (Public Services and Procurement Canada) executed a project agreement with Innovate Energy, a private partner responsible to design, build and finance the modernization of the district energy system as well as

the operation and maintenance of the modernized system for a period of 30 years. PSPC (Public Services and Procurement Canada) completed the transfer of operations of the existing district energy system to Innovate Energy in July 2020. The modernization of the system will provide cleaner and more efficient ways to continue delivering thermal energy to thousands of occupants in the National Capital Region.

PSPC (Public Services and Procurement Canada) continued piloting bio-fuel oil for district energy at a central heating and cooling plant on Heron Road, Ottawa as part of efforts to have the district energy system fully modernized by 2025. The new system contributes towards the reduction of GHG (greenhouse gas) emissions and reduces safety risks associated with the operation of a steam system.

PSPC (Public Services and Procurement Canada) works closely with partner departments to manage contaminated sites across the country. In 2019 to 2020, PSPC (Public Services and Procurement Canada) collaborated with regions to address improvements of the Federal Contaminated Sites Action Plan and the Northern Abandoned Mine Reclamation Program. For example, PSPC (Public Services and Procurement Canada) made significant progress with the Giant Mine remediation project located near the city of Yellowknife in Northwest Territories. This site is one of the highest priority contaminated sites within the federal property inventory and requires ongoing management to protect human health and safety, and the environment.

PSPC (Public Services and Procurement Canada) continued its deep green recapitalization within the rehabilitation of the Place du Portage III office complex in Gatineau, Quebec, which involves the implementation of measures aligned with the Government of Canada overarching objectives of greening and carbon reduction. This project will contribute to the "low carbon government" goal of the FSDS (Federal Sustainable Development Strategy) and support the Greening Government Strategy. Significant progress was made on the design of the Place du Portage III Project in 2019 to 2020, and renewal of the building is on course for the planned completion date of 2026. Specifically, 99.86% of waste arising from decommissioning activities in the westerns towers was diverted from landfills, as it was mostly either donated or recycled. Additionally, progress was made on the deep green recapitalization of the Arthur Meighen Building, located at 25-55 St Clair Ave in Toronto. Once completed, this sustainable building will serve as the flagship Government of Canada building in Ontario Region and will incorporate greening elements such as high-efficiency building systems, electric vehicle charging stations, a geothermal system and photovoltaic solar panels, resulting in a reduction of



over 700 tonnes of GHG (greenhouse gas) emissions each year. More than 86% of the building's demolition and construction waste was diverted from landfill, exceeding the project's goal of 75%.

Leveraging the Laboratories Canada Strategy will allow PSPC (Public Services and Procurement Canada) to explore innovative methods to reduce the Government of Canada's carbon footprint, while simultaneously improving Canada's science infrastructure landscape. This strategy will ensure that all design, rehabilitation, and construction activities incorporate the sustainability strategy to reduce energy consumption, the production of GHG (greenhouse gas), and become a sustainability model of excellence.

PSPC (Public Services and Procurement Canada) is committed to showcasing the Parliamentary Precinct as a model of sustainability by leveraging the LTVP (long term vision and plan) to reduce the carbon footprint of the Government of Canada, all while protecting its heritage nature.

Currently, PSPC (Public Services and Procurement Canada) is diverting more than 90% of demolition materials from landfills, exceeding the 80% target. Diverted materials are recycled, re-used and reprocessed into new products. Major projects target a 25% reduction in energy consumption, over and above National Building Code standards. In support of this, PSPC (Public Services and Procurement Canada) is using different techniques such as installing green roofs, solar hot water panels, and water-saving plumbing systems. PSPC (Public Services and Procurement Canada) has already reduced GHG (greenhouse gas) emissions in the precinct by 56% as of March 31, 2019, and is on track to reduce them by 80% by 2030 and 100% by 2050.

In 2019 to 2020, the West Block rehabilitation project was awarded 4 Green Globes. The Green Globes Eco-Rating Program was designed to evaluate and rate the energy and environmental design of buildings. The West Block rehabilitation project was recognized as providing "leadership in terms of energy and environmental design practices and commitment to continuous improvement and industry leadership".

## **Departmental result: National heritage assets are preserved on behalf of Canadians**

The department continues to implement the Long Term Vision and Plan (LTVP) for the rehabilitation and modernization of Canada's Parliamentary Precinct. The precinct LTVP (long term vision and plan) addresses health and safety risks, and will modernize the Parliamentary Precinct to meet the needs of a 21st century parliament, while preserving its heritage for future generations.

The focus of the L.T.V.P. (long term vision and plan) has, until recently, been on creating the swing space and interim accommodation necessary to vacate the Centre Block and launch its historic rehabilitation. To this end, the restored and modernized West Block, Senate of Canada Building, and Visitor Welcome Centre phase 1 were officially transferred to parliamentarians in fall 2018. With parliamentary operations now taking place in these new interim accommodations, PSPC (Public Services and Procurement Canada)'s focus has shifted to the rehabilitation of Centre Block, as well as the rehabilitation of remaining assets still in need of intervention in view of creating an integrated parliamentary campus.

In preparation for the historic rehabilitation of the Centre Block, PSPC (Public Services and Procurement Canada) completed a series of enabling projects ranging from the re-location of monuments and infrastructure to the construction of a loading dock to support parliamentary operations during the rehabilitation. PSPC (Public Services and Procurement Canada) has also completed a comprehensive assessment program which has provided a much more detailed understanding of the Centre Block building and site conditions, informing the schematic design process and lowering risk. It included 100 field surveys, 900 openings, 2000 inspections, 10,000 tests and samples, and 20,000 heritage assets recorded.

In 2019 to 2020, PSPC (Public Services and Procurement Canada) continued to implement phase 1 of the East Block rehabilitation project which focuses on restoring 4 areas of greatest concern prior to the building's full rehabilitation. This work included completing work on the south entrance, and advancing work in 3 other areas: the South East Tower, the South West Tower and the Governor General Entrance Pavilion. Pre-planning activities for phase 2 of the East Block rehabilitation project were undertaken in 2019 to 2020. These activities included continued engagement with stakeholders to develop the functional program and identify required technical and feasibility studies to determine the scope of the future rehabilitation project.

PSPC (Public Services and Procurement Canada) continued to work in concert with parliamentary partners, as well as National Capital Commission (NCC), the City of Ottawa and the Federal Heritage Building Review Office, in the planning and development of the underutilized assets along Sparks and Wellington streets (referred to as Blocks 1, 2 and 3). In 2019 to 2020, PSPC (Public Services and Procurement Canada) initiated work for the redevelopment of Block 2 (the city block directly south of Parliament Hill, delineated by Wellington, Metcalfe, Sparks and O'Connor streets). PSPC (Public Services and Procurement Canada) will be launching an architectural design competition as an innovative approach to procurement for selecting

a design proposal for the Block 2 project. A design competition will bolster innovative ideas and promote design excellence, all of which reflect the significance of the site. In fact, the original Parliament Buildings were the result of a design competition held in 1859.

PSPC (Public Services and Procurement Canada)'s COVID-19 pandemic response efforts also touched the work of preserving our heritage assets. In response to this pandemic, PSPC (Public Services and Procurement Canada) quickly and collaboratively worked with partners and industry to prioritize protection of health and safety while continuing to manage and undertake work on key federal assets including those in the Parliamentary Precinct. PSPC (Public Services and Procurement Canada) worked closely with industry leaders and associations to develop industry-wide best practices that incorporate stringent health and safety protocols in the context of COVID-19, based on prevention, detection, and response. The guidance published by the Canadian Construction Association are based on this collaborative work. Health and safety protocols implemented on the Centre Block and East Block adhere to the Canadian Construction Association best practices, including the use of temperature monitors at entrance points to the construction sites, the use of non-medical masks for all construction workers, and stringent physical distancing and hygiene practices. PSPC (Public Services and Procurement Canada) also developed a personal protective equipment (PPE) inventory tracker to ensure a sufficient amount of PPE (personal protective equipment) was available to all employees and contractors on site.

## **Departmental result: Federal real estate and associate services meet the needs of federal government clients and/or parliamentarians, and ensure best value for Canadians**

In 2019 to 2020, PSPC (Public Services and Procurement Canada) continued restoring and renewing its Crown-owned heritage assets with an objective to reduce lease costs for government office space, supporting sustainability, resilience, modernization and safety and security of Canadians. The Supreme Court of Canada, the West Memorial Building and the Lester B. Pearson Building figure among signature projects for revitalization with key milestones achieved for each during 2019 to 2020. The West Memorial Building rehabilitation project obtained all design approvals from clients and National Capital Commission. The project contributes to the department environmental performance by targeting 4 Green Globes and obtained the building permit from the City of Ottawa in March 2020. The Lester B. Pearson Building has been identified to be a greening showcase facility and will support the objective of reaching a carbon neutral portfolio

by 2030 with the incorporation of Leadership in Energy and Environmental Design (LEED) standards, innovative sustainable solutions, and the new GCworkplace fit-up standards. The work on tower D began in fall 2019.

PSPC (Public Services and Procurement Canada) developed the GCcoworking initiative, a 2-year pilot that began in 2019, to support employees' work-life balance by providing workspaces closer to where they live. It is enabling collaboration between departments and providing a common user experience in the workplace, regardless of the department. In keeping with the objective of interdepartmental collaboration, the program has on-boarded 36 departments in the first 3 phases, and will be onboarding an additional 25 departments in phase 4. An initial 250 passes per department is projected, representing a total of 15,250 employees. The locations that became operational in 2019 to 2020 include: downtown Ottawa, Ottawa South, Kanata, Orleans, Gatineau and downtown Toronto, and all were opened by fall 2019.

Throughout 2019 to 2020, PSPC (Public Services and Procurement Canada) continued to work with Crown-Indigenous Relations and Northern Affairs Canada in its work with the National Indigenous Organizations (Assembly of First Nations, Inuit Tapiriit Kanatami and the Métis National Council), and the Algonquin Anishinabeg Nation to transform 100 Wellington Street in Ottawa into a dedicated Indigenous Peoples space. PSPC (Public Services and Procurement Canada) undertook the temporary fit-up of 100 Wellington Street, converting the first and second floors into a temporary exhibition, meeting and press media space, to be used by Indigenous peoples until major construction activities begin for the final long-term design.

## Gender-based analysis plus

PSPC (Public Services and Procurement Canada) continued to explore options to provide Indigenous organizations, female business owners and other underrepresented groups with greater access to opportunities to participate in real property solicitations. A gender-based assessment was completed for all new real property mechanisms and solutions launched as part of the Enterprise Sourcing Strategy. This approach to procurement will ensure that innovation, lessons learned and best practices can be incorporated into each new initiative, providing opportunities for thousands of small and medium enterprises to participate in performing work in federal buildings through competitive sub-contracting, and provides broader opportunities for participation from under-represented groups. Moreover, the strategy offers government an adaptable toolset with which to drive priorities and stimulate the economy when required. Furthermore,

future real property contracts will include provisions designed to encourage successful proponents to provide increased accessibility to procurement opportunities to these same organizations and groups.

## Risk mitigation

There is a risk that PSPC (Public Services and Procurement Canada) may be unable to maintain the integrity and operations of its real property assets, as well as its supporting role to other departments and agencies, due to climatic events, aging infrastructure, funding model challenges and potential vulnerabilities in responding to multiple and simultaneous hazardous events. To mitigate this risk, the department ensured:

- the availability of the appropriate workforce to maintain the operations and integrity of its real property assets through consistent and early engagement with industry and throughout the planning of projects to prepare for upcoming and increased demands
- a variety of comprehensive frameworks, programs, plans and standards are in place to assess, review and improve asset integrity
- consistent early engagement with industry throughout project planning, in order to prepare for upcoming and increased demands, and ensure the availability to maintain the operations and integrity of its real property assets
- business continuity planning and emergency management programs were tested and reviewed regularly. This planning outlines clear mitigation measures to address all potential disruptions of operations caused by different factors
- clear, policy-supported roles and responsibilities, as well as cyclical tools and schedules, are in place to assess asset integrity, manage the fixed asset portfolio and extend lifecycles. Regular mandatory maintenance was carried out for every building, in addition to building rehabilitation, which included structural and seismic reinforcements, security enhancements and new building systems
- continued cooperation and consultation with federal partners, as well as provincial, territorial and municipal authorities, on evolving trends and best practices related to property asset integrity and safety risk mitigation
- greening initiatives were undertaken to decrease emissions and lessen the government's contribution to climate change. These included ongoing engagement with Environment and Climate Change Canada to maintain science integrity in climate adaptation files, as well as the launch of the Greening Government Fund project, to research best practices in improving thermal performance of heritage buildings

- implementation of accrual budgeting and alignment of funding models across the department in support of more secure and stable long-term funding for capital real property projects

**Results achieved: Property and infrastructure—Actual results versus performance indicator targets for expected results (3 fiscal years from 2017 to 2018, to 2019 to 2020)**

Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results
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Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results
<b>Federal infrastructure spending supports Canada's social, economic, and environmental priorities.</b>	Percentage of PSPC (Public Services and Procurement Canada)-managed building locations that provide features to support universal accessibility.	TBD <sup>1</sup>	March 31, 2020	76%	n/a.(Not applicable)	n/a.(Not applicable) <sup>2</sup>
	Operating expenses per square metre of Crown-owned office space.	\$142.41 per m <sup>2</sup> (square meter) <sup>3</sup>	March 31, 2020	n/a.(Not applicable)	\$142.41 per m <sup>2</sup> (square meter)	\$132.66 per m <sup>2</sup> (square meter)
	Percentage of reduction in greenhouse gases in PSPC (Public Services and Procurement Canada) Crown-owned building portfolio, excluding housing.	40%	March 31, 2030	54%	54.3%	58.1% <sup>4</sup>

Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results
<b>National heritage assets are preserved on behalf of Canadians.</b>	Percentage of Crown-owned heritage buildings that are in fair or better condition.	TBD <sup>5</sup>	March 31, 2020	n/a (Not applicable)	n/a (Not applicable)	Results will be available in November 2020. <sup>6</sup>
	Percentage of PSPC (Public Services and Procurement Canada)-managed heritage asset projects that are completed on time, on scope and on budget.	90%	March 31, 2020	95%	99%	93%



Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results
<b>Federal real estate and associated services meet the needs of federal government clients and/or parliamentarians and ensure best value for Canadians.</b>	Percentage of Crown-owned buildings that are in fair or better condition.	TBD <sup>7</sup>	March 31, 2020	n/a (Not applicable)	53% <sup>8</sup>	Results will be available in November 2020. <sup>9</sup>
	Percentage of PSPC (Public Services and Procurement Canada)-managed office space that is modernized each year to meet the current Government of Canada workplace fit-up standards.	≥ (greater or equal to) 4%	March 31, 2020	3.5%	2.1%	4.5%
	Percentage of real property projects that meet the needs of clients as defined in the project scope, and are completed on time and on budget.	95%	March 31, 2020	95%	98%	95%

Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results
	Percentage of time that essential property management services are fully available and functional.	≥ (greater or equal to) 99%	March 31, 2020	99.78%	99.78%	99.38%
	Percentage of PSPC (Public Services and Procurement Canada) Crown-owned surplus properties that are sold or transferred to non-federal entities.	n/a. (Not applicable) <sup>10</sup>	March 31, 2020	50%	92%	71%

Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results
1	The methodology and target were still under development in 2019 to 2020. The 2018 <i>Canadian Standards Association Standard for Accessibility</i> (CSA-B651-2018) was issued in 2018, and the <i>Treasury Board of Canada Secretariat Accessibility Standard for Real Property</i> was updated in 2019. It was too early to establish a target in light of the fact that PSPC (Public Services and Procurement Canada) has committed to conduct assessments over the next 5 years in order to establish a benchmark.					
2	This indicator and its methodology are being reviewed and, as such, a result for 2019 to 2020 is not available.					
3	A target was not provided in the 2019 to 2020 Departmental Plan as the methodology was still under development. A target of \$142.41 per m <sup>2</sup> (square meter) has since been established based on the list of cost qualifiers for 2019 to 2020.					
4	In supporting the overarching goals established as part of the Pan Canadian Framework on Clean Growth and Climate Change, PSPC (Public Services and Procurement Canada) has already achieved a 58.1% reduction in GHG (greenhouse gas) emissions, surpassing the Federal Sustainable Development Strategy target of 40% by 2030. This represents the sum of energy efficiency/GHG (greenhouse gas) initiatives in PSPC (Public Services and Procurement Canada)'s Crown-owned portfolio, decarbonisation of electricity grids across the country and procurement of renewable energy certificates.					
5	This indicator is being revised and as such the methodology remains under development.					
6	A new assessment process for reproduction or replacement cost new for heritage assets is in development. Annually the cycle to retrieving the information used to derive the fair or better status via the facility condition index (FCI) is available in the fall (November). It should be noted that due to COVID-19, regular operations and activities needed to be postponed.					
7	Due to the ongoing revisions to the indicator "Percentage of Crown-owned heritage buildings that are in fair or better condition", this indicator remains under development. In the interim, the previous methodology continues to apply.					

Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results
8	Only 208 buildings out of a total of 366 have a fair condition index (FCI) value (57% of the total portfolio). Out of the 208 buildings with an FCI (fair condition index), 53% are in fair or better condition.					
9	Annually, the cycle to retrieving the information used to derive the fair or better status via the facility condition index (FCI) is available in the fall (November). It should be noted that due to COVID-19, regular operations and activities needed to be postponed.					
10	A target for this indicator is not applicable as there is a Treasury Board policy process dealing with the sale of surplus properties which does not support targeting any particular outcome. The surplus real property is sold or transferred following an established process tailored to its characteristics and best value to the Crown and Canadians.					

Additional information on Public Services and Procurement Canada's departmental results indicators is available in the Government of Canada [InfoBase](#).

### Budgetary financial resources: Property and infrastructure—Actual versus planned spending including difference, fiscal year 2019 to 2020 (in dollars)

2019 to 2020 Main Estimates	2019 to 2020 planned spending	2019 to 2020 total authorities available for use	2019 to 2020 actual spending (authorities used)	2019 to 2020 difference (actual spending minus planned spending)
2,425,572,214	2,425,572,214	3,109,815,735	2,626,433,017	200,860,803

The 2019 to 2020 Main Estimates and planned spending amounts do not address the new 2019 BIV (budget implementation vote), given the timing of the tabling. When taking into account the new BIV (budget implementation vote) funding of \$601.5 million received, the revised planned spending versus actual spending will result in a surplus of \$400.6 million instead of a deficit of \$200.9 million. This surplus of \$400.6 million is mainly related to delays experienced in tendering new construction contracts as well as increased revenues from accommodations, such as office space. The decrease in expenditures also relates to the realignment of funding to revised project schedules.

## Human resources: Property and infrastructure—Planned versus actual full-time equivalents including difference, fiscal year 2019 to 2020

2019 to 2020 planned full-time equivalents	2019 to 2020 actual full-time equivalents	2019 to 2020 difference (actual full-time equivalents minus planned full-time equivalents)
4,317.60	4,145.84	(171.76)

There is no significant variance between actual and planned full-time equivalents.

Financial, human resources and performance information for the Public Services and Procurement Canada's Program Inventory is available in the Government of Canada [InfoBase](#).

## Government-wide support

PSPC (Public Services and Procurement Canada) provides administrative services and tools to federal organizations that help them deliver programs and services to Canadians.

## Departmental Result: Federal organizations have access to high quality linguistic services and tools

By leading the language industry and remaining at the forefront of language technologies, PSPC (Public Services and Procurement Canada)'s Translation Bureau continued to strengthen its position as the centre of excellence in linguistic services.

In 2019 to 2020, the Translation Bureau started implementing a new business model following extensive consultations with departmental heads, associations, unions, employees and academia. The model includes a new platform, called GClangua. This new platform performs and manages end-to-end requests for translation, terminology and interpretation services, processes and activities in an integrated way. In parallel, the Translation Bureau experimented with different neural machine translation (NMT) tools, including their use by the Translation Bureau translators assigned to client departments.

The Translation Bureau took further steps to enhance the quality and capacity of its translation and interpretation services. The report on the Quality Evaluation Framework for translation in official languages was published in July 2019 and the first annual quality evaluation report was published in January 2020. Additionally, a Quality Evaluation Framework for interpretation in official languages was developed to evaluate the quality of

services to government and parliamentary clients. In May 2019, the Translation Bureau also implemented a new open contracting process for interpretation, following a lengthy consultation process with representatives of the freelance interpreter community.

The Translation Bureau placed a significant focus on training its language professionals on quality control and neural machine translation in order to prepare them for the future of the profession. The Translation Bureau conducted testing with the National Research Council of Canada (NRC) on various devices to improve the quality of its remote interpretation services. It also restructured and modernized its interpretation services sector to establish its national leadership role and provide quality remote interpretation services.

The Translation Bureau established and renewed various partnerships with universities, colleges and professional associations to increase and diversify the supply of language services. Moreover, the Translation Bureau held various workshops that resulted in recruiting additional Indigenous language interpreters which helped the Translation Bureau increase the number of Indigenous languages it can supply. It also commissioned a research study on Canadian post-secondary institutions offering Indigenous linguistic programs. The Translation Bureau is working closely with universities and associations to recruit qualified French Langue des signes québécoise and English-American Sign Language interpreters.

To develop the next generation of language professionals, the Translation Bureau is implementing a succession planning and talent management framework. It continues to maintain partnerships with universities, offers continuous learning opportunities through technical language courses and workshops to language professionals and increased the use of the Federal Student Work Experience Program.

As a leader in business continuity, the Translation Bureau continued to ensure service availability and excellence during the COVID-19 pandemic. A [COVID-19 glossary](#) was developed on short notice, and shared with the public service, the general public and the Translation Bureau's terminology partners. The Translation Bureau supported government and parliamentary operations by providing official languages and sign language interpretation services for the House of Commons, Cabinet and Senate, as well as the Prime Minister's, PHAC (Public Health Agency of Canada)'s and various ministers' daily press conferences. Furthermore, public health documents were translated into 33 foreign and Indigenous languages.

**Departmental result: The government does business with ethical suppliers and ensures that sensitive information is handled appropriately**

PSPC (Public Services and Procurement Canada) continued to apply the Integrity Regime to help ensure the Government of Canada conducts business with ethical suppliers and to protect the integrity of procurement and real property transactions in an evolving marketplace. Development and refinement of options to enhance the regime through modifications to the *Ineligibility and Suspension Policy* continued during the year and are ongoing. Working collaboratively with provincial and territorial partners, PSPC (Public Services and Procurement Canada) participated in the establishment of a federal, provincial and territories community of practice to share and identify integrity best practices in public procurement across Canadian jurisdictions. Additionally, PSPC (Public Services and Procurement Canada) worked with its partners to develop a guide to best practices in integrity in public procurement to highlight the best practices being implemented across Canada.

PSPC (Public Services and Procurement Canada) streamlined and augmented processes to ensure integrity verifications and determinations of a supplier's status under the *Ineligibility and Suspension Policy* were completed in a thorough and efficient manner. Over the course of the year, the department completed close to 29,000 integrity verification requests (representing 374,413 name checks) to assist federal departments and agencies in verifying supplier compliance with the regime. Over 99% of the verifications were completed within the 4-hour service standard. A survey of over 4,000 procurement officers was also conducted to seek their input on verification services, training and potential system improvements. The majority of procurement officers who responded to the survey indicated that they are satisfied with the service received as well as the response time.

PSPC (Public Services and Procurement Canada) implemented recommendations to address the risks of fraud in procurement identified by the first 2 phases of the department's fraud risk assessment, such as developing an intelligence database that will enhance data mining to detect fraud and collusion, and completing a conflict of interest database for the Human Resources Branch to mitigate the related risks and develop detection capabilities.

To ensure that all procurements warranting fairness monitoring due to sensitivity, materiality and complexity are identified and monitored, PSPC (Public Services and Procurement Canada) launched a revised departmental *Policy on Fairness Monitoring*, which identifies specifically which departmental activities will require fairness monitoring assessment. PSPC (Public Services and Procurement Canada) also continued its work with the

Competition Bureau and the Royal Canadian Mounted Police to further strengthen its fraud detection capabilities through the federal contracting fraud tip line.

PSPC (Public Services and Procurement Canada) contributes to Canada's economic and national security agenda through the Contract Security Program (CSP) and Controlled Goods Program (CGP). In 2019 to 2020, PSPC (Public Services and Procurement Canada)'s CSP (Contract Security Program) engaged with security and intelligence departments and agencies to leverage their expertise in support of its programs. This engagement explored policy options, raised awareness and sought common solutions to sustain the department's contribution to the *National Security Framework*. This collaboration will help to eliminate duplication of efforts among government departments, increase portability of security clearances, and ensure consistency in the Government of Canada's security measures. In addition, PSPC (Public Services and Procurement Canada) conducted a threat and risk assessment of the CSP (Contract Security Program) to identify areas of improvement. The report will help the program address identified risks and improve its security posture over the coming year.

PSPC (Public Services and Procurement Canada) continued to engage its clients, both industry and other government departments, by developing and delivering contract security training and information sessions. These training and information sessions improve the clients' understanding of and compliance with the security requirements of the CSP (Contract Security Program). Further improvements include the development of an online learning course for industry clients, which will be rolled out in the coming year.

PSPC (Public Services and Procurement Canada) continued to explore ways to reduce administrative burdens and improve its processes to address client concerns about the program requirements. To create efficiencies, PSPC (Public Services and Procurement Canada) developed several pilots for new risk-based approaches, such as IT (information technology) inspection requirements that allow for an offsite inspection for low risk files, security screening interviews for low risk personnel, security screening files being conducted via telephone and low risk out-of-country verification files being processed by electronic correspondence. The success of these pilot initiatives led to a reduction in processing times for inspections and security screening requests and PSPC (Public Services and Procurement Canada) is currently analyzing results to determine the validity of implementing these processes moving forward.



PSPC (Public Services and Procurement Canada) concluded the negotiations of security instruments with Chile and Sweden to support major government procurement initiatives, open new markets for Canadian industry, and to contribute to Canada's economic and national security agenda. PSPC (Public Services and Procurement Canada) continues to learn from international best practices and to identify opportunities to incorporate these lessons learned into any changes undertaken in the CSP (Contract Security Program). In the past year, international best practices informed proposed changes in organizational screening processes, ownership assessments, and security education and awareness training.

In 2019 to 2020, the CGP (Controlled Goods Program)'s Industry Engagement Committee was reinstated to create a platform for the exchange of advice and recommendations on possible improvements to the program, which will contribute to the development of a more client-focussed delivery approach to safeguarding sensitive and strategic government information and assets accessed by the private sector.

The CGP (Controlled Goods Program) focused on ongoing investments in technology systems and contributed to the development of a new industrial security systems transformation (ISST) solution that will replace the current IT (information technology) legacy system. This user-friendly online tool will simplify registration and exemption processes for the private sector. An automated database will also enable the CGP (Controlled Goods Program) to collect and synthesize information in a more efficient manner and identify trends in an evolving external threat environment.

In response to the Office of Audit and Evaluation's 2018 to 2019 evaluation, the CGP (Controlled Goods Program) developed procedures that the program would follow should a registrant improperly assess the risk of an employee and an incident occurs, to ensure that consequences to Canada are mitigated.

## **Evaluation of the Fairness Monitoring Program**

The Fairness Monitoring Program (FMP) was created as a formal oversight mechanism to provide management, suppliers, clients and Canadians with independent assurance that departmental activities such as the procurement of goods, services or construction services, acquisition and disposal of real property, disposal of Crown assets, and grants and contributions are conducted in a fair, open and transparent manner.

An evaluation that was conducted in 2018 found that the program is achieving its outcomes for the most part. Most procurements that should be monitored are being monitored. Clients perceive fairness monitoring to

be timely and of quality. The program is operating efficiently and economically, at low cost, while meeting its large mandate.

However, several recommendations were made to improve overall effectiveness:

- implement changes to the *Policy on Fairness Monitoring* to ensure that all high-risk, high-sensitivity, high-complexity procurements are assessed for the need for monitoring
- ensure that lessons learned are carried out on a regular basis and that they are based on an analysis of all fairness issues
- PSPC (Public Services and Procurement Canada) programs should ensure that policies, guidelines and procurement manuals, in addition to the design of procurement tools supporting them, be regularly reviewed and updated, based on systemic fairness issues identified through the FMP (Fairness Monitoring Program)'s analysis of lessons learned

In response to the recommendations, FMP (Fairness Monitoring Program) launched a revision of the departmental *Policy on Fairness Monitoring* and a revised fairness monitoring assessment form was piloted. The program is also reviewing the other recommendations, and will be developing options for further consideration.

## Evaluation of the Business Dispute Management Program

The Business Dispute Management Program (BDMP) is a neutral and confidential resource for contractors, other government departments and PSPC (Public Services and Procurement Canada) employees when they experience difficulties with a contract where PSPC (Public Services and Procurement Canada) is the contracting authority. The program offers conflict prevention and alternative dispute resolution (ADR) services. In 2019 to 2020 the BDMP (Business Dispute Management Program) processed over 100 enquiries at every stage of the contracting process, in all areas of contracting. The vast majority were resolved without recourse to formal mediation services given the continuum of prevention methods offered such as consultations, coaching, or facilitated discussion. BDMP (Business Dispute Management Program) also completed 24 mediations to address business disputes.

While ADR (alternative dispute resolution) services can help avoid costly and lengthy approaches to resolve disputes, an evaluation conducted in 2018 found that awareness of the program is low within the procurement community. This is the result in part of the program's overlap with services provided by the Office of Procurement Ombudsman (OPO). Most stakeholders were satisfied with the services they received from BDMP (Business Dispute Management Program). However, many were involved in

business disputes for extended periods of time prior to engaging BDMP (Business Dispute Management Program). They would benefit from using BDMP (Business Dispute Management Program) services at an earlier point in business disputes. This resulted in the following recommendations:

- develop a strategy to increase awareness of the role of the BDMP (Business Dispute Management Program) in the provision of ADR (alternative dispute resolution) services
- develop standardized dispute resolution clauses for goods and services contracts that identify the BDMP (Business Dispute Management Program) as a provider of optional ADR (alternative dispute resolution) services in all PSPC (Public Services and Procurement Canada) dispute resolution clauses

In response to these recommendations, BDMP (Business Dispute Management Program) worked in close collaboration with the Acquisitions Program and the OPO (Office of Procurement Ombudsman) to develop a dispute resolution clause to be included in the standard procurement templates, which will refer to information on potential options for ADR (alternative dispute resolution). Furthermore, BDMP (Business Dispute Management Program) conducted 12 outreach and awareness activities as well as a total of 20 days of skill-building training sessions on conflict resolution for 132 participants across the country.

## **Departmental result: Federal organizations have the support services and tools they need to deliver their programs to Canadians**

PSPC (Public Services and Procurement Canada) continues the delivery of document imaging and data capture services to all federal organizations by imaging, indexing and secure archiving of electronic records in support of client efforts to digitally modernize their operations. In addition, PSPC (Public Services and Procurement Canada) continues the development of an accessible digitization service in order to meet the requirements of the *Accessible Canada Act*.

PSPC (Public Services and Procurement Canada)'s document imaging services experienced 19% growth over the previous year assisting clients in the delivery of services. PSPC (Public Services and Procurement Canada) also successfully launched an agile procurement for an accessibility digitization solution in conjunction with Innovative Solutions Canada. The tender closed on June 1, 2020.

PSPC (Public Services and Procurement Canada), through the Canadian General Standards Board, continues to develop and maintain national standards and certify personnel, products and organizations in accordance with internationally recognized certification requirements such as those of

the International Standards Organization (ISO). PSPC (Public Services and Procurement Canada) has been working towards obtaining "self-declaration status" in order to permit a timelier and more efficient standards development process by enabling the Canadian Government Standards Board to independently issue Canadian standards.

In response to the COVID-19 pandemic, the Canadian General Standards Board assisted the Acquisitions Branch's efforts by assigning resources to help PHAC (Public Health Agency of Canada)'s technical team cross referencing offered medical products with actual specifications.

PSPC (Public Services and Procurement Canada) continues to support the effective reuse, recycling, and disposal of surplus moveable Crown assets for over 100 Government of Canada departments and agencies through GCSurplus divestment programs.

Following the recommendations of the 2018 Spring Audit of Disposing of Government Surplus Goods and Equipment, PSPC (Public Services and Procurement Canada), working with TBS (Treasury Board of Canada Secretariat) and government departments, developed guidelines to enable departments to donate assets to non-profit organizations, through its online GCSurplus website.

In response to the COVID-19 pandemic, GCSurplus transformed its operations to become the lead in the receipt and distribution of PPE (personal protective equipment) purchased by PSPC (Public Services and Procurement Canada) in support of federal organizations. Nearly 5 million articles of PPE (personal protective equipment) were distributed in the first month.

PSPC (Public Services and Procurement Canada)'s Seized Property Management Directorate (SPMD) continued to support law enforcement agencies and enhance services to our partners on the management and disposal of seized and forfeited assets. SPMD is the leader in cryptocurrency management for PSPC (Public Services and Procurement Canada) clients in law enforcement and other government departments. PSPC (Public Services and Procurement Canada) generated over \$88 million in gross revenue for the federal government, provinces and participating foreign jurisdictions by overseeing the sale and disposal of surplus moveable assets and assets obtained in relation to criminal seizures. PSPC (Public Services and Procurement Canada) handles assets such as vehicles, properties, controlled goods and cryptocurrencies.

In support of the implementation of the Service Management Strategy, PSPC (Public Services and Procurement Canada) developed and monitored progress against the Service Improvement Work Plan. Key achievements

include the annual update of the service inventory and the continued roll-out of a client relationship management solution (MS Dynamics). PSPC (Public Services and Procurement Canada) has begun working to develop a unified departmental Service Catalogue and an integrated service management tool to improve client experience and service delivery.

The Next Generation (NextGen) Travel Program has continued its work to modernize the way public servants travel for business and improve the user experience. In 2019 to 2020, NextGen travel engaged over 100 public servant clients in targeted design thinking workshops, in addition to the 750 users engaged in the previous fiscal year. For example, 2 innovation labs with public servants with disabilities were held as a start to ensuring that the future service model is designed with accessibility at the forefront. As well, 7 co-creation workshops with stakeholders and users took place to develop service design blueprints which will serve as the basis of a new service model for government travel. A pilot was held and prototypes developed with the objective of reengineering existing government travel processes to improve the user experience while ensuring sound stewardship of government travel funds.

PSPC (Public Services and Procurement Canada) continued to enable departments by offering 4 enterprise technological solutions. Great progress has been made in the past year and efforts will continue as they move toward a modern digital workspace. The 4 solutions are as follow:

- GCdocs implemented open by default and automated archiving with Library Archives Canada and is expanding its services on protected and secure networks
- GCcase supports 75 solutions and 35 departments with their case management and business workflow requirements, and is expanding to include applications in the cloud and support for departmental solution development
- GCshare developed a service that enables external collaboration solutions on internal, public cloud and Microsoft M365 platforms, and is upgrading PSPC (Public Services and Procurement Canada)'s Collaboration Centre of Excellence to SharePoint software
- GCinterop continued work providing solutions that allow for the sharing of data across multiple Government of Canada (GC) systems, including e-procurement solution, PayInsight/MyGC Pay, SIGMA and GClingua

## Experimentation

In order to enhance its capacity to deliver timely, cost effective and quality services, the Translation Bureau is implementing a new linguistic services management system called GClingua. This new system will allow for the

integration of artificial intelligence tools, which will enable the Translation Bureau to remain at the forefront of language technologies.

In addition, the research projects with the NRC (National Research Council of Canada) are advancing. They consist of optimizing the deployment of translation applications, the evaluation of translation quality and the workflow selection processes.

## Risk mitigation

There is a risk PSPC (Public Services and Procurement Canada) may not have the timely, accurate, reliable and authoritative data—nor some of the modern, reliable and compatible IT (information technology) tools and systems—that it needs for informed decision making. To mitigate this risk, the department:

- continued its ongoing finalization and implementation of the PSPC (Public Services and Procurement Canada) Data and Information Management Strategy
- launched the Digital Innovation Network, which aims to help internal partners to better understand their clients, and to enable them to view digitally-enabled services from clients' perspectives
- created the Cloud Competency Centre. Through this initiative, PSPC (Public Services and Procurement Canada) is currently engaging with the private sector to establish delivery systems that will enable the department to acquire the in-house expertise needed to improve cloud readiness
- set a clear strategic direction through PSPC (Public Services and Procurement Canada)'s Digital Strategy, which defines key actions to forward the department's digital transformation plan
- implemented a predictable capital funding model, in order to support business transformation efforts

## Results achieved: Government-wide support—Actual results versus performance indicator targets for expected results (3 fiscal years from 2017 to 2018, to 2019 to 2020)

Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results

Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results
<b>Federal organizations have access to high quality linguistic services and tools.</b>	Percentage of translation, interpretation and terminology services that comply with established quality standards: Target 1 (translation). <sup>1</sup>	TBD <sup>1</sup>	March 31, 2020	n/a.(Not applicable)	79%	n/a.(Not applicable) <sup>2</sup>
	Percentage of translation, interpretation and terminology services that comply with established quality standards: Target 2 (interpretation). <sup>1</sup>	TBD <sup>1</sup>	March 31, 2020	n/a.(Not applicable)	n/a.(Not applicable)	n/a.(Not applicable) <sup>3</sup>
	Percentage of translation, interpretation and terminology services that comply with established quality standards: Target 3 (terminology) <sup>1</sup>	95%	March 31, 2020	n/a.(Not applicable)	95.6%	98.8%
	Percentage of overall user satisfaction with the Translation Bureau's language tools and services.	90%	March 31, 2020	n/a.(Not applicable)	85.6%	87.8% <sup>4</sup>

Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results
	Percentage of translation, interpretation and terminology services provided to Government of Canada by Translation Bureau. <sup>5</sup>	n/a.(Not applicable)	March 31, 2020	n/a.(Not applicable)	n/a.(Not applicable)	n/a.(Not applicable)
<b>The government does business with ethical suppliers and ensures that sensitive information is handled appropriately.</b>	Percentage of business integrity verification requests answered within the 4-hour client service standard.	80%	March 31, 2020	99%	99%	99%
	Percentage of security screenings processed within 7 business days for contractors and sub-contractors requiring access to protected information.	85%	March 31, 2020	96%	97%	98%



Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results
<b>Federal organizations have the support services and tools they need to deliver their programs to Canadians.</b>	Percentage of overall client satisfaction with PSPC (Public Services and Procurement Canada) support services and tools.	87%	March 31, 2020	90%	n/a (Not applicable) <sup>6</sup>	n/a (Not applicable) <sup>7</sup>
	Percentage of PSPC (Public Services and Procurement Canada) service standards met.	87%	March 31, 2020	82%	74%	73% <sup>8</sup>

Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results
1	As of 2020 to 2021, the Translation Bureau's 3 linguistic services: translation, interpretation and terminology and their respective indicators are merged into one and the target will be adjusted accordingly.					
2	Due to COVID-19, the evaluations for this indicator were delayed.					
3	The Translation Bureau finalized the development of its Quality Evaluation Framework for Interpretation in 2019 to 2020. The actual results will be available in 2020 to 2021.					
4	Due to COVID-19, the second half of the annual evaluation for 2019 to 2020 was cancelled. Consequently, only mid-year results are available for the 2019 to 2020 fiscal year.					
5	This indicator was removed from the 2020 to 2021 Departmental Results Framework and is no longer being measured.					
6	<del>PSPC (Public Services and Procurement Canada)</del> changed its client measurement practices in 2018 to 2019. As a result, data for 2018 to 2019 is not available.					
7	<del>Client measurement practices were changed in 2018 to 2019. Data for that year was then unavailable, making it impossible to provide a result in the 2018 to 2019 Departmental Results Report (DRR) as well as in the 2019 to 2020 DRR (Departmental Results Report). The department does not have the ability to continue reporting client satisfaction based on its initial methodology. PSPC (Public Services and Procurement Canada) will be working in partnership with clients to develop sound methodology and report on results.</del>					
8	The result is below the target due to human resources issues such as a staffing shortage, high workload volumes and minimal succession planning.					

Additional information on Public Services and Procurement Canada's departmental results indicators is available in the Government of Canada [InfoBase](#).

### **Budgetary financial resources: Purchase of goods and services—Actual versus planned spending including difference, fiscal year 2019 to 2020 (in dollars)**

<b>2019 to 2020 Main Estimates</b>	<b>2019 to 2020 planned spending</b>	<b>2019 to 2020 total authorities available for use</b>	<b>2019 to 2020 actual spending (authorities used)</b>	<b>2019 to 2020 difference (actual spending minus planned spending)</b>
130,276,919	130,276,919	163,243,110	151,289,701	21,012,782

The 2019 to 2020 Main Estimates and planned spending amounts do not address the new 2019 BIV (budget implementation vote), given the timing of the tabling. When taking into account the new BIV (budget implementation vote) funding of \$24.1 million received, the revised planned spending versus actual spending will result in a surplus of \$3.1 million instead of a deficit of \$21.0 million. Therefore, there is no significant variance between actual spending and planned spending.

### **Human resources: Government-wide support—Planned versus actual full-time equivalents (fiscal year 2019 to 2020)**

<b>2019 to 2020 planned full-time equivalents</b>	<b>2019 to 2020 actual full-time equivalents</b>	<b>2019 to 2020 difference (actual full-time equivalents minus planned full-time equivalents)</b>
2,480.24	2,470.33	(9.91)

There is no significant variance between actual and planned full-time equivalents.

Financial, human resources and performance information for the Public Services and Procurement Canada's Program Inventory is available in the Government of Canada [InfoBase](#).

## **Procurement Ombudsman**

The Office of the Procurement Ombudsman (OPO) operates at arm's-length from federal organizations. It is legislated to review the procurement practices of federal organizations, review complaints from Canadian suppliers, and provide dispute resolution services.

### **Departmental result: Raise awareness of procurement issues and exchange information (education)**

OPO (Office of Procurement Ombudsman) continued conducting research to expand procurement expertise by performing comprehensive analyses of issues of importance to the supplier and federal procurement communities. In 2019 to 2020, OPO (Office of Procurement Ombudsman) completed 3 studies: late payments, social procurement and emergency procurement,

which will be available on its website in 2020 to 2021. ~~OPO (Office of Procurement Ombudsman)~~ further exchanged information with stakeholders by presenting at, and participating in, multiple procurement conferences and events across the country.

In March 2020, ~~OPO (Office of Procurement Ombudsman)~~ hosted its second Diversifying the Federal Supply Chain Summit in Toronto. Expanding on the half-day program it offered in Ottawa in March 2019, ~~OPO (Office of Procurement Ombudsman)~~ introduced a full-day program which included presentations, panel discussions and workshops. This event attracted nearly 350 registrants from the Greater Toronto Area and across Canada. The goal was to connect underrepresented Canadian business owners with representatives from federal government programs and private sector organizations who can help underrepresented businesses understand the federal procurement process and bid on federal contracts.

## **Departmental result: Procurement related issues are addressed through facilitation (alternative dispute resolution)**

~~OPO (Office of Procurement Ombudsman)~~ continued to help suppliers and federal organizations resolve procurement-related issues informally whenever possible, and offered formal alternative dispute resolution (ADR) services when required. In 2019 to 2020, ~~OPO (Office of Procurement Ombudsman)~~ received a total of 9 requests for ~~ADR (alternative dispute resolution)~~ services. In 2 cases, both parties agreed to use the ~~ADR (alternative dispute resolution)~~ process and their issues were formally resolved with a settlement agreement. In one case, the supplier and the department were able to resolve the dispute before the start of the ~~ADR (alternative dispute resolution)~~ process. In another case, the ~~ADR (alternative dispute resolution)~~ request was withdrawn by the supplier prior to starting the process. In 4 cases, the nature of the request for ~~ADR (alternative dispute resolution)~~ services did not meet the *Procurement Ombudsman Regulations* and could not be considered any further. In the remaining case, the ~~ADR (alternative dispute resolution)~~ has been carried forward into 2020 to 2021. Additionally, in 2019 to 2020, ~~OPO (Office of Procurement Ombudsman)~~ also formally resolved an ~~ADR (alternative dispute resolution)~~ process that we had launched in 2018 to 2019.

## **Departmental result: Procurement related issues are addressed through investigation**

Part of the Procurement Ombudsman's mandate is to review the procurement practices of federal organizations for acquiring materiel and services to assess their fairness, openness and transparency, and make

recommendations for improvement. In line with the 5-Year Procurement Practices Review Plan, OPO (Office of Procurement Ombudsman) completed, in 2019 to 2020, 2 reviews that were launched in 2018 to 2019, and launched 2 new ones. The reports are available on the Office of the Procurement Ombudsman website.

In 2019 to 2020, OPO (Office of Procurement Ombudsman) received a total of 423 procurement-related cases. In all instances, OPO (Office of Procurement Ombudsman) either provided direct assistance or pointed the client to the appropriate authority. If a supplier contacts the office with a formal complaint that meets the criteria set out in the *Procurement Ombudsman Regulations*, OPO (Office of Procurement Ombudsman) proceeds with a review and produce a report on its findings. If the Procurement Ombudsman makes any recommendations in his report, the office follows up with the federal organization one year later to inquire as to whether the recommendations were followed. In 2019 to 2020, OPO (Office of Procurement Ombudsman) had 4 complaints filed in accordance with the *Procurement Ombudsman Regulations* and thus launched 4 formal reviews. Of these reviews, one was launched and completed, 2 will be completed in early 2020 to 2021 and the other was launched and subsequently terminated, as required by law, when the department cancelled the contract.

## Risk mitigation

In order to mitigate possible risks to its mandate, OPO (Office of Procurement Ombudsman):

- recruited and trained a skilled and multidisciplinary work force able to deliver high quality services and products
- remained abreast of current trends, developments and initiatives in federal procurement to maximize the quality and value of OPO (Office of Procurement Ombudsman)'s recommendations and outputs
- collaborated extensively with federal procurement stakeholders to ensure OPO (Office of Procurement Ombudsman) took into consideration the impacts of its actions and remained focused on the needs of those it serves
- modernized, through necessary upgrades and modifications, OPO (Office of Procurement Ombudsman)'s case management system to enhance data capture and reporting
- leveraged innovation and creativity to identify and analyze business strategies for improvement

## Results achieved: Procurement Ombudsman—Actual results versus performance indicator targets for expected results (3 fiscal years from 2017 to 2018, to 2019 to 2020)

Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results
<b>Raise awareness of procurement issues and exchange of information (education)</b>	Number of educational events per year with small and medium-sized businesses and federal officials.	10	March 31, 2020	63%	79%	87 <sup>1</sup>
	Number of geographical locations where these educational events are held.	5	March 31, 2020	5	8	9
<b>Procurement-related issues are addressed through facilitation (alternative dispute resolution)</b>	Percentage of alternative dispute resolution processes that result in settlement agreements agreed to by both parties.	90%	March 31, 2020	100%	n/a. (Not applicable) <sup>2</sup>	100%
<b>Procurement-related issues are addressed through investigation</b>	Percentage of supplier complaint reviews completed within 120 working days as per legislative requirements.	100%	March 31, 2020	100%	100%	100%
	Percentage of recommendations made by the Ombudsman acted upon by federal organizations.	100%	March 31, 2020	100%	100%	100%

Departmental results	Performance indicators	Target	Date to achieve target	2017 to 2018 actual results	2018 to 2019 actual results	2019 to 2020 actual results
1	As a direct result of OPO (Office of Procurement Ombudsman)'s efforts to raise awareness of procurement issues and exchange of information on a nation-wide scale, OPO (Office of Procurement Ombudsman) revamped its outreach strategy to maximise the number of educational events held per year with small and medium-sized businesses and federal officials across Canada. For this reason, yearly results exceeded the set target exponentially.					
2	In 2018 to 2019, OPO (Office of Procurement Ombudsman) received 4 requests for formal ADR (alternative dispute resolution) services. Two of the requests met the requirements set out in the regulations, and ADR (alternative dispute resolution) processes were launched. One of the ADR (alternative dispute resolution) requests was resolved between the supplier and federal organization prior to the start of a formal process and the other continued into 2019 to 2020. OPO (Office of Procurement Ombudsman) also provided ADR (alternative dispute resolution) services on 2 cases started the previous year.					

Additional information on Public Services and Procurement Canada's departmental results indicators is available in the Government of Canada [InfoBase](#).

### Budgetary financial resources: Procurement Ombudsman—Actual versus planned spending including difference, fiscal year 2019 to 2020 (in dollars)

2019 to 2020 Main Estimates	2019 to 2020 planned spending	2019 to 2020 total authorities available for use	2019 to 2020 actual spending (authorities used)	2019 to 2020 difference (actual spending minus planned spending)
4,122,297	4,122,297	4,380,254	3,987,055	(135,242)

There is no significant variance between actual spending and planned spending.

### Human resources: Procurement Ombudsman—Planned versus actual full-time equivalents, fiscal year 2019 to 2020

2019 to 2020 planned full-time equivalents	2019 to 2020 actual full-time equivalents	2019 to 2020 difference (actual full-time equivalents minus planned full-time equivalents)
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18	24.86	6.86
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The difference between planned and actual full-time equivalents is mainly due to the staffing of vacant positions following departures, and the recruitment of students as a result of an increase in activities, such as knowledge deepening and sharing studies, procurement practice reviews, outreach, etc.

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the Government of Canada [InfoBase](#).

## Internal services

Internal services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal services refers to the activities and resources of the 10 distinct service categories that support program delivery in the organization, regardless of the internal services delivery model in a department. The 10 service categories are:

- acquisition management services
- communications services
- financial management services
- human resources management services
- information management services
- information technology services
- legal services
- materiel management services
- management and oversight services
- real property management services

In 2019 to 2020, PSPC (Public Services and Procurement Canada) underwent a formal planning process to identify departmental outcomes for the next 3 years. At the same time, it examined funding requirements for the department's service offerings with a view to improving how PSPC (Public Services and Procurement Canada) serves its clients and employees and to plan for the future. With this information in hand, the department drafted its first Integrated Business Plan, serving as a roadmap for PSPC (Public Services and Procurement Canada)'s work over the next 3 years, clearly articulating priorities and milestones, enabling progress tracking and reporting along with the strategic alignment of internal resource. The Integrated Business Plan is accompanied by PSPC (Public Services and



Procurement Canada)'s first Strategic People Management Plan (2020 to 2023), which was developed to enable the department to be forward-looking in its people management. The Strategic People Management Plan focuses on 3 priorities:

- recruiting a talented, agile and diverse workforce
- developing and managing talent, including leadership
- fostering a workplace that enshrines psychological health, safety, well-being, linguistic duality, inclusion and accessibility

The government has committed to accelerate and build upon reconciliation with Indigenous people. In order to meet this broad agenda, and specific commitments to 5% Indigenous procurement, supporting Indigenous languages, and creating an Indigenous people's space at 100 Wellington, PSPC (Public Services and Procurement Canada) is working to increase coordination of Indigenous engagement and reconciliation activities and to engage with Indigenous people, businesses and organizations.

PSPC (Public Services and Procurement Canada)'s communications function conducted an extensive review of its capacity and launched a modernization initiative to bolster capacity on a number of fronts, namely proactive communications and digital communications, and to centralize departmental web publishing. Communications plans and activities were developed and deployed to support a broad range of initiatives, including real property, Parliament Hill rehabilitation, defence procurement and National Shipbuilding Strategy projects, milestones and achievements. To keep Canadians informed of the department's work, more than 2,400 tweets and more than 1,300 Facebook posts were issued. As well, PSPC (Public Services and Procurement Canada) delivered approximately 1,700 media requests compared to 1,483 last fiscal while meeting approximately 80% of the reporter deadlines.

PSPC (Public Services and Procurement Canada)'s Security and Emergency Management Sector (SEMS) launched a number of key initiatives to improve the foundation of the corporate security program, including: a travel program, a Government of Canada Secret Infrastructure implementation strategy, modernization of the Unit Security Officer program and the preparation for modernization of security access control systems in the NCA (National Capital Area). SEMS (Security and Emergency Management Sector) rapidly adapted to a new environment due to COVID-19, notably by accelerating the implementation of the Departmental Emergency Operations Centre.

PSPC (Public Services and Procurement Canada)'s Special Investigations and Internal Disclosure (SIID) conducted administrative investigations into all types of employee misconduct, including wrongdoing under the *Public*

*Service Disclosure Protection Act*, privacy breaches, fraud, collusion, gross mismanagement, conflict of interest and unauthorized leaks of information. It reviewed all complaints received from vendors and the public regarding procurement activities. It also continuously liaised with banks, police services, and Canada Post regarding theft or fraud related to Receiver General for Canada payments. SIID (Special Investigations and Internal Disclosure) was also instrumental in the delivery of an on-line training course on prevention of fraud and wrongdoing. In the context of the COVID-19 pandemic, SIID (Special Investigations and Internal Disclosure) adopted a more proactive approach that focuses on detection and prevention, ensuring full visibility in a remote working setting.

**Budgetary financial resources (dollars) for internal services: Actual versus planned spending including difference, fiscal year 2019 to 2020 (in dollars)**

<b>2019 to 2020 Main Estimates</b>	<b>2019 to 2020 planned spending</b>	<b>2019 to 2020 total authorities available for use</b>	<b>2019 to 2020 actual spending (authorities used)</b>	<b>2019 to 2020 difference (actual spending minus planned spending)</b>
229,893,087	229,893,087	328,233,179	338,238,740	108,345,653

The 2019 to 2020 Main Estimates and planned spending amounts do not address the new 2019 BIV (budget implementation vote), given the timing of the tabling. When taking into account the new BIV (budget implementation vote) funding of \$46.3 million received, the revised planned spending versus actual spending will result in a deficit of \$62.0 million instead of a deficit of \$108.3 million. This deficit of \$62.0 million is mainly due to various investments such as evergreening of laptops, collaborative tools (for example InfoWiki, Jabber, Sharepoint) as well as the workplace renewal initiative. The increase in actual spending is also attributable to measures implemented to mitigate the impacts of the Phoenix pay system.

**Human resources (full-time equivalents) for internal services: Planned versus actual full-time equivalents, fiscal year 2019 to 2020**

<b>2019 to 2020 planned full-time equivalents</b>	<b>2019 to 2020 actual full-time equivalents</b>	<b>2019 to 2020 difference (actual full-time equivalents minus planned full-time equivalents)</b>
2,854.89	3,007.75	152.86

There is no significant variance between actual and planned full-time equivalent.

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