

2019–20

PUBLIC SERVICES AND PROCUREMENT CANADA

DEPARTMENTAL RESULTS REPORT



Anita Anand, PC, MP
Minister of Public Services and Procurement



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Procurement Canada

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Minister's message

I am pleased to present Public Services and Procurement Canada's (PSPC) Departmental Results Report for 2019 to 2020, which highlights the department's achievements in delivering on its diverse and complex mandate.

In March 2020, as the novel Coronavirus (COVID-19) outbreak became a global pandemic, PSPC took quick action to secure and deliver essential supplies, including personal protective equipment. PSPC also supported the Government of Canada's efforts to ramp up domestic manufacturing capacity of these supplies to meet both short- and long-term needs. This work will continue to be a priority until Canada's response and recovery efforts are completed.

Among PSPC's other priorities, the Department continued to make government procurement simpler and more responsive. In 2019–20, the department launched a centre to support employees and clients alike in delivering agile and innovative procurement processes.

PSPC also began implementing its Electronic Procurement Solution, a web-based platform to make it faster and easier for suppliers to do business with the Government, and for departments and agencies to procure the goods and services they need to deliver their programs.

PSPC also continued to leverage federal procurement to better include Indigenous businesses by providing them with increased opportunities to access the federal government market. The Department is working with Crown-Indigenous Relations and Northern Affairs Canada, Indigenous Services Canada and the Treasury Board of Canada Secretariat to achieve a new target of at least 5 percent of federal contracts awarded to businesses managed and led by Indigenous Peoples.

In 2019–20, PSPC advanced its efforts to ensure that public servants are paid accurately and on time. Significant progress has been made to reduce the backlog of pay transactions, going from 245,000 cases to 166,000 cases in the past fiscal year. 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. In addition, just before the close of the fiscal year, PSPC introduced a new application, MyGCPay, which provides federal employees with the information they need to better understand their pay and benefits. The application is now accessible to over 330,000 public servants. While there is still work to do, good progress is being made and the Department remains focused on eliminating the backlog and stabilizing the pay system.

PSPC's work actively supports the climate action and sustainability priority of the Government of Canada. In 2019–20 PSPC's operational greenhouse gas emissions were 58.1% lower than in 2005. This was accomplished through energy efficiency initiatives in its real property portfolio. The Department also supports the inclusion of environmental criteria in its procurements. As of the end of 2019–20, 42.7% of PSPC's standing offers and supply arrangements contained environmental considerations. The Department is targeting carbon neutrality by 2030 or earlier.

PSPC's implementation of the Long Term Vision and Plan (LTVP) for the rehabilitation and modernization of Canada's Parliamentary Precinct is proceeding as planned. In 2019–20, the Department focused on important enabling work, schematic design, and the start of demolition and abatement on the Centre Block. PSPC also initiated excavation activities in support of the Phase Two Visitor Welcome Centre. In addition, PSPC launched the planning phase to rehabilitate the 23 remaining Crown assets in the Parliamentary Precinct approaching critical failure.

In 2019–20, PSPC prioritized defence and marine procurement, in support of Canada's defence policy: Strong, Secure, Engaged and the National Shipbuilding Strategy (NSS). Key advancements of major defence and marine procurements included the release of the Request for Proposals for the replacement of Canada's CF-18 fighter jets, the acceptance of the first of 16 new Fixed-Wing Search and Rescue aircraft, the delivery of the

first of two Arctic and Offshore Patrol Ships for the Royal Canadian Navy and the first two Offshore Fisheries Science Vessels for the Canadian Coast Guard, and the launch of a competitive process to select a third strategic partner shipyard under the NSS.

Finally, the Translation Bureau strengthened its position as a centre of excellence in linguistic services, notably through experimenting with neural machine translation tools, as well as developing a COVID-19 glossary on short notice as a service to government operations and the general public during the pandemic. The Translation Bureau also pursued its efforts to enhance the visibility and vitality of Indigenous languages through community outreach and partnerships, and by continuing to build capacity in translation and interpretation.

These are only a few of the highlights of PSPC's achievements over the past year. I urge you to read the report to learn more about the department's role in delivering services to Canadians and building an inclusive, innovative, accessible and sustainable economy and society. It is the hard work and dedication of PSPC employees that make these achievements possible. I greatly appreciate their diligent efforts as they continue to deliver top-quality services of great value to Canadians. 🍁

Anita Anand, PC, MP
Minister of Public Services and Procurement



National Capital Region

Operating context and results at a glance

What funds were used?

Public Services and Procurement Canada's actual spending (authorities used) for 2019–20: \$3,828,687,376

Who was involved?

PSPC's actual full-time equivalents (FTE) for 2019–20: 15,984

Operating context

Public Services and Procurement Canada (PSPC) plays a key enabling role in the daily operations of the Government of Canada as a provider of goods and services that help federal departments and agencies meet their mandated objectives. Our fundamental values of respect, integrity, excellence, and leadership guide the way we support the government, our people, and our communities.

With close to 16,000 employees across the country, and offices located in

communities from coast to coast to coast, we manage an annual budget of over \$4 billion. PSPC operations are vast, given our roles, such as:

- The administrator of payments made to and on behalf of the Government of Canada;
- The largest federal owner and manager of office space in the country, providing safe, healthy and productive working environments for federal employees across Canada, including accommodation to Parliamentarians and more than 260,000 public servants;
- The central purchaser for the Government of Canada, managing approximately \$21 billion of procurements on behalf of other federal departments and agencies;
- The largest linguistic services organization within Canada

2019–20 Departmental Results Report

providing translation, interpretation and terminology services to federal departments, agencies, and Parliamentarians;

- Canada’s largest pension administrator with more than 904,000 active and retired pensioner accounts;
- Canada’s largest payroll administrator, handling compensation for more than 300,000 government pay accounts.

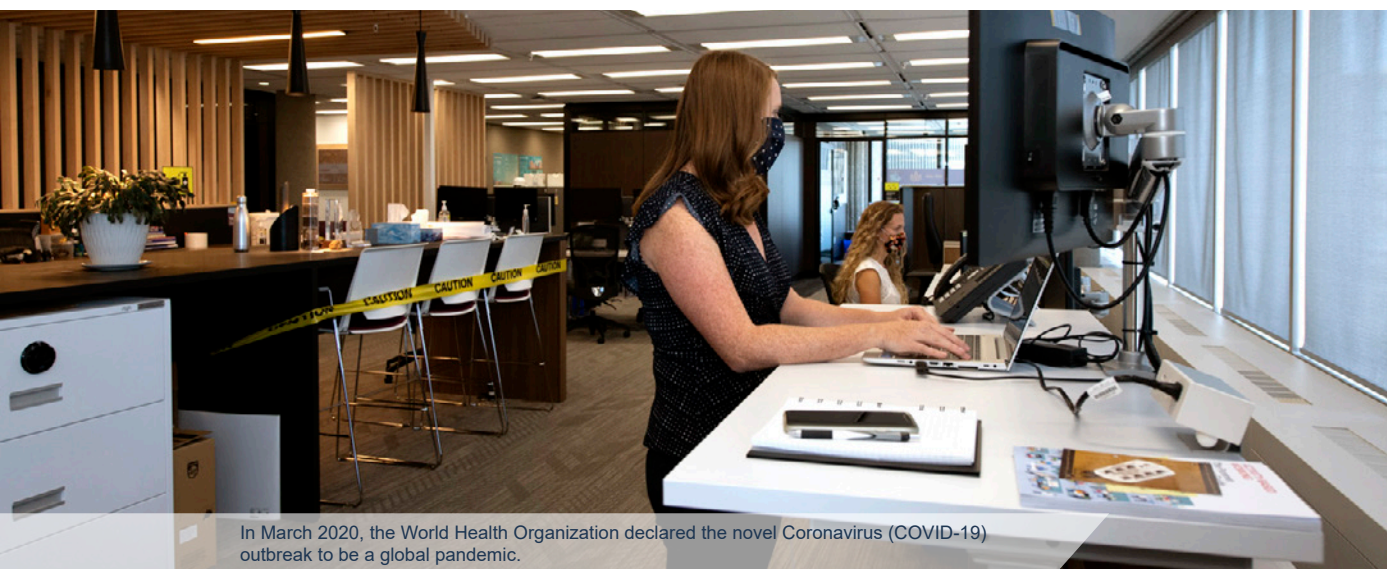
We are experts in a wide variety of fields, from professional purchasers to translators, from accountants to banking experts, and from architects and engineers to sustainable development experts. Our people manage a variety of programs and services and are our greatest asset.

In line with the government-wide *Policy on Results*, PSPC’s Departmental Results Framework outlines five core responsibilities: Purchase of Goods and Services; Payments

and Accounting; Property and Infrastructure; Government-Wide Support and Procurement Ombudsman. Within these, priorities for 2019–20 were identified in the 2019–20 Departmental Plan to guide our efforts.

The Department made progress in fulfilling mandate commitments and key initiatives in support of Government of Canada priorities and delivering results to Canadians. More information on mandate commitments can be found in the [Minister’s mandate letter](#)ⁱ.

In March 2020, the World Health Organization declared the novel Coronavirus (COVID-19) outbreak to be a global pandemic. PSPC responded quickly to launch a significant and sustained effort to provide critical and essential services in support of the Government of Canada and Canadians, such as the procurement of supplies and equipment to protect the health and safety of Canadians.



In March 2020, the World Health Organization declared the novel Coronavirus (COVID-19) outbreak to be a global pandemic.

Results at a glance

Purchase of Goods and Services

Key Priorities for 2019–20	Achievements
Continue working towards a world-class, accessible procurement system that drives value for money while advancing government socio-economic objectives, simplifying the procurement system for suppliers and client departments and delivering better results for Canadians.	One of the Department's primary goals is to make the procurement process less burdensome for both suppliers and government buyers through digital technologies; open data; and agile, iterative and innovative approaches. PSPC's various procurement modernization efforts continue to create efficiencies and simplicity in the procurement process while achieving the Government of Canada's green and socio-economic goals.
Advance the implementation of the Electronic Procurement Solution (EPS), a web-based platform to make it faster and easier for suppliers to do business with the Government of Canada, and for departments and agencies to procure the goods and services they need to deliver their programs.	PSPC has made great strides in the implementation of EPS, successfully achieving an important milestone in March 2020 that allows suppliers to centrally register and maintain their profile within the platform. EPS will shift the focus away from administering paper-based and burdensome processes, enabling digital services to deliver better outcomes for Canadians.
Remain focused on ensuring the women and men of the Canadian Armed Forces and the Canadian Coast Guard get the equipment and services they need, through Canada's defence policy—Strong, Secure, Engaged—and the National Shipbuilding Strategy.	Key advancements of major defence and marine procurements included the release of the Request for Proposals for the replacement of Canada's CF-18 fighter jets, which occurred in July 2019, the award of a contract to acquire 360 armoured combat support vehicles to supplement the Canadian Armed Forces' existing platform, and the launch of a competitive process to select a third strategic partner shipyard under the NSS.
Accept delivery of the first and second Offshore Fisheries Science Vessels and the first Arctic and Offshore Patrol Ships.	The first two Offshore Fisheries Science Vessels, the CCGS <i>Sir John Franklin</i> and the CCGS <i>Captain Jacques Cartier</i> , were delivered to the Canadian Coast Guard. Sea trials began for the first Arctic and Offshore Patrol Ship, the HCMS <i>Harry DeWolf</i> , and the second ship, the HCMS <i>Margaret Brooke</i> , was launched.
Increase the participation in federal procurement of Indigenous peoples and under-represented supplier groups, such as women, persons with disabilities, and visible minorities, through outreach activities.	PSPC continued to leverage federal procurement to support Indigenous businesses by increasingly incorporating requirements for benefits for Indigenous Peoples and businesses. In collaboration with Crown-Indigenous Relations and Northern Affairs Canada and Indigenous Services Canada, PSPC also continued encouraging federal departments to find

Purchase of Goods and Services (continued)

Key Priorities for 2019–20	Achievements
	<p>ways to increase the value of contracts awarded to Indigenous businesses.</p> <p>To increase the diversity of bidders on government contracts, PSPC's Office of Small and Medium Enterprises has increased its outreach activities to target under-represented businesses across Canada, and is collaborating with organizations such as Women Business Enterprises (WBE) Canada.</p>

Payments and Accounting

Key Priorities for 2019–20	Achievements
<p>Prioritize work towards the stabilization of Pay Administration across the Government of Canada through implementation of the Human Resource (HR)-to-Pay Integrated Plan. PSPC will continue to implement a comprehensive set of activities that will contribute to the government's capacity to process and issue pay accurately and on-time. Restoring employee trust in their pay is our ultimate outcome.</p>	<p>In 2019–20, PSPC improved its capacity, productivity and efficiency in pay administration. One of the most significant projects was the roll-out of the Pay Pod service delivery model, completed in May 2019.</p> <p>Progress has been made on reducing the queue of pay transactions over the course of the fiscal year. Beyond 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, for a total reduction of 14,000 employees with a case in the queue.</p> <p>Significant progress has been made on system improvements since Phoenix launched in 2016. In 2019–20, PSPC continued to make system changes, fixes and enhancements to improve functionality for clients and added system automations to reduce the need for manual interventions.</p> <p>MyGCPay, a self-service web application, was launched across Government to give employees better clarity on their pay and benefits, which is helping to restore confidence in their pay.</p>

Payments and Accounting (continued)

Key Priorities for 2019–20	Achievements
<p>Continue to meet service standards for service delivery to pension plan members with payments being subject to verification and quality assurance processes to ensure accuracy and timeliness.</p>	<p>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 issued over 4.9 million pension payments valued at \$13.7 billion in 2019–20.</p>
<p>Continue to maintain the General Ledger of the Government of Canada, also known as Accounts of Canada, to produce government wide financial reports, and provide advice, guidance and instructions to departments and agencies on accounting and reporting matters.</p>	<p>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.</p> <p>Again this year, PSPC published all formats of the Public Accounts simultaneously exceeding the 6 weeks target, and allowing Canadians with disabilities to access reliable information at the same time as all other stakeholders, contributing to a more responsive, accessible and transparent government.</p> <p>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.</p>

Property and Infrastructure

Key Priorities for 2019–20	Achievements
<p>Continue to lead, in collaboration with the Industry Government Working Group, Acquisitions Branch and Justice Canada, the development of effective Prompt Payment legislation and complete the 14-point action plan.</p>	<p>Prompt payment legislation was tabled in the House of Commons as part of the <i>Budget Implementation Act</i> on April 8, 2019 and received Royal Assent on June 21, 2019. 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.</p>
<p>Support Employment and Social Development Canada and Canada Mortgage and Housing Corporation in the new Federal Lands Initiative, by providing real property expertise in the review and approval of suitable properties and participating in the governance of the Initiative.</p>	<p>PSPC 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. PSPC provided disposal related services that facilitates the transfer of properties to the affordable housing proponents. In 2019–20, PSPC contributed 15 properties to the FLI to be assessed by CMHC for suitability for affordable housing, for a total of 75 since the inception of the program in 2018.</p>
<p>Address the greening goals identified in the Pan-Canadian Framework on Clean Growth and Climate Change by ensuring that real property projects integrate sustainable development, energy reduction, and greenhouse gas reduction into the planning and delivery of work.</p>	<p>PSPC has reduced its operational greenhouse gas (GHG) emissions by 58.1% for the year 2019–20, compared to 2005 base year levels, surpassing the Federal Sustainable Development Strategy 2030 target of 40%. The Department is targeting carbon neutrality by 2030. In order to achieve its goal of a carbon-neutral portfolio, PSPC updated a National carbon neutral portfolio plan and an associated asset level implementation tool. PSPC also updated a GHG emissions options analysis tool to incorporate GHG emission reduction into project investment decisions.</p>
<p>Advance the Government’s Vision for Science, promoting scientific excellence with an ambitious whole-of-government plan to rebuild federal laboratories as a sustainable, multi-purpose, collaborative portfolio to deliver world-class science in support of decision-making.</p>	<p>The goal of this 25-year strategy is to provide federal scientists with leading-edge facilities, modern Information Management and Information Technology (IM/IT) systems, greater access to common tools and reduced policy barriers. These 4 pillars will facilitate collaborations that enhance science excellence, enabling federal scientists to continue the important work they do on behalf of Canadians. In 2019–20, PSPC has fully launched the Laboratories Canada Strategy and made</p>

Property and Infrastructure (continued)

Key Priorities for 2019–20	Achievements
	<p>significant advancements across this transformative horizontal initiative. This includes the award of contracts key to implementation valued at approximately \$250 million to address science program needs and replace deteriorated federal facilities with world-class, collaborative, accessible, and sustainable science facilities. Site selection analysis was also finalized for several new facilities in the National Capital Area and work continues to develop custodianship and operating models to fund the ongoing maintenance and operation of the facilities.</p>
<p>Improve the accessibility of federal buildings. An initial focus will be on the evaluation of current building accessibility, followed by work to ensure the removal of physical barriers. PSPC will also pilot accessible shared office spaces, known as GCcoworking locations, as part of its modernization of government workplaces.</p>	<p>PSPC is mandated to perform technical accessibility assessments on a portion of its Crown-owned and leased assets portfolio from 2019 to 2024, aligned with the new 2018 Canadian Standards Association for Accessibility. Assessments began in late summer 2019, with a total of 24 buildings assessed. Central to the Accessible Government Built Environment Initiative is consultation with networks and organizations representing persons with disabilities, and collaboration among federal departments. Key stakeholders from the private sector have also been involved in defining the ‘above and beyond’ criteria of accessibility.</p>
<p>Launch the planning phase to rehabilitate the remaining Crown assets within the Parliamentary Precinct; prepare for the complete overhaul of the existing Centre Block to extend the lifecycle of the building well into the 21st century; and leverage the remaining assets in the Precinct to address immediate and long-term accommodation requirements for Parliament.</p>	<p>PSPC continues to implement the Long Term Vision and Plan (LTVP) for the rehabilitation and modernization of Canada’s Parliamentary Precinct. In 2019–20, the Department focused on the historic restoration of the Centre Block, undertaking and completing important enabling work, informing schematic design, as well as facilitating the commencement of demolition and abatement on the building. PSPC also initiated excavation activities in support of the Phase Two Visitor Welcome Centre. In addition, PSPC launched the planning phase to rehabilitate the 23 remaining Crown assets in the Parliamentary Precinct approaching critical failure. To guide this planning phase, PSPC launched an update to the Precinct LTVP which shifts from a building-by-building approach to one focused on delivering an integrated campus for Parliament. This update will enable the Department to incorporate evolving</p>

Property and Infrastructure (continued)

Key Priorities for 2019–20	Achievements
	<p>conditions and requirements, take advantage of arising opportunities and ensure the LTVP reflects current government and parliamentary priorities. The LTVP update will guide decision making about future growth, development, rehabilitation and infrastructure with the underlying objective of building an integrated, modern, secure, connected, accessible and sustainable parliamentary campus.</p> <p>Throughout 2019–20, PSPC also continued the planning and preparation to restore and modernize the aging and underutilized assets along Sparks and Wellington streets (known as Blocks 1, 2 and 3) as these will provide the swing space necessary to continue the restoration of the critical assets such as East Block and Confederation Building. This work began with Block 2, leveraging an innovative Design Competition to be launched in 2020–21, developed in partnership with the parliamentary partners, the National Capital Commission, the University of Montreal and the Royal Architectural Institute of Canada.</p>

Government-Wide Support

Key Priorities for 2019–20	Achievements
<p>Implement the Translation Bureau’s Quality Evaluation Framework to improve the linguistic quality of services. In order to enhance its capacity to deliver timely, cost effective and quality services, the Translation Bureau will continue to research and experiment with artificial intelligence and determine its applicability and future feasibility for integration into the translation workflow.</p>	<p>In 2019–20, PSPC initiated the implementation of a new business model for linguistic services along with the testing of a new platform for end-to-end translation, terminology and interpretation services called GClingua. PSPC conducted several successful projects in collaboration with participating client departments to pilot the integration of Neural Machine Translation and with assigned translators. PSPC offered over 150 workshops to its language professionals, including mandatory training on quality control and neural machine translation.</p> <p>PSPC made significant strides towards ensuring linguistic quality; a Quality Evaluation Framework was developed for interpretation in official languages, a report on the Quality Evaluation Framework for the translation in official languages</p>

Government-Wide Support (continued)

Key Priorities for 2019–20	Achievements
	<p>was published in July 2019 and the first annual Quality Evaluation report was published in January 2020. Furthermore, in collaboration with the National Research Council of Canada, PSPC conducted testing on various devices to support quality remote interpretation.</p> <p>A new open contracting process for interpretation was implemented, following a lengthy consultation process with representatives of the freelance interpreter community. Moreover, through community outreach, PSPC increased and diversified its supply of Indigenous language services.</p>
<p>Modernize the way public servants travel for business by developing a new service model for government travel and reengineering existing processes through the Next Generation Travel Program. The Department will engage all public servants around the country and use feedback to improve user experience.</p>	<p>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 2019–20, NextGen travel engaged over 100 public servant clients in targeted design thinking workshops in addition to the 750 users engaged in the previous year. For example, two 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, seven 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.</p>
<p>Examine the Contract Security and Controlled Goods Programs to reflect an evolving external threat environment, and develop a more client-focussed delivery approach to safeguard sensitive and strategic government information and assets accessed by the private sector.</p>	<p>In 2019–20, PSPC 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.</p>

Government-Wide Support (continued)

Key Priorities for 2019–20	Achievements
	<p>The PSPC Controlled Goods Program (CGP) established, reinstated and further developed stakeholder and client engagement mechanisms to inform continuous improvement of the program. For example, the CGP's Industry Engagement Committee was reinstated in Spring 2019. As well, the program continues to develop elaborate risk-based approaches to deliver on targeted program enhancements with a focus on process improvements and risk mitigation.</p>

Procurement Ombudsman

Key Priorities for 2019–20	Achievements
<p>Review the procurement practices of federal organizations to promote fairness, openness and transparency.</p>	<p>The Office of the Procurement Ombudsman (OPO) completed two reviews that were launched in 2018–19, and launched two more in 2019–20. The reports are available on the Office of the Procurement Ombudsman websiteⁱⁱ.</p>
<p>Review complaints from Canadian suppliers and make recommendations for the improvement of federal procurement practices.</p>	<p>In 2019–20, OPO had four complaints filed in accordance with the <i>Procurement Ombudsman Regulations</i> and thus launched four formal reviews. Of these reviews, one was launched and completed, two will be completed in early 2020–21 in accordance with legislative timelines, and the other was launched and subsequently terminated, as required by the <i>Procurement Ombudsman Regulations</i>, when the Department cancelled the contract.</p>
<p>Provide low-cost alternative dispute resolution services which offer an opportunity for suppliers and federal organizations to come together in a neutral setting with the purpose of finding solutions, preserving business relationships and avoiding costly litigation.</p>	<p>If a contractual dispute or any other issue arises between suppliers and federal officials, OPO seeks to help resolve the matter as quickly and informally as possible. If an issue is not resolved informally, OPO offers alternative dispute resolution (ADR) services.</p> <p>In 2019–20, OPO received a total of nine requests for ADR services. One of these requests remains open and will be carried forward into the next fiscal year. Additionally, OPO also resolved one ADR process that had been launched in a previous fiscal year.</p>

Procurement Ombudsman (continued)

Key Priorities for 2019–20	Achievements
Share procurement-related information amongst federal organizations and Canadian suppliers to promote simplicity and transparency in the federal procurement process.	In 2019–20, OPO substantially completed 3 studies: late payments, social procurement and emergency procurement, which will be available on OPO's website in 2020–21. OPO further exchanged information with stakeholders by presenting at, and participating in, multiple procurement conferences and events across the country. Additionally, in March 2020, OPO hosted its second Diversifying the Federal Supply Chain Summit in Toronto. This event attracted nearly 350 registrants from the Greater Toronto Area and across Canada.

For more information on Public Services and Procurement Canada's plans, priorities and results achieved, see the [“Results: what we achieved”](#) section of this report. 🍁



Conservators make final assessment on Vaux Wall in front of Centre Block to create the Visitor Welcome Centre.

Results: what we achieved

Core Responsibilities

Purchase of Goods and Services

Description

PSPC purchases goods and services on behalf of the Government of Canada.

Results

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 2019–20, with a view to fully realizing these opportunities, PSPC continued to advance a number of initiatives to modernize federal procurement. For example, following consultations in early 2019 with industry on PSPC’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 posted a Request for Information on BuyandSell.gc.ca in 2019–20 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

Procurement Covid-19 Response

In late 2019–20, PSPC'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'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 also supported the COVID-19 effort by assisting Global Affairs Canada in establishing repatriation flights, securing facilities for PHAC 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.

international organizations were received and will inform a subsequent Request for Proposal.

In 2019–20 PSPC expanded its Canadian Collaborative Procurement Initiative (CCPI), which enables provincial and territorial governments, as well as Municipalities, Academic Institutions, Schools and Hospitals (MASH) and other entities, to use

federal procurement tools. The province of Saskatchewan joined the initiative along with 100 MASH 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. In 2019–20, 8 provinces, 3 territories and 155 MASH sector entities were able to purchase goods and services under 32 commodity groups through federal procurement instruments made available through the CCPI. Collaborative procurement provides opportunities for Canadian businesses to expand their client base and to streamline selling to multiple levels of government.

PSPC continued to prioritize defence and marine procurement in 2019–20, in support of Canada's defence policy, Strong, Secure, Engaged, and the NSS. The NSS 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 two Arctic and offshore patrol ships. A competitive process was also launched to select a third strategic partner shipyard under the NSS to build six 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 two offshore fisheries science vessels, the CCGS *Sir John Franklin* and the CCGS *Captain Jacques Cartier*, were delivered to the Canadian Coast



A competitive process was launched to select a third strategic partner shipyard under the National Shipbuilding Strategy to build six new icebreakers for the Canadian Coast Guard.

Guard. Sea trials began for the first Arctic and offshore patrols ship, the HCMS *Harry DeWolf*, and the second ship, the HCMS *Margaret Brooke*, was launched. Contracts were awarded to provide the Royal Canadian Navy with four steel barges and four 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 four design phases—Preliminary Design. Chantier Davie was also awarded a contract for initial project work related to the construction of two 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 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 three 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 2019–20, 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 2020–21. 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 vehiclesⁱⁱⁱ 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 2019–20 in collaboration with DND 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.

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

PSPC is significantly advancing efforts to modernize procurement through leveraging digital technology, open data, and agile approaches. For example, in 2019–20, 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.

In its efforts to make it easier for suppliers and Canadians to do business with the Government of Canada, PSPC made great strides in 2019–20 in the implementation of the Electronic 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 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 continued to develop updates to the Pricing Framework, with work underway related to the determination of profit for negotiated contract pricing. PSPC 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 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

Key Fact

PSPC'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 2019–20.

competing successfully for contracts and subcontracts, and for Indigenous people to access employment and training opportunities. For example, PSPC 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.

PSPC 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 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 percent of

federal contracts awarded to businesses managed and led by Indigenous Peoples. PSPC continued to work closely with the Council for the Advancement of Native Development Officers (Cando) to educate development officers on how to do business with and navigate federal procurement as well as build Indigenous business readiness.

The NSS 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-related contracts across the country, of which more than \$7.3 billion was awarded to Canadian firms, including shipyards other than the two shipyards selected to build Canada's large vessels, Irving Shipbuilding Inc. and Vancouver Shipyards Co. Ltd. NSS 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 and 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 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 2019–20, 42.7% of PSPC's standing offers and supply arrangements contained environmental considerations. In addition, PSPC



PSPC developed the Guide on Government Contracts in the Nunavut settlement area.

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'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 maintains a standing offer for electrical vehicle charging stations which offers multiple options to departments and agencies.

Social

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

In 2019–20, PSPC'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 (WBE) 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 Descent (UNDPAD) Push Coalition, the Black Business and Professional Association, and the Canadian Black Chamber of Commerce to raise awareness of the services offered by OSME, to encourage participation in federal procure-

ment, and to identify and remove barriers to supplier participation in public procurement. In 2019–20, 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 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 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 of best practices.

The Department has also been working on the procurement strategy for new accessibility standards for government buildings. To this end, six 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 (GBA+)

The Department applies the GBA+ process within the context of procurement policy and tools development. During 2019–20, PSPC continued its two-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 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 *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 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 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 shipyards, through established governance infrastructure as part of the Defence Procurement Strategy and the NSS 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 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 delivery capacity to support the EPS project, through increased consultant resources in key areas such as risk management, solution

architecture, test and release management, and IT security.

- Leveraged lessons learned from other major IT 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 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. 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 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 for Purchase of Goods and Services

Departmental results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2018–19 Actual results	2019–20 Actual results
Federal organizations have the products and services they need, when they need them, at the best value.	Percentage of overall client satisfaction with PSPC procurement services.	80%	March 31, 2020	84%	84%	N/A ¹
	Average number of days to award a contract (Level 1 complexity). ²	N/A ³	March 31, 2020	52	53	56
	Average number of days to award a contract (Level 2 complexity). ⁴	N/A ⁵	March 31, 2020	88	91	91
	Cost of procurement services per \$100 of contract value.	\$1.75	March 31, 2020	\$0.58 ⁶	\$1.65	\$1.42
	Percentage of dollar value awarded through competitive contracting processes.	80%	March 31, 2020	80%	84%	71% ⁷
	Percentage of contracts awarded through PSPC standing offers and/or supply arrangements.	40%	March 31, 2020	30%	28%	Data will be available in April 2021. ⁸
	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 two bids were received (Level 3-5).	TBD ⁹	March 31, 2020	N/A	N/A	72%
	Average number of qualified bidders on complex competitive procurement processes.	TBD ¹⁰	March 31, 2020	N/A	N/A	3.1

Results achieved for Purchase of Goods and Services (continued)

Departmental results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2018–19 Actual results	2019–20 Actual results
Government purchasing is simpler and easy to access, fair and transparent for suppliers.	Percentage of suppliers that rate the purchasing process as simpler and easy to access.	TBD ¹¹	March 31, 2020	N/A	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 ¹²	March 31, 2020	N/A	56%	82%
	Number of agile digital procurements.	5	March 31, 2020	N/A	3	6
Government Purchasing supports Canada's economic, environmental, and social policy goals.	Percentage of contract value awarded to small and medium businesses.	40%	March 31, 2020	67%	49%	52%
	Percentage of innovation contracts awarded by PSPC for which products and services are commercialized within one year after contract completion.	N/A ¹³	March 31, 2020	79%	80%	N/A ¹⁴
	Percentage of PSPC 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 ¹⁵	March 31, 2020	N/A	N/A	N/A ¹⁶
	Percentage increase in participation to procurement processes by businesses owned by women.	TBD ¹⁷	March 31, 2020	N/A	N/A	N/A ¹⁸

1. Early in 2019–20, software used in the administration of PSPC'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 2020–21 Departmental Results Framework, PSPC is measuring the percentage of contracts, by level of complexity, awarded within a target number of days. This approach, which aligns with PSPC service standards, enables targets to be identified.
4. Level 2 refers to standard complexity.
5. 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 2020–21 Departmental Results Framework, PSPC is measuring the percentage of contracts, by level of complexity, awarded within a target number of days. This approach, which aligns with PSPC service standards, enables targets to be identified.
6. In 2017–18, the target was \$0.80 as a different methodology was used.
7. In 2019–20, PSPC 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 procurement activity in 2019–20.
8. 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.

2019–20 Departmental Results Report

9. 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.
10. Ibid.
11. Ibid.
12. Ibid.
13. The Build in Canada Innovation Program is no longer with PSPC as it was transferred to Innovation, Science and Economic Development Canada. As a result, this indicator was removed from PSPC's 2020–21 Departmental Results Framework and is no longer being measured.
14. Ibid.
15. At the beginning of the year, a full fiscal year of baseline data was not yet available for this indicator, therefore it was not yet possible to set a target at that time.
16. A manual tabulation of 2019–20 bid information was conducted, and will provide a baseline year against which a 2020–21 result for a percentage increase can be calculated. In 2019–20, 11% of bids received from businesses in Canada were from businesses owned by Indigenous peoples.
17. 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.
18. A manual tabulation of 2019–20 bid information was conducted, and will provide a baseline year against which a 2020–21 result for a percentage increase can be calculated. In 2019–20, 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 [GC InfoBase^{iv}](#).

Budgetary financial resources (dollars) for Purchase of Goods and Services

2019–20 Main Estimates	2019–20 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2019–20 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 Electronic Procurement Solution project.

Human resources (full-time equivalents) for Purchase of Goods and Services

2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2019–20 Difference (Actual full-time equivalents minus Planned full-time equivalents)
1,724.00	1,798.00	74.00

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 [GC InfoBase^v](#).

Payments and Accounting

Description

PSPC 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.

Results

Departmental Result: *Canadians have timely access to reliable information on Canada's finances.*

The Receiver General continued to maintain the General Ledger of the Government of Canada, also known as 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 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 2019–20, PSPC 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 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 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 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 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, 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 ESDC and PSPC 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 two 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 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 issued over 4.9 million pension payments valued at \$13.7 billion in 2019–20.

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 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 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 centers. 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



Parliamentary Secretary Steven MacKinnon, greeting employees at the Pay Centre.

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 and ESDC 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 to institute online direct deposit registration to facilitate the rapid payment of benefits.

Experimentation

In 2019–20, the redesign of pay administration processes and procedures continued. Furthermore, PSPC began piloting recommendations made through an industry consultation process to identify best approaches to stabilizing pay, called the Innovation Challenge. Through this process, PSPC 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 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.

PSPC 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 2019–20 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-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-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 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 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 (IT) infrastructure changes.
- Undertook a phased, ongoing approach to the Pension Web Renewal Initiative.
- Worked with TBS 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 for Payments and Accounting

Departmental results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2018–19 Actual results	2019–20 Actual results
Canadians have timely access to reliable information on Canada's finances.	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%
In collaboration with government departments, employees receive timely and accurate pay and benefits.	Percentage of pay transactions processed that are accurate and on time.	95%	March 31, 2020	46%	55%	68% ¹
Members of federal pension plans receive timely and accurate pension payments, benefits and support services to which they are entitled.	Percentage of pension payments processed that are accurate and on time.	95%	March 31, 2020	96.9%	98%	99%
Canadians, businesses and organizations receive payments on time and revenues are collected for government services in an efficient manner.	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 two 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 human resources (HR) transactions submitted by departments and agencies, and the processing of cases in the backlog. Inaccurate or late HR data generates more transactions in the queue and increases risks for errors in pay. During 2019–20, 50% of all HR 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 [GC InfoBase](#)^{vi}.

Budgetary financial resources (dollars) for Payments and Accounting

2019–20 Main Estimates	2019–20 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2019–20 Difference (Actual spending minus Planned spending)
248,642,394	248,642,394	594,219,002	547,993,891	299,351,497

The 2019–20 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 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 (full-time equivalents) for Payments and Accounting

2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2019–20 Difference (Actual full-time equivalents minus Planned full-time equivalents)
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 [GC InfoBase](#)^{vii}.

Property and Infrastructure

Description

PSPC 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.

Results

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

Social

PSPC continued to support social inclusion, diversity and sustainable growth by partnering with colleges and universities to leverage innovative practices and to attract/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 2019-20 PSPC 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 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 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 (ISC) on behalf of Indigenous stakeholders across Canada. PSPC 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 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 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. PSPC provided disposal related services that facilitate the transfer of the property to the affordable housing proponents. In 2019–20, PSPC contributed 15 properties to the FLI to be assessed by CMHC 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 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 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 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 2019–20, PSPC 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 has established an Accessibility

Advisory Panel that is tasked with the development of a Universal Accessibility Review and Action Plan (UARAP). 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 2020–21, PSPC will begin to implement the strategy developed by the UARAP.

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 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’s Accrual Budget Framework and provided PSPC with incremental funding for new capital projects. This new accrual budget framework is enabling PSPC to prepare and implement long-term, enterprise-wide portfolio plans that will take into account client demand, market realities and government priorities such as 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 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 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 crossing focusing on an analysis of the City of Ottawa's traffic data.

Significant progress was made in 2019–20 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 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 is working in partnership with 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 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 is



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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 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 2019–20, PSPC 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 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 has reduced its operational GHG emissions by 58.1% for the year 2019–20, 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 has prepared a national carbon neutral portfolio plan and an associated asset level implementation tool. PSPC also developed a GHG emissions options analysis tool to incorporate GHG emission reduction into project investment decisions.

PSPC, in partnership with TBS, has completed a roadmap to low carbon federal operations in the NCA 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 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 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 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 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 emissions and reduces safety risks associated with the operation of a steam system.

PSPC works closely with partner departments to manage contaminated sites across the country. In 2019–20, PSPC collaborated with regions to address improvements of the Federal Contaminated Sites Action Plan and the Northern Abandoned Mine Reclamation Program. For example, PSPC 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 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 and support the Greening Government Strategy. Significant progress was made on the design of the Place du Portage III Project in 2019–2020, 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 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 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, and become a sustainability model of excellence.

PSPC is committed to showcasing the Parliamentary Precinct as a model of sustainability by leveraging the LTVP to reduce the carbon footprint of the Government of Canada, all while protecting its heritage nature.

Currently, PSPC 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 is using different techniques such as installing green roofs, solar hot water panels, and water-saving plumbing systems. PSPC has already reduced GHG 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 2019–20, the West Block Rehabilitation project was awarded four 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 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 LTVP 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’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 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 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, 2,000 inspections, 10,000 tests and samples, and 20,000 heritage assets recorded.

In 2019–20, PSPC continued to implement Phase 1 of the East Block Rehabilitation project which focuses on restoring four areas of greatest concern prior to the building's full rehabilitation. This work included completing work on the South Entrance, and advancing work in three 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 2019–20. 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 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 2019–20, PSPC 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 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's COVID-19 pandemic response efforts also touched the work of preserving our heritage assets. In response to this pandemic, PSPC 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 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 (CCA) are based on this collaborative work. Health and safety protocols implemented on the Centre Block and East Block adhere to the CCA 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 also developed a Personal Protective Equipment (PPE) inventory tracker to ensure a sufficient amount of PPE 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 2019–20, PSPC 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 2019–20. 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 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 LEED standards, innovative sustainable solutions, and the new GCworkplace fit-up standards. The work on Tower D began in fall 2019.

PSPC developed the GCcoworking initiative, a two-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 2019–20 include: Downtown Ottawa, Ottawa South, Kanata, Orleans, Gatineau and downtown Toronto, and all were opened by fall 2019.

Throughout 2019–20, PSPC 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 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 (GBA+)

PSPC 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 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 for Property and Infrastructure

Departmental results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2018–19 Actual results	2019–20 Actual results
Federal infrastructure spending supports Canada's social, economic, and environmental priorities.	Percentage of PSPC-managed building locations that provide features to support universal accessibility.	TBD ¹	March 31, 2020	76%	N/A	N/A ²
	Operating expenses per square metre of Crown-owned office space.	\$142.41 per m ²³	March 31, 2020	N/A	\$142.41 per m ²	\$132.66 per m ²
	Percentage of reduction in greenhouse gases in PSPC Crown-owned building portfolio, excluding housing.	40%	March 31, 2030	54%	54.3%	58.1% ⁴
National heritage assets are preserved on behalf of Canadians.	Percentage of Crown-owned heritage buildings that are in fair or better condition.	TBD ⁵	March 31, 2020	N/A	N/A	Results will be available in November 2020. ⁶
	Percentage of PSPC-managed heritage asset projects that are completed on time, on scope and on budget.	90%	March 31, 2020	95%	99%	93%
Federal real estate and associated services meet the needs of federal government clients and/or Parliamentarians and ensure best value for Canadians.	Percentage of Crown-owned buildings that are in fair or better condition.	TBD ⁷	March 31, 2020	N/A	53% ⁸	Results will be available in November 2020. ⁹
	Percentage of PSPC-managed office space that is modernized each year to meet the current Government of Canada Workplace Fit-up Standards.	≥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%
	Percentage of time that essential property management services are fully available and functional.	≥99%	March 31, 2020	99.78%	99.78%	99.38%
	Percentage of PSPC Crown-owned surplus properties that are sold or transferred to non-federal entities.	N/A ¹⁰	March 31, 2020	50%	92%	71%

1. The methodology and target were still under development in 2019–20. The 2018 Canadian Standards Association standard for Accessibility (CSA-B651-2018) was issued in 2018, and the Treasury Board of Canada Secretariat Accessibility Standard for Real Property was updated in 2019. It was too early to establish a target in light of the fact that PSPC has committed to conduct assessments over the next five years in order to establish a benchmark.
2. This indicator and its methodology are being reviewed and, as such, a result for 2019–20 is not available.
3. A target was not provided in the 2019–20 Departmental Plan as the methodology was still under development. A target of \$142.41 per m² has since been established based on the list of cost qualifiers for 2019–20.
4. In supporting the overarching goals established as part of the Pan Canadian Framework on Clean Growth and Climate Change, PSPC has already achieved a 58.1% reduction in greenhouse gas (GHG) emissions, surpassing the Federal Sustainable Development Strategy target of 40% by 2030. This represents the sum of energy efficiency/GHG initiatives in PSPC's Crown-owned portfolio, decarbonisation of electricity grids across the country and procurement of renewable energy certificates.

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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.
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, 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 [GC InfoBase](#)^{viii}.

Budgetary financial resources (dollars) for Property and Infrastructure

2019–20 Main Estimates	2019–20 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2019–20 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 2019–20 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 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 (full-time equivalents) for Property and Infrastructure

2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2019–20 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 [GC InfoBase](#)^{ix}.

Government-Wide Support

Description

PSPC provides administrative services and tools to federal organizations that help them deliver programs and services to Canadians.

Results

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's Translation Bureau (the Bureau) continued to strengthen its position as the centre of excellence in linguistic services.

In 2019–20, the 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 GClingua. 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 Bureau experimented with different Neural Machine Translation (NMT) tools, including their use by Bureau translators assigned to client departments.

The 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 Bureau also implemented a new open contracting process for interpretation, following a lengthy consultation process with representatives of the freelance interpreter community.

The 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 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 Bureau established and renewed various partnerships with universities, colleges and professional associations to increase and diversify the supply of language services. Moreover, the Bureau held various workshops that resulted in recruiting additional Indigenous language interpreters which helped the 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 Bureau is working closely with universities and associations to recruit qualified French *Langue des signes*



PSPC provides administrative services and tools to federal organizations that help them deliver programs and services to Canadians.

québécoise and English-American Sign Language interpreters.

To develop the next generation of language professionals, the 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 Bureau continued to ensure service availability and excellence during the COVID-19 pandemic. A [COVID-19 Glossary](#)^x was developed on short notice, and shared with the public service, the general public and the Bureau's terminology partners. The 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'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 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 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 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 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 four-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 implemented recommendations to address the risks of fraud in procurement identified by the first two 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 launched a revised departmental Policy on Fairness Monitoring which identifies specifically which departmental activities will require fairness monitoring assessment. PSPC also continued its work with the Competition Bureau and the Royal Canadian Mounted Police (RCMP) to further strengthen its fraud detection capabilities through the federal contracting fraud tip line.

PSPC contributes to Canada's economic and national security agenda through the Contract Security Program (CSP) and Controlled Goods Program (CGP). In 2019–20, PSPC's CSP 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 conducted a threat and risk assessment of the CSP to identify areas of improvement. The report will help

the program address identified risks and improve its security posture over the coming year.

PSPC 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. Further improvements include the development of an online learning course for industry clients, which will be rolled out in the coming year.

PSPC continued to explore ways to reduce administrative burdens and improve its processes to address client concerns about the program requirements. To create efficiencies, PSPC developed several pilots for new risk-based approaches, such as IT 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 is currently analyzing results to determine the validity of implementing these processes moving forward.

PSPC 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 continues to learn from international best practices and to identify opportunities to incorporate these lessons learned into any changes undertaken in the CSP. In the past year, international best practices informed proposed changes in organizational screening processes, ownership assessments, and security education and awareness training.

In 2019–20, the CGP’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 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 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 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 2018–19 evaluation, the CGP 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:

1. 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;
2. ensure that lessons learned are carried out on a regular basis and that they are based on an analysis of all fairness issues; and
3. PSPC 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’s analysis of lessons learned.

In response to the recommendations, FMP 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 (BDMP)

The Business Dispute Management Program (BDMP) is a neutral and confidential resource for contractors, other government departments and PSPC employees when they experience difficulties with a contract where PSPC is the contracting authority. The program offers conflict prevention and alternative dispute resolution (ADR) services. In 2019–20 the BDMP 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 also completed 24 mediations to address business disputes.

While ADR 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. However, many were involved in business disputes for extended periods of time prior to engaging BDMP. They would benefit from using BDMP services at an earlier point in business disputes. This resulted in the following recommendations:

1. develop a strategy to increase awareness of the role of the BDMP in the provision of ADR services; and
2. develop standardized dispute resolution clauses for goods and services contracts that identify the BDMP as a provider of optional ADR services in all PSPC dispute resolution clauses.

In response to these recommendations, BDMP worked in close collaboration with the Acquisitions Program and the OPO to develop a dispute resolution clause to be included in the standard procurement templates, which will refer to information on potential options for ADR. Furthermore, BDMP 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 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 continues the development of an accessible digitization service in order to meet the requirements of the *Accessible Canada Act*.

PSPC's Document Imaging Services experienced 19% growth over the previous year assisting clients in the delivery of services. PSPC 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, 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 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’s technical team cross referencing offered medical products with actual specifications.

PSPC 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, working with TBS 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 purchased by PSPC in support of federal organizations. Nearly 5 million articles of PPE were distributed in the first month.

PSPC’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 clients in law enforcement and other government departments. PSPC 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 handles assets such as vehicles, properties, controlled goods and cryptocurrencies.

In support of the implementation of the Service Management Strategy, PSPC 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 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 2019–20, 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, two 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, seven 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 continued to enable departments by offering four 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 four solutions are as follow:

- GCdocs implemented Open by Default and automated archiving with Library Archives Canada (LAC), 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's Collaboration Centre of Excellence to SharePoint software.
- GCinterop continued work providing solutions that allow for the sharing of data across multiple GC systems, including eProcurement Solution (ePS), PayInsight/MyGCPay, 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 Bureau to remain at the forefront of language technologies.

In addition, the research projects with the NRC 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 may not have the timely, accurate, reliable and authoritative data—nor some of the modern, reliable and compatible IT 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 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 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'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 for Government-Wide Support

Departmental results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2018–19 Actual results	2019–20 Actual results
Federal organizations have access to high quality linguistic services and tools.	Percentage of translation, interpretation and terminology services that comply with established quality standards: Target 1 (Translation). ¹	TBD ²	March 31, 2020	N/A	79%	N/A ³
	Percentage of translation, interpretation and terminology services that comply with established quality standards: Target 2 (Interpretation). ⁴	TBD ⁵	March 31, 2020	N/A	N/A	N/A ⁶
	Percentage of translation, interpretation and terminology services that comply with established quality standards: Target 3 (Terminology). ⁷	95%	March 31, 2020	N/A	95.6%	98.8%
	Percentage of overall user satisfaction with the Translation Bureau's language tools and services.	90%	March 31, 2020	N/A	85.6%	87.8% ⁸
	Percentage of translation, interpretation and terminology services provided to Government of Canada by Translation Bureau. ⁹	N/A	March 31, 2020	N/A	N/A	N/A
The government does business with ethical suppliers and ensures that sensitive information is handled appropriately.	Percentage of business integrity verification requests answered within the four-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%
Federal organizations have the support services and tools they need to deliver their programs to Canadians.	Percentage of overall client satisfaction with PSPC support services and tools.	87%	March 31, 2020	90%	N/A ¹⁰	N/A ¹¹
	Percentage of PSPC service standards met.	87%	March 31, 2020	82%	74%	73% ¹²

- As of 2020–21, the Bureau's three linguistic services: translation, interpretation and terminology and their respective indicators are merged into one and the target will be adjusted accordingly.
- Ibid.
- Due to COVID-19, the evaluations for this indicator were delayed.
- As of 2020–21, the Bureau's three linguistic services: translation, interpretation and terminology and their respective indicators are merged into one and the target will be adjusted accordingly.
- Ibid.
- The Bureau finalized the development of its Quality Evaluation Framework for Interpretation in 2019–20. The actual results will be available in 2020–21.
- As of 2020–21, the Bureau's three linguistic services: translation, interpretation and terminology and their respective indicators are merged into one and the target will be adjusted accordingly.
- Due to COVID-19, the second half of the annual evaluation for 2019–20 was cancelled. Consequently, only mid-year results are available for the 2019–20 fiscal year.
- This indicator was removed from the 2020–21 Departmental Results Framework and is no longer being measured.
- PSPC changed its client measurement practices in 2018–19. As a result, data for 2018–19 is not available.

2019–20 Departmental Results Report

11. Client measurement practices were changed in 2018–19. Data for that year was then unavailable, making it impossible to provide a result in the 2018–19 Departmental Results Report (DRR) as well as in the 2019–20 DRR. The Department does not have the ability to continue reporting client satisfaction based on its initial methodology. PSPC will be working in partnership with clients to develop sound methodology and report on results.
12. 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 [GC InfoBase^{xi}](#).

Budgetary financial resources (dollars) for Government-Wide Support

2019–20 Main Estimates	2019–20 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2019–20 Difference (Actual spending minus Planned spending)
130,276,919	130,276,919	163,243,110	151,289,701	21,012,782

The 2019–20 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 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 (full-time equivalents) for Government-Wide Support

2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2019–20 Difference (Actual full-time equivalents minus Planned full-time equivalents)
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 [GC InfoBase^{xii}](#).

Procurement Ombudsman

Description

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.

Results

Departmental Result: *Raise awareness of procurement issues and exchange information (education).*

OPO continued conducting research to expand procurement expertise by performing comprehensive analyses of issues of importance to the supplier and federal procurement communities. In 2019–20, OPO completed three studies: late payments, social procurement and emergency procurement, which will be available on its website in 2020–21. OPO further exchanged information with stakeholders by presenting at, and participating in, multiple procurement conferences and events across the country.

In March 2020, OPO 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 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 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 2019–20, OPO received a total of nine requests for ADR services. In two cases, both parties agreed to use the ADR 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 process. In another case, the ADR request was withdrawn by the supplier prior to starting the process. In four cases, the nature of the request for ADR services did not meet the *Procurement Ombudsman Regulations* and could not be considered any further. In the remaining case, the ADR has been carried forward into 2020–21. Additionally, in 2019–20, OPO also formally resolved an ADR process that we had launched in 2018–19.

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



The OPO is legislated to review the procurement practices of federal organizations, review complaints from Canadian suppliers, and provide dispute resolution services.

transparency, and make recommendations for improvement. In line with the Five-Year Procurement Practices Review Plan, OPO completed, in 2019–20, two reviews that were launched in 2018–19, and launched two new ones. The reports are available on the [Office of the Procurement Ombudsman website](#)^{xiii}.

In 2019–20, OPO received a total of 423 procurement-related cases. In all instances, OPO 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 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 2019–20, OPO had four complaints filed in accordance with the *Procurement Ombudsman Regulations* and thus launched four formal reviews. Of these reviews, one was launched and completed, two will be completed

in early 2020–21 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:

- 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's recommendations and outputs.
- Collaborated extensively with federal procurement stakeholders to ensure OPO 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's case management system to enhance data capture and reporting.
- Leveraged innovation and creativity to identify and analyze business strategies for improvement.

Results achieved for Procurement Ombudsman

Departmental results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2018–19 Actual results	2019–20 Actual results
Raise awareness of procurement issues and exchange of information (education).	Number of educational events per year with small and medium-sized businesses and federal officials.	10	March 31, 2020	63	79	87 ¹
	Number of geographical locations where these educational events are held.	5	March 31, 2020	5	8	9
Procurement-related issues are addressed through facilitation (alternative dispute resolution).	Percentage of alternative dispute resolution processes that result in settlement agreements agreed to by both parties.	90%	March 31, 2020	100%	N/A ²	100%

Results achieved for Procurement Ombudsman (continued)

Departmental results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2018–19 Actual results	2019–20 Actual results
Procurement-related issues are addressed through investigation.	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%

1. As a direct result of OPO's efforts to raise awareness of procurement issues and exchange of information on a nation-wide scale, OPO 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 2018–19, OPO received four requests for formal ADR services. Two of the requests met the requirements set out in the Regulations, and ADR processes were launched. One of the ADR requests was resolved between the supplier and federal organization prior to the start of a formal process and the other continued into 2019–20. OPO also provided ADR services on two cases started the previous year.

Additional information on Public Services and Procurement Canada's departmental results indicators is available in the [GC InfoBase](#)^{xiv}.

Budgetary financial resources (dollars) for Procurement Ombudsman

2019–20 Main Estimates	2019–20 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2019–20 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 (full-time equivalents) for Procurement Ombudsman

2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2019–20 Difference (Actual full-time equivalents minus Planned full-time equivalents)
18	24.86	6.86

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 [GC InfoBase](#)^{xv}.

Internal Services

Description

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

Results

In 2019–20, PSPC underwent a formal planning process to identify departmental outcomes for the next three years. At the same time, it examined funding requirements for the Department's service offerings with a view to improving how PSPC serves its clients and employees and to plan for the future. With this information in hand, the Department drafted its first Integrated Business Plan (IBP), serving as a roadmap for PSPC's work over the next three years, clearly articulating priorities and milestones, enabling progress tracking and reporting along with the strategic alignment of internal resource. The IBP is accompanied by PSPC's first Strategic People Management Plan (2020–2023), which was developed to enable the Department to be forward-looking in its people management. The Strategic People Management Plan focuses on three priorities: recruiting a talented, agile and diverse workforce; developing

and managing talent, including leadership; and 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 is working to increase coordination of Indigenous engagement and Reconciliation activities and to engage with Indigenous people, businesses and organizations.

PSPC'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



Minister Anand and Alexis Ashworth (Chief Executive Officer, Habitat for Humanity Greater Ottawa) at West Memorial Building

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 delivered approximately 1,700 media requests compared to 1,483 last fiscal while meeting approximately 80% of the reporter deadlines.

PSPC'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 (GCSI) implementation strategy, modernization of the Unit Security Officer program and the preparation for modernization of security access control systems in the NCA. SEMS rapidly adapted to a new environment due to COVID-19,

notably by accelerating the implementation of the Departmental Emergency Operations Centre.

PSPC'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 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 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

2019–20 Main Estimates	2019–20 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2019–20 Difference (Actual spending minus Planned spending)
229,893,087	229,893,087	328,233,179	338,238,740	108,345,653

The 2019–20 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 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 (e.g. 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

2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2019–20 Difference (Actual full-time equivalents minus Planned full-time equivalents)
2,854.89	3,007.75	152.86

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



Canadian Library of Parliament.

Analysis of trends in spending and human resources

Actual expenditures

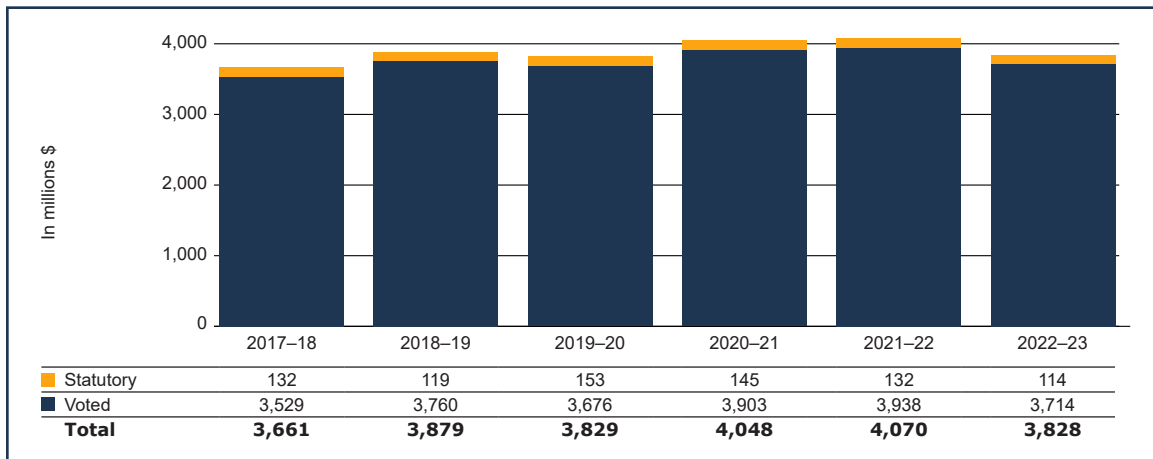


Figure 1. Departmental spending trend graph.

The departmental spending trend graph presents trends in the Department’s planned and actual spending over time. The data represents actual spending (2017–18 to 2019–20) and planned spending (2020–21 to 2022–23) broken down between Statutory and Voted Expenditures.

Analysis of the variances in actual spending and planned spending is provided in the Budgetary performance summary for Core Responsibilities and Internal Services section.

Budgetary performance summary for Core Responsibilities and Internal Services (dollars)

Core Responsibilities and Internal Services	2019–20 Main Estimates	Planned spending			2019–20 Total authorities available for use	Actual spending (authorities used)		
		2019–20	2020–21	2021–22		2019–20	2018–19	2017–18
Purchase of Goods and Services	176,577,120	176,577,120	206,899,418	147,864,928	187,806,729	160,744,972	184,354,499	175,626,248
Payments and Accounting	248,642,394	248,642,394	316,291,929	311,205,052	594,219,002	547,993,891	469,877,329	338,203,919
Property and Infrastructure	2,425,572,214	2,425,572,214	3,068,409,083	3,183,871,405	3,109,815,735	2,626,433,017	2,829,166,463	2,710,895,329
Government-Wide Support	130,276,919	130,276,919	170,809,108	152,004,622	163,243,110	151,289,701	106,721,614	136,782,441
Procurement Ombudsman	4,122,297	4,122,297	4,138,544	4,149,751	4,380,254	3,987,055	4,398,757	3,776,030
Subtotal	2,985,190,944	2,985,190,944	3,766,548,082	3,799,095,758	4,059,464,830	3,490,448,636	3,594,518,662	3,365,283,967
Internal Services	229,893,087	229,893,087	281,723,937	271,071,532	328,233,179	338,238,740	284,557,972	295,624,358
Total	3,215,084,031	3,215,084,031	4,048,272,019	4,070,167,290	4,387,698,009	3,828,687,376	3,879,076,634	3,660,908,325
Budget Implementation—unallocated authority ¹	-	-	-	-	175,384,638	-	-	-
Grand Total	3,215,084,031	3,215,084,031	4,048,272,019	4,070,167,290	4,563,082,647	3,828,687,376	3,879,076,634	3,660,908,325

Totals may not add up due to rounding.

1. The remaining Budget 2019 funding was not accessed mainly because the funding was centrally withheld for expenditures to be made through other authorities. These expenditures are for employee benefits plans, realigning of authorities to the revised project schedule and amount set aside to cover the costs for accommodation and information technology services.

As part of the present Departmental Results Report, PSPC is informing parliamentarians and Canadians of the budgetary performance achieved for 2019–20. This performance is measured against the planned spending defined in PSPC's 2019–20 Departmental Plan.

The budgetary performance summary table above provides the following:

- Main Estimates and Planned spending for 2019–20, which do not include the amounts from the 2019 Budget Implementation Vote allocated to core responsibilities and internal services.
- Planned spending for 2020–21 and 2021–22, as reported in the 2020–21 Departmental Plan;
- Total Authorities available for use in 2019–20 which reflects the Main Estimates as well as the other authorities available for the year, including the Supplementary Estimates and the Budget implementation vote; and,
- Actual spending for 2017–18, 2018–19 and 2019–20 as reported in the Public Accounts of Canada.

The variances observed are explained as follows:

- The net increase of **\$614 million** between the **2019–20 Actual Spending** and the **2019–20 Planned Spending** is mainly due to:
 - The exclusion of the new 2019 Budget Implementation Vote (BIV) in the 2019–20 Main Estimates and planned spending amounts due to the timing

of the tabling of the 2019-20 Departmental Plan. When taking into account the new BIV funding in the amount of \$1.02 billion received in fiscal year 2019-20, the revised planned spending versus actual spending will result in a surplus of \$407 million instead of a deficit of \$614 million. The \$407 million surplus is due to:

- Delays experienced in tendering new construction contracts as well as increased revenues from accommodations, such as office space;
 - The realignment of funding to revised project schedules for the rehabilitation of major public infrastructure such as the Parliamentary Precinct;
 - Lower payment issuance costs, related to the use of electronic payments instead of cheques; and,
 - Changes in the scheduling of activities related to the Electronic Procurement Solution project.
- The net increase of **\$168 million** in the **Actual Spending** from **2017–18** to **2019–20**, is primarily related to:
 - Enhanced measures to help stabilize the Phoenix pay system and increase pay service delivery capacity;
 - Offset by the realignment of funding to revised project schedules for the rehabilitation of major public infrastructure such as the Parliamentary Precinct.

Human resources

Human resources summary for Core Responsibilities and Internal Services (full time equivalents)

Core Responsibilities and Internal Services	2017–18 Actual full-time equivalents	2018–19 Actual full-time equivalents	2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
Purchase of Goods and Services	1,560.00	1,693.80	1,724.00	1,798.00	1,860.30	1,800.60
Payments and Accounting	2,384.42	3,878.53	4,605.59	4,537.16	2,399.05	2,408.79
Property and Infrastructure	3,452.58	3,999.01	4,317.60	4,145.84	4,423.02	4,365.26
Government-wide Support	2,113.00	2,292.20	2,480.24	2,470.33	2,511.54	2,509.04
Procurement Ombudsman	24.00	24.91	18.00	24.86	20.89	20.01
Subtotal	9,534.00	11,888.45	13,145.43	12,976.19	11,214.90	11,103.70
Internal Services	2,646.35	2,740.37	2,854.89	3,007.75	3,018.52	3,030.18
Total	12,180.35	14,628.82	16,000.32	15,983.94	14,233.42	14,133.88

Expenditures by vote

For information on PSPC’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2019–20](#)^{xvi}.

Government of Canada spending and activities

Information on the alignment of PSPC’s spending with the Government of Canada’s spending and activities is available in the [GC Infobase](#)^{xvii}.

Financial statements and financial statements highlights

Financial statements

Public Services and Procurement Canada’s Financial Statements (unaudited) for the year ended March 31, 2020, are available on the [Department’s Reports web page](#)^{xviii}.

Financial statements highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2020 (dollars)

Financial information	2019–20 Planned results	2019–20 Actual results	2018–19 Actual results	Difference (2019–20 Actual results minus 2019–20 Planned results)	Difference (2019–20 Actual results minus 2018–19 Actual results)
Total expenses	5,906,133,149	6,464,106,816	6,255,713,131	557,973,667	208,393,685
Total revenues	3,090,521,653	3,087,851,724	3,045,847,219	(2,669,929)	42,004,505
Net cost of operations before government funding and transfers	2,815,611,496	3,376,255,092	3,209,865,912	560,643,596	166,389,180

Expenses

Actual over Planned

The 2019–20 expenses were \$558 million higher than planned (planned: \$5,906.1 million; actual: \$6,464.1 million). The increase is mainly attributable to the **Property and Infrastructure** and **Payments and Accounting** core responsibilities due to:

- additional funding received for real property repairs and maintenance after the estimation of the planned results; and
- additional funding received for ensuring proper payments for public servants after the estimation of the planned results.

Actual Year over Year

The increase in expenses of \$208 million (2019–20: \$6,464.1 million; 2018–19: \$6,255.7 million) is mainly attributable to the **Property and Infrastructure** and **Payments and Accounting** core responsibilities due to:

- increased business volume related to construction and repair work performed as part of the government’s commitment to build and renew infrastructure across Canada for other government departments as well as repair and maintenance of federal buildings to provide a safe, healthy and secure workplace; and
- hiring of additional resources to support pay operations and to stabilize the pay system.

Revenues

Actual over Planned

The 2019–20 revenues were comparable with the planned (planned: \$3,090.5 million; actual: \$3,087.9 million).

Actual Year over Year

The increase in revenues of \$42 million (2019–20: \$3,087.9 million; 2018–19: \$3,045.8 million) is mainly attributable to an increase in rental revenues as a result of increased accommodation services.

Condensed Statement of Financial Position (unaudited) as of March 31, 2020 (dollars)

Financial Information	2019–20	2018–19	Difference (2019–20 minus 2018–19)
Total net liabilities	3,597,360,061	3,710,738,914	(113,378,853)
Total net financial assets	1,074,371,434	1,342,506,314	(268,134,880)
Departmental net debt	2,522,988,627	2,368,232,600	154,756,027
Total non financial assets	8,502,504,095	7,934,369,647	568,134,448
Departmental net financial position	5,979,515,468	5,566,137,047	413,378,421

Net liabilities

The decrease in total net liabilities of \$113 million is mainly attributable to a decrease in **accounts payable and accrued liabilities** as a result of a reduction in accounts payable with outside parties due to a decrease in business volume at year-end as well as the accelerated payment of invoices at year-end in order to help Canadian businesses and suppliers who experienced cash flow and liquidity issues due to COVID-19.

Net financial assets

The decrease in total net financial assets of \$268 million is mainly attributable to a decrease in **Due from the Consolidated Revenue Fund** which is the result of the aforementioned decrease in **accounts payable and accrued liabilities**. The amount due from the Consolidated Revenue Fund (CRF) represents the net amount of cash

that the Department is able to withdraw from the CRF in order to discharge its liabilities without generating any additional charges against its authorities in the year of the withdrawal.

Non-financial assets

The increase in total non-financial assets of \$568 million (assets with a physical substance that are used to deliver services and have a useful life extending beyond one accounting period, such as real property, equipment or machinery that have been purchased, built or leased) is mainly attributable to an increase in **tangible capital assets** for the Rehabilitation of Centre Block, as well as Carling Campus and Energy Services Acquisition Program (ESAP) projects.

This increase is offset by the amortization of **tangible capital assets** (physical assets held on a continuing basis). ❁



The parliament buildings in autumn.

Additional information

Organizational profile

Appropriate minister: Anita Anand, PC, MP

Institutional head: Bill Matthews

Ministerial portfolio: Public Services and Procurement Canada

Enabling instrument: The *Department of Public Works and Government Services Act*^{xxix} establishes the Department of Public Services and Procurement Canada.

Year of incorporation/commencement: 1841

Other: The Minister of Public Services, Procurement and Accessibility has responsibilities under 19 other acts. The most important ones are:

- *Canada Post Corporation Act*^{xx}
- *National Capital Act*^{xxi}
- *Expropriation Act*^{xxii}
- *Defence Production Act*^{xxiii}
- *Seized Property Management Act*^{xxiv}
- *Surplus Crown Assets Act*^{xxv}
- *Financial Administration Act*^{xxvi}

Raison d’être, mandate and role: who we are and what we do

“Raison d’être, mandate and role: who we are and what we do” is available on [Public Services and Procurement Canada’s website](#)^{xxvii}.

For more information on the Department’s organizational mandate letter commitments, see the [Minister’s mandate letter](#)^{xxviii}.

Reporting framework

Public Services and Procurement Canada’s Departmental Results Framework and Program Inventory of record for 2019–20 are shown below.

Departmental Results Framework and Program Inventory

Core Responsibility	1. Purchase of Goods and Services	2. Payments and Accounting	3. Property and Infrastructure	4. Government-Wide Support	5. Procurement Ombudsman
<p>Description</p> <p>PSPC purchases goods and services on behalf of the Government of Canada.</p>	<p>PSPC collects revenues and issues payments, maintains the financial accounts of Canada, issues financial reports, and administers payroll and pension services for the Government of Canada.</p>	<p>PSPC provides federal employees and Parliamentarians with work space; builds, maintains and manages federal properties and other public works such as bridges and dams; and provides associated services to federal organizations.</p>	<p>PSPC provides administrative services and tools to federal organizations that help them deliver programs and services to Canadians.</p>	<p>The Office of the Procurement Ombudsman 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.</p>	
<p>Departmental Results and Departmental Results Indicators</p> <p>1.1 Federal organizations have the products and services they need, at the best value.</p> <p>1.1.1 Percentage of overall client satisfaction with PSPC procurement services</p> <p>1.1.2 Average number of days to award a contract (Target 1—Level 1 Complexity)</p> <p>1.1.3 Average number of days to award a contract (Target 2—Level 2 Complexity)</p> <p>1.1.4 Cost of procurement services per \$100 of contract value</p> <p>1.1.5 Percentage of dollar value awarded through competitive contracting processes</p>	<p>2.1 Canadians have timely access to reliable information on Canada’s finances.</p> <p>2.1.1 The Public Accounts of Canada are posted on the Department’s website within 24 hours of tabling in the House of Commons</p> <p>2.1.2 Information presented in the Consolidated Financial Statements of the Government of Canada is accurate</p> <p>2.2 In collaboration with government departments, employees receive timely and accurate pay and benefits.</p> <p>2.2.1 Percentage of pay transactions processed that are accurate and on time</p>	<p>3.1 Federal infrastructure spending supports Canada’s social, economic and environmental priorities.</p> <p>3.1.1 Percentage of PSPC-managed building locations that provide features to support universal accessibility</p> <p>3.1.2 Operating expenses per square metre of Crown-owned office space</p> <p>3.1.3 Percentage of reduction in green-house gases in PSPC Crown-owned building portfolio,</p> <p>3.2.1 Percentage of Crown-owned heritage buildings that are in fair or better condition</p>	<p>4.1 Federal organizations have access to high quality linguistic services and tools.</p> <p>4.1.1 Percentage of translation, interpretation and terminology services that comply with established quality standards: Target 1 (Translation)</p> <p>4.1.2 Percentage of translation, interpretation and terminology services that comply with established quality standards: Target 2 (Interpretation)</p> <p>4.1.3 Percentage of translation, interpretation and terminology services that comply with established quality standards: Target 3 (Terminology)</p>	<p>5.1 Raise awareness of procurement issues and exchange information (education)</p> <p>5.1.1 Number of educational events per year with small and medium-sized businesses and federal officials</p> <p>5.1.2 Number of geographical locations where these educational events are held</p> <p>5.2 Procurement related issues are addressed through facilitation (alternative dispute resolution).</p> <p>5.2.1 Percentage of alternative dispute resolution processes that result in settlement agreements agreed to by both parties</p>	

Departmental Results Framework and Program Inventory (continued)

Core Responsibility	1. Purchase of Goods and Services	2. Payments and Accounting	3. Property and Infrastructure	4. Government-Wide Support	5. Procurement Ombudsman
<p>Departmental Results and Departmental Results Indicators (continued)</p>	<p>1.1.6 Percentage of contracts awarded through PSPC standing offers and/or supply arrangements</p> <p>1.1.7 Percentage of competitive procurement processes versus sole source</p> <p>1.1.8 Percentage of competitive procurement processes for which at least two bids were received (Level 3-5)</p> <p>1.1.9 Average number of qualified bidders on complex competitive procurement processes</p> <p>1.2 Government purchasing is simpler and easy to access, fair and transparent for suppliers.</p> <p>1.2.1 Percentage of suppliers that rate the purchasing process as simpler and easy to access</p> <p>1.2.2 Percentage of contracts awarded for which a valid complaint was filed</p> <p>1.2.3 Percentage of suppliers that rate the purchasing process as fair and transparent</p> <p>1.2.4 Number of agile digital procurements</p>	<p>2.3 Members of federal pension plans receive timely and accurate pension payments, benefits and support services to which they are entitled.</p> <p>2.3.1 Percentage of pension payments processed that are accurate and on time</p> <p>2.4 Canadians, businesses and organizations receive payments on time and revenues are collected for government services in an efficient manner.</p> <p>2.4.1 Percentage of payments issued within established timeframes</p> <p>2.4.2 Percentage of money paid to the Government of Canada that is reconciled within two business days</p> <p>2.4.3 Percentage of payments made instead of property taxes to taxing authorities within established timeframes.</p>	<p>3.2.2 Percentage of PSPC-managed heritage asset projects that are completed on time, on scope and on budget</p> <p>3.3 Federal real estate and associated services meet the needs of federal government clients and/or Parliamentarians, and ensure best value for Canadians.</p> <p>3.3.1 Percentage of Crown-owned buildings that are in fair or better condition</p> <p>3.3.2 Percentage of PSPC-managed office space that is modernized each year to meet the current Government of Canada Workplace Fit-up Standards</p> <p>3.3.3 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</p> <p>3.3.4 Percentage of time that essential property management services are fully available and functional</p> <p>3.3.5 Percentage of PSPC Crown-owned surplus properties that are sold or transferred to non-federal entities.</p>	<p>4.1.4 Percentage of overall user satisfaction with the Translation Bureau's language tools and services</p> <p>4.1.5 Percentage of translation, interpretation and terminology services provided to Government of Canada by Translation Bureau</p> <p>4.2 The Government does business with ethical suppliers and ensures that sensitive information is handled appropriately.</p> <p>4.2.1 Percentage of business integrity verification requests answered within the four-hour client service standard</p> <p>4.2.2 Percentage of security screenings processed within 7 business days for contractors and sub-contractors requiring access to protected information</p> <p>4.3 Federal organizations have the support services and tools they need to deliver their programs to Canadians.</p> <p>4.3.1 Percentage of overall client satisfaction with PSPC support services and tools</p> <p>4.3.2 Percentage of PSPC service standards met.</p>	<p>5.3 Procurement related issues are addressed through investigation.</p> <p>5.3.1 Percentage of supplier complaint reviews completed within 120 working days as per legislative requirements</p> <p>5.3.2 Percentage of recommendations made by the Ombudsman acted upon by federal organizations.</p>

Departmental Results Framework and Program Inventory (continued)

Core Responsibility	1. Purchase of Goods and Services	2. Payments and Accounting	3. Property and Infrastructure	4. Government-Wide Support	5. Procurement Ombudsman
<p>Departmental Results and Departmental Results Indicators (continued)</p> <p>1.3 Government purchasing supports Canada's economic, environmental, and social policy goals.</p> <p>1.3.1 Percentage of contract value awarded to small and medium businesses</p> <p>1.3.2 Percentage of innovation contracts awarded by PSPC for which products and services are commercialized within one year after contract completion</p> <p>1.3.3 Percentage of PSPC contracts, standing offers and supply arrangements that include "green" goods and services</p> <p>1.3.4 Percentage increase in participation to procurement processes by businesses owned by Indigenous peoples</p> <p>1.3.5 Percentage increase in participation to procurement processes by businesses owned by women.</p>					
<p>Program Inventory</p> <ul style="list-style-type: none"> • Procurement Leadership • Procurement Services 	<ul style="list-style-type: none"> • Federal Pay Administration • Federal Pension Administration • Payments Instead of Property Taxes to Local Governments • Payments and Revenue Collection • Government-Wide Accounting and Reporting • Cape Breton Operations: HR legacy Benefits 	<ul style="list-style-type: none"> • Federal Accommodation and Infrastructure • Real Property Services • Parliament Hill and Surroundings • Cape Breton Operations: Portfolio Management 	<ul style="list-style-type: none"> • Linguistic services • Communication services • Government-wide Corporate Services • Document Imaging Services • Asset Disposal • Service Strategy • Canadian General Standards Board • Security and Oversight Services 	<ul style="list-style-type: none"> • Procurement Ombudsman 	

Supporting information on the Program Inventory

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase^{xxx}](#).

Supplementary information tables

The following supplementary information tables are available on [Public Services and Procurement Canada's website^{xxx}](#).

- [Departmental Sustainable Development Strategy^{xxxi}](#)
- [Details on transfer payment programs of \\$5 million or more^{xxxii}](#)
- [Gender-based analysis plus^{xxxiii}](#)
- [Response to parliamentary committees and external audits^{xxxiv}](#)
- [Status report on transformational and major Crown projects^{xxxv}](#)

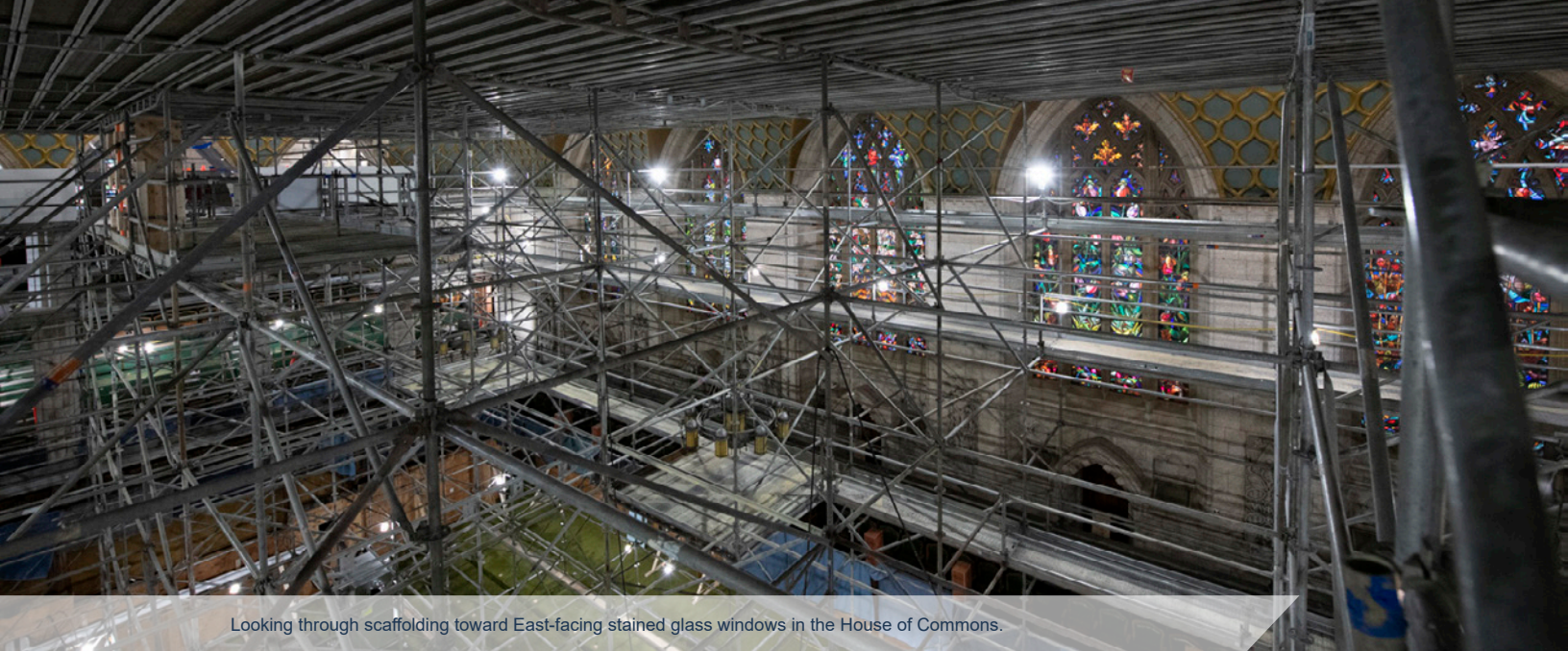
Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures^{xxxvi}](#). This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

For more information on Public Services and Procurement Canada's programs and services, please communicate with us through our [general enquiries^{xxxvii}](#) webpage.

You can follow PSPC on Facebook, LinkedIn, Twitter and Instagram. 🍁



Looking through scaffolding toward East-facing stained glass windows in the House of Commons.

Appendix: definitions

appropriation (*crédit*)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (*dépenses budgétaires*)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

core responsibility (*responsabilité essentielle*)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (*plan ministériel*)

A report on the plans and expected performance of an appropriated

department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

departmental priority (*priorité*)

A plan or project that a department has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (*résultat ministériel*)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (*indicateur de résultat ministériel*)

A quantitative measure of progress on a departmental result.

departmental results framework

(cadre ministériel des résultats)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report

(rapport sur les résultats ministériels)

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation *(expérimentation)*

The conducting of activities that seek to first explore, then test and compare the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works, for whom and in what circumstances. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

full-time equivalent *(équivalent temps plein)*

A measure of the extent to which an employee represents a full person year charge against a departmental budget. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the

standard number of hours set out in the person's collective agreement.

gender-based analysis plus (GBA+)

(analyse comparative entre les sexes plus [ACS+])

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race ethnicity, religion, age, and mental or physical disability.

government-wide priorities *(priorités pangouvernementales)*

For the purpose of the 2019–20 Departmental Results Report, those high-level themes outlining the government's agenda in the 2019 Speech from the Throne, namely: Fighting climate change; Strengthening the Middle Class; Walking the road of reconciliation; Keeping Canadians safe and healthy; and Positioning Canada for success in an uncertain world.

horizontal initiative *(initiative horizontale)*

An initiative where two or more departments are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures

(dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance *(rendement)*

What an organization did with its resources to achieve its results, how well those results compare to what

the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (*indicateur de rendement*)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (*production de rapports sur le rendement*)

The process of communicating evidence based performance information. Performance reporting supports decision making, accountability and transparency.

plan (*plan*)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

planned spending (*dépenses prévues*)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

program (*programme*)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

program inventory (*répertoire des programmes*)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (*résultat*)

A consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (*dépenses législatives*)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

target (*cible*)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (*dépenses votées*)

Expenditures that Parliament approves annually through an Appropriation Act. The vote wording becomes the governing conditions under which these expenditures may be made. 🍁



Foggy morning looking South on the Alexandra Bridge toward Parliament Hill.

Endnotes

- i Minister's mandate letter, <https://pm.gc.ca/en/mandate-letters/2019/12/13/minister-public-services-and-procurement-mandate-letter>
- ii Office of the Procurement Ombudsman website, <http://opo-boa.gc.ca/edpa-pprr-eng.html>
- iii Armoured combat support vehicles, <https://www.tpsgc-pwgsc.gc.ca/app-acq/amd-dp/vbsc-acsv-eng.html>
- iv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- v GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- viii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- x COVID-19 Glossary, <https://www.btb.termiumplus.gc.ca/publications/covid19-eng.html>
- xi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>

2019–20 Departmental Results Report

- xiii Office of the Procurement Ombudsman website, <http://opo-boa.gc.ca/edpa-prr-eng.html>
- xiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xvi Public Accounts of Canada 2019–20, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- xvii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xviii PSPC Reports website, <http://www.tpsgc-pwgsc.gc.ca/rapports-reports/index-eng.html>
- xix *Department of Public Works and Government Services Act*, <http://laws-lois.justice.gc.ca/eng/acts/P-38.2/>
- xx *Canada Post Corporation Act*, <https://laws-lois.justice.gc.ca/eng/acts/c-10/index.html>
- xxi *National Capital Act*, <https://laws-lois.justice.gc.ca/eng/acts/n-4/>
- xxii *Expropriation Act*, <http://laws-lois.justice.gc.ca/eng/acts/E-21/>
- xxiii *Defence Production Act*, <http://laws-lois.justice.gc.ca/eng/acts/D-1/>
- xxiv *Seized Property Management Act*, <http://laws-lois.justice.gc.ca/eng/acts/S-8.3/>
- xxv *Surplus Crown Assets Act*, <http://laws-lois.justice.gc.ca/eng/acts/S-27/>
- xxvi *Financial Administration Act*, <http://laws-lois.justice.gc.ca/eng/acts/f-11/>
- xxvii Raison d'être, mandate and role, <https://www.tpsgc-pwgsc.gc.ca/rapports-reports/rrm-drr/2019-2020/rrm-drr-02-eng.html#a2>
- xxviii The Minister's mandate letter, <https://pm.gc.ca/en/mandate-letters/2019/12/13/minister-public-services-and-procurement-mandate-letter>
- xxix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxx Supplementary information tables, <https://www.tpsgc-pwgsc.gc.ca/rapports-reports/rrm-drr/2018-2019/rrm-drr-05-eng.html#a6>
- xxxi Departmental Sustainable Development Strategy, <https://www.tpsgc-pwgsc.gc.ca/rapports-reports/rrm-drr/2019-2020/smdd-dsds-eng.html>

- xxxii Details on transfer payment programs of \$5 million or more, <https://www.tpsgc-pwgsc.gc.ca/rapports-reports/smdd-dsds/index-eng.html>
- xxxiii Gender-based analysis plus, <https://www.tpsgc-pwgsc.gc.ca/rapports-reports/rrm-drr/2018-2019/acs-gba-eng.html>
- xxxiv Response to parliamentary committees and external audits, <https://www.tpsgc-pwgsc.gc.ca/rapports-reports/rrm-drr/2018-2019/reponses-responses-eng.html>
- xxxv Status report on transformational and major Crown projects, <https://www.tpsgc-pwgsc.gc.ca/rapports-reports/rrm-drr/2018-2019/gpe-mcp-eng.html>
- xxxvi Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
- xxxvii General enquiries, <http://www.tpsgc-pwgsc.gc.ca/comm/cn-cu-eng.html#general> 