



# 2020 TO 2021 DEPARTMENTAL RESULTS REPORT

PUBLIC SERVICES AND  
PROCUREMENT CANADA

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Filomena Tassi, PC, MP  
Minister of Public Services and Procurement

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Public Services and  
Procurement Canada

Services publics et  
Approvisionnement Canada

Canada 

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**Erratum**

The 2020 to 2021 Planned full-time equivalents in the Human resources (full-time equivalents) for Internal Services table, on page 75 of the PDF version, was changed from 2,854.89 to 3,018.52.



# Table of contents

<b>Minister’s message</b> .....	<b>1</b>
<b>Results at a glance</b> .....	<b>3</b>
<b>Results: what we achieved</b> .....	<b>19</b>
Core Responsibilities .....	21
Purchase of Goods and Services .....	21
Payments and Accounting .....	37
Property and Infrastructure .....	44
Government-Wide Support .....	59
Procurement Ombudsman .....	68
Internal Services .....	72
<b>Analysis of trends in spending and human resources</b> .....	<b>77</b>
Actual expenditures .....	79
Human resources .....	81
Expenditures by vote .....	81
Government of Canada spending and activities .....	82
Financial statements and financial statements highlights .....	82
<b>Corporate information</b> .....	<b>85</b>
Organizational profile .....	87
Raison d’être, mandate and role: who we are and what we do .....	87
Operating context .....	87
Reporting framework .....	88
Supporting information on the Program Inventory .....	92
Supplementary information tables .....	92
Federal tax expenditures .....	92
Organizational contact information .....	92
<b>Appendix: definitions</b> .....	<b>93</b>
<b>Endnotes</b> .....	<b>99</b>





I am pleased to present Public Services and Procurement Canada's (PSPC) Departmental Results Report for 2020 to 2021, which highlights the department's achievements in delivering on its diverse mandate. PSPC supports the everyday work of the Government of Canada as its central purchasing agent, real property manager and linguistic authority. PSPC is also the government's pay and pension administrator, treasurer, and accountant. The department's work helps to build an inclusive, innovative and accessible Canadian economy and society.

In 2020 to 2021, public servants working at PSPC played a key role in supporting Canada's response to the COVID-19 pandemic by procuring essential medical supplies, equipment, and services to keep our front line health care workers, public servants, essential workers and Canadians safe. PSPC established purchase agreements with promising vaccine suppliers that secured a diversified vaccine portfolio with enough doses for every eligible Canadian.

While helping tackle COVID-19, the department's resilient workforce remained dedicated to making progress on all aspects of PSPC's mandate. The department advanced initiatives such as a guide on procurement pricing and a framework on vendor management to strengthen PSPC's stewardship of procurement. These and other initiatives are ensuring that federal organizations have the products and services they need, when they need them, at the best value to Canadians.

The department continued to implement the innovative cloud-based Electronic Procurement Solution that allows businesses—big and small—to bid more easily on tender opportunities and manage contracts and orders for goods and services from the government. This solution has already been adopted as the default approach for procurements related to COVID-19.

In support of Reconciliation with Indigenous Peoples, PSPC continued to work with federal partners toward a target of at least 5% of contracts awarded to Indigenous businesses. As part of the department's COVID-19 response, 36 contracts worth approximately \$122 million were awarded to 27 self-identified Indigenous businesses for logistics services, personal protective equipment and other goods and services. PSPC also continued to widen the use of Indigenous Benefits Plans in contracts under the National Shipbuilding Strategy, and to provide employees with the knowledge and tools to engage appropriately with Indigenous partners.

PSPC continued to advance key procurements for the Canadian Armed Forces

## 2020 to 2021 Departmental Results Report

and the Canadian Coast Guard in support of Canada's defence policy. Bids on advanced fighter jets continue to be evaluated toward a contract award in 2022, and the first of 16 fixed-wing search and rescue CC295 aircraft has been delivered.

Through the National Shipbuilding Strategy (NSS), construction of large vessels continued for the Royal Canadian Navy and the Canadian Coast Guard. A key milestone included delivery of the third and final Offshore Fisheries Science Vessel, which marked the completion of the first class of large ships built under the NSS. Construction of other large vessels is underway, including three additional Arctic and Offshore Patrol Ships, the first Joint Support Ship and the Offshore Oceanographic Science Vessel. Finally, design work is progressing for the Multi-Purpose Vessels and the Canadian Surface Combatants. Work also continued on construction, repair, refit and maintenance of other vessels, including commercial icebreakers. In addition, engagement with Chantier Davie continued regarding the shipyard's pre-qualification to become the third strategic partner under the NSS.

In 2020 to 2021, PSPC staff continued efforts to ensure public servants are paid accurately and on time. In addition to keeping up with new intake and implementing new collective agreements, the department's team managed to significantly reduce the number of cases waiting to be processed at the Pay Centre.

As the government's real property custodian, PSPC's dedicated staff ensured that government properties remained safe

and operational throughout the pandemic. In support of the government's priority to fight climate change, PSPC took several steps to reduce its carbon footprint including establishing clean energy contracts with provinces, adopting measures to reduce plastic waste in government buildings, supporting the conversion of government fleets to zero-emission vehicles, and aiming for net-zero carbon operations for the Government.

Translation Bureau employees worked tirelessly and provided uninterrupted translation and interpretation services to the Parliament of Canada and the Government of Canada in official, foreign and Indigenous languages during the global COVID-19 pandemic. Sign language interpreters helped communicate information at more than 400 public health news conferences and other pandemic-related briefings. The provision of these linguistic services was crucial in the delivery of national communications to all Canadians.

Finally, the Receiver General processed an exceptionally high volume of payments for the social benefit programs related to COVID-19, ensuring that Canadians, businesses and organizations received payments on time.

These are only a few highlights of PSPC's achievements over the past year. I invite you to read more about the department's progress. The work highlighted in this report is a testament to the enormous efforts of our dedicated PSPC employees to serve Canadians. 🍁

Filomena Tassi  
Minister of Public Services and Procurement





# Results at a glance



## What funds were used?

Public Services and Procurement Canada's actual spending (authorities used) for 2020 to 2021: \$4,446,870,947

## Who was involved?

PSPC's actual full-time equivalents (FTE) for 2020 to 2021: 16,623.46

### Diversity and Inclusion

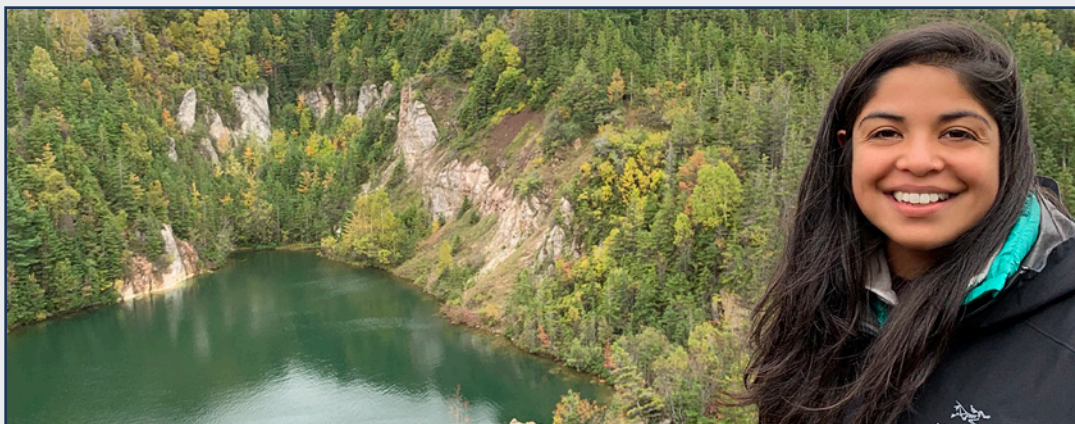
In 2020 to 2021, PSPC continued to take concrete steps to support the increased participation of under-represented groups in federal procurement.

Incorporating lessons learned from the Black Businesses Procurement Pilot and other socio-economic experiments, PSPC developed a Social Procurement Policy and began work on a Social Procurement Program to leverage the government's buying power to support socio-economic objectives.

Procurement Assistance Canada (PAC), formerly PSPC's Office of Small and Medium Enterprises (OSME), worked with organizations representing a diverse supplier community and delivered education and assistance sessions to members. PAC also developed a plan to strengthen its outreach and engagement in support of broader efforts across the Government of Canada to increase the diversity of bidders on government contracts.

In collaboration with Employment and Social Development Canada, the department continued to advance the Canadian Apprenticeship Service (CAS) which aims to increase the participation of tradeswomen in federal construction contracts.

PSPC also established a GBA+ Community of Practice, with representatives from all departmental branches and regions. The GBA Plus Community of Practice will support PSPC's GBA Plus Centre of Expertise in ensuring that policies and programs make robust and meaningful use of GBA Plus in their work.



As a human resources advisor for diversity and, a visible minority herself, Camila Das Gupta is passionate about creating a more diverse and inclusive workplace!

## Reconciliation

In support of Reconciliation with Indigenous Peoples, PSPC continues to work toward a target of at least 5% of contracts awarded to Indigenous businesses, wider use of Indigenous Benefits Plans, which are a portion of the value of a contract that is set aside for Indigenous participation, and may include employment, training and sub-contracting opportunities to Indigenous people and businesses. The department also continues to provide employees with the knowledge and tools to engage appropriately with Indigenous partners.

In accordance with the Directive on Government Contracts, including Real Property Leases, in the Nunavut Settlement Area, the Canadian High Arctic Research Station solicitation included Inuit benefit criteria as a significant component of the bid evaluation methodology.

As a result, the successful contractor has committed to providing annual benefits to the local Inuit community, through labour hours, training and subcontracts.

As part of its response to COVID-19, PSPC awarded 36 contracts to 27 self-identified Indigenous businesses, collectively worth over \$122 million including for logistics and air charter services, accommodation and cleaning services, IT professional services, medical and laboratory supplies, masks, hand sanitizer and thermometers.

In 2020, PSPC became a signatory to the Strategic Partnership Initiative (SPI) program authorities which has enabled the department to begin development of project agreements to build socio-economic capacity of Indigenous institutions and communities to participate in project, procurement and employment opportunities.

In 2020, the Translation Bureau increased the number of Indigenous language providers to over 100, which covers over 50 of the 90 Indigenous languages and dialects. In 2020 to 2021, the Translation Bureau was able to meet the demand for Indigenous interpretation.



## Greening Government

As a common service provider for procurement, PSPC seeks to provide clients with opportunities to reduce their environmental footprint. For example, PSPC increased the availability of green vehicles on its standing offers in 2020 to 2021 for regular and executive fleets. The department also engaged with industry to gather information with respect to procuring electric buses and electric medium and heavy trucks, and established a working group to support the upcoming renewal of its standing offer for electrical vehicle charging stations.

In support of the government's priority to fight climate change, PSPC continues to take several steps to reduce its carbon footprint including establishing clean energy contracts with provinces, adopting measures to reduce waste, and supporting the conversion of government fleets to zero-emission vehicles. For example, the department has been able to utilize clean electricity in 91.4% of the Crown-owned building portfolio in 2020 to 2021, which is up from the starting point of 80% in 2018 to 2019.

PSPC also continues to progress towards a carbon neutral portfolio by 2050, with aspirations to reach this by 2030. To that end, the department is not only implementing various clean technologies in building operations but also incorporating greenhouse gas (GHG) emissions reduction into departmental decision-making. In 2020 to 2021, PSPC reported a 57.6% reduction in GHG emissions of the Crown-owned building portfolio (excludes housing) compared to the 2005 to 2006 baseline. PSPC's reduction in GHG emissions can be attributed to actions improving the energy efficiency of its buildings, provincial and territorial electricity grids improvements, and procurement of renewable energy credits.



## Results at a glance

### Purchase of Goods and Services

Key priorities for 2020 to 2021*	Achievements for 2020 to 2021
<p>Advance initiatives to modernize procurement and ensure value for money, such as increasing the diversity of bidders on government contracts and developing better vendor performance management tools to incentivize suppliers to deliver high-quality goods and services.</p>	<p>PSPC continued modernizing procurement practices to reduce barriers for the participation of under-represented groups in federal procurement and to ensure that federal procurement achieves value for money. In 2020 to 2021, the department launched a Black Businesses Procurement Pilot to expand bidding opportunities for small Black-owned or operated businesses across Canada for various goods and services. The department also completed a two-year pilot to assess the inclusion of socio-economic criteria in procurement. The findings demonstrated that socio-economic procurement is a promising tool to increase the number of contracts awarded to underrepresented groups, create community benefits and provide employment and skills training opportunities for underrepresented suppliers.</p> <p>In addition, PSPC sought feedback from industry on proposed performance evaluation tools in preparation for piloting its new vendor performance management regime.</p>
<p>Make purchasing simpler and easier to access through the phased deployment of the cloud-based Electronic Procurement Solution (EPS) within PSPC.</p>	<p>The phased deployment of the Electronic Procurement Solution (EPS) progressed, with significant advancement in the onboarding of suppliers and government buyers onto the platform. The EPS makes procurement processes simpler and more efficient, and allows businesses to access opportunities by moving everything online and going paperless. The EPS was successfully used to buy personal protective equipment such as masks, gowns and gloves as part of PSPC's response to the COVID-19 pandemic.</p>

\*as stated in the 2020 to 2021 Departmental Plan

**Purchase of Goods and Services (continued)**

<b>Key priorities for 2020 to 2021*</b>	<b>Achievements for 2020 to 2021</b>
Participate in the development of a proposal for the new Canadian Apprenticeship Service.	PSPC is supporting Employment and Social Development Canada as it creates a new Canadian Apprenticeship Service, which aims to help apprentices in construction and manufacturing trades connect with opportunities at small and medium-sized employers, with additional incentives for employers who hire apprentices from under-represented groups, including women, racialized Canadians, and persons with disabilities.
Explore measures that support the conversion of government fleets to zero-emission vehicles.	The department increased the availability of green vehicles on standing offers for regular and executive fleets, engaged industry to explore options for electric buses and electric medium and heavy trucks and started work on the renewal of its standing offer for charging stations.
In support of Reconciliation, work towards increasing the participation of Indigenous Peoples in federal procurement, and have at least 5 per cent of federal contracts awarded to businesses managed and led by Indigenous Peoples.	<p>PSPC continued to work towards increased participation of businesses owned or led by Indigenous Peoples in procurement processes. The department, in collaboration with Indigenous Services Canada and the Treasury Board of Canada Secretariat, began conducting broader consultations and engagements with Indigenous partners to advance this work, which has provided feedback on key policy and implementation elements to achieve the target of at least 5% of contracts awarded to Indigenous businesses.</p> <p>In addition, in 2020 to 2021, extensive engagement took place to ensure optimal Indigenous participation in Requests for Proposals for large contracts, such as the North Warning System Sustainment.</p> <p>As part of its COVID-19 response, PSPC awarded 36 contracts to 27 self-identified Indigenous businesses, collectively worth approximately \$122 million for a various goods and services.</p>

\*as stated in the 2020 to 2021 Departmental Plan

## Purchase of Goods and Services (continued)

Key priorities for 2020 to 2021*	Achievements for 2020 to 2021
<p>Advance key procurements in support of Canada's defence policy, Strong, Secure, Engaged, including the competitive process to replace the fighter aircraft fleet, and explore options for the creation of Defence Procurement Canada.</p>	<p>PSPC has made important progress in advancing key defence procurements. Significant milestones included the release of the Request for Proposals and receipt of bids for the replacement of Canada's CF-18 fighter jets, as well as the start of production on the Armoured Combat Support Vehicles.</p>
<p>Work with partners to deliver much-needed vessels to the Royal Canadian Navy and the Canadian Coast Guard, as part of the National Shipbuilding Strategy (NSS), while creating jobs and generating economic growth for Canada.</p>	<p>The department has continued to prioritize the <b>National Shipbuilding Strategy (NSS)</b><sup>i</sup>, and worked with partners to ensure that key projects advanced over the course of the year. The delivery of the third and final Offshore Fisheries Science Vessel was a key milestone, as it marked the completion of the first class of large ships built under the NSS. In addition, delivery of the first Arctic and Offshore Patrol Ship represented the first delivery under the NSS combat package.</p> <p>NSS contracts are estimated to contribute approximately \$20 billion (\$1.82 billion annually) to Canada's gross domestic product, and create or maintain over 16,930 jobs annually, through the marine industry and its Canadian suppliers and consumer spending, between 2012 and 2022.</p>

## Payments and Accounting

Key priorities for 2020 to 2021*	Achievements for 2020 to 2021
<p>Continue progress towards the elimination of the backlog of outstanding pay issues for public servants as a result of the Phoenix Pay System.</p>	<p>In 2020 to 2021, PSPC achieved considerable progress in eliminating the backlog of outstanding pay issues for public servants. The department reduced the number of financial transactions waiting to be processed at the Public Service Pay Centre from 166,000 to 94,000, a reduction of 72,000 transactions. The department also improved its performance in meeting service standards and implemented new collective agreements.</p>

\*as stated in the 2020 to 2021 Departmental Plan



## Payments and Accounting (continued)

Key priorities for 2020 to 2021*	Achievements for 2020 to 2021
<p>Deliver client-centric services that improve engagement with pension plan members and leverage industry proven best practices, so that more than 904,000 active and retired members of pension plans administered by PSPC can readily access pension information, and receive timely and accurate pension payments.</p>	<p>All service standards 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 one of Canada's largest pension administrators serving more than 908,000 active and retired members, PSPC issued over 5 million pension payments valued at \$13.92 billion in 2020 to 2021. In response to the global pandemic, the Pension Program implemented a solution that allows calls to be routed directly to pension experts working remotely at home.</p>

## Property and Infrastructure

Key priorities for 2020 to 2021*	Achievements for 2020 to 2021
<p>Advance sustainability, climate resiliency, and the green agenda for federal real property and infrastructure assets by integrating sustainable development, the use of clean energy, energy reduction, and greenhouse gas reduction into the decision-making, planning and delivery of real property projects.</p>	<p>In alignment with the Greening Government Strategy, PSPC completed the Roadmap to Low-Carbon Operations in the National Capital Region (NCR) which presents a pathway to achieve net-zero carbon operations for the Government of Canada.</p> <p>The department also completed a Feasibility Analysis Report for reducing Plastics in the Workplace and developed a strategy to incorporate climate change vulnerability assessments into asset management planning. Work continued on fulfilling the department's commitments under the Pan-Canadian Framework on Clean Growth and Climate Change on clean electricity consumption for government operations by 2025.</p> <p>PSPC continued to work with the Treasury Board of Canada Secretariat in developing a strategy to procure 100% clean electricity where available by 2022. For example, PSPC developed procurement tools for new clean electricity in Alberta including the purchase of Renewable Energy Credits</p>

\*as stated in the 2020 to 2021 Departmental Plan

**Property and Infrastructure (continued)**

Key priorities for 2020 to 2021*	Achievements for 2020 to 2021
	and worked directly with provinces and energy suppliers in Saskatchewan, Nova Scotia and New Brunswick as a first purchaser of clean electricity.
Continue to improve crossings in the National Capital Region (NCR) in order to reduce congestion, improve fluidity and increase transportation options throughout the NCR.	PSPC collaborated with National Capital Commission (NCC) for a long-term integrated interprovincial crossing plan with the governments of Quebec and Ontario, the cities of Gatineau and Ottawa and Indigenous partners. This plan considers all means of transportation, including light rail, public transit, vehicles, trucks, cyclists and pedestrian requirements. It will also improve crossings and fluidity in the NCR and reduce congestion.
Advance the Government of Canada’s commitment to revitalizing federal science and technology laboratories by advancing the design of new laboratory and research facilities based on integrated science plan requirements, finalizing the selection of sites and launching procurement activities for projects across Canada that will support science excellence, innovation and evidence-based decision-making across the federal government.	<p>PSPC progressed on the Government of Canada’s commitment to revitalize federal science and technology laboratories. The design of new laboratory and research facilities began with the implementation of a Request for Proposal (RFP) process for medium-term (up to 3 years) management support services and a new governance structure to allow all science-based departments and agencies to collaborate on decision-making.</p> <p>In 2020 to 2021, PSPC engaged with stakeholders for the Phase 1 site selection in the National Capital Region. A National Master Standing Offer was launched to simplify the procurement of scientific equipment through the identification of shared equipment inventories and security requirements across the science hubs. These items will support science excellence, innovation and evidence-based decision-making.</p> <p>Contracts were awarded for architectural and engineering and construction management services, which led to the start of construction on the TerraCanada Mississauga and TerraCanada Hamilton projects.</p>

\*as stated in the 2020 to 2021 Departmental Plan

**Property and Infrastructure (continued)**

Key priorities for 2020 to 2021*	Achievements for 2020 to 2021
Continue to advance the pace of office modernization (fit-up) by delivering an innovative and future-oriented workplace that changes the way we work and supports a world-class public service equipped to serve Canada and Canadians.	The Office Long Term Plan (OLTP), which captures PSPC's strategy for office buildings, was approved in 2020 to 2021 and improved the office planning portfolio. PSPC continued to advance its OLTP, which contains notional targets designed to right-size, recapitalize and modernize the Government of Canada's Office Portfolio over a 25-year planning horizon. It also responds to a growing desire for flexibility and agility in the provision of office space, enabling a hybrid work environment that fosters innovation, collaboration and productivity in a new post-pandemic reality.
Advance major construction activities on the historic restoration of the Centre Block and launch an international design competition for the redevelopment of Crown properties facing Parliament Hill along Wellington and Sparks Streets (Block 2), while ensuring accessibility, sustainability and security are held at the forefront of the broader transformation of the Parliamentary Precinct into an integrated campus.	Major construction activities on the historic restoration of the Centre Block continued to advance through consultation and outreach with internal and international organizations and governments specializing in heritage rehabilitation, sustainable development and the management and operation of parliamentary real property.  The Design Competition brief, which outlined the project requirements and competition framework, was completed for Block 2. A Request for Qualification process was completed that prequalified 12 proponents, which led to the launch of the Block 2 Architectural Design Competition.
Continue to work with Crown-Indigenous Relations Canada, National Indigenous Organizations and the Algonquin Nation to open the short-term use of 100 Wellington Street and to transform this iconic space into a National Indigenous Peoples' Space.	Indigenous Peoples have continued to be engaged in the Long Term Vision and Plan for the Parliamentary Precinct, and will continue to play a lead role in transforming 100 Wellington Street into the Indigenous Peoples' Space. PSPC continued to provide support to the department of Crown-Indigenous Relations and Northern Affairs (CIRNA), National Indigenous Organizations (NIOs) and the Algonquin Nation on various aspects of the project over the year, including:

\*as stated in the 2020 to 2021 Departmental Plan

## Property and Infrastructure (continued)

Key priorities for 2020 to 2021*	Achievements for 2020 to 2021
	<ul style="list-style-type: none"> <li>• Engagement with the Algonquin Nation on the development of an agreement to advance their participation in the project including the short-term use of 119 Sparks Street;</li> <li>• Maintenance of 100 Wellington Street.</li> </ul>
<p>Continue to develop and implement a Prompt Payment regime for federal construction projects through the development of regulations and the naming of an Adjudicator Authority.</p>	<p>PSPC continued to advance the development of prompt payment regulations to help ensure a full implementation of the prompt payment regime. Regulatory drafting instructions and a Regulatory Impact Analysis Statement were completed, and the regulatory package was provided to Justice Canada for assessment and formal drafting.</p>

## Government-Wide Support

Key priorities for 2020 to 2021*	Achievements for 2020 to 2021
<p>Continue to provide quality remote interpretation services and adapt to the rapid pace of digital transformation in linguistic services, including experimentation with artificial intelligence and other technologies to support the work of translators and interpreters allowing them to focus their expertise on quality, work on enhancing the capacity to translate and interpret Indigenous languages, as well as in sign language interpretation.</p>	<p>In 2020 to 2021, PSPC continued to provide translation and interpretation services to the Parliament of Canada and the Government of Canada in official, foreign, Indigenous and sign languages during the global COVID-19 pandemic. The provision of these linguistic services was crucial in the delivery of national communications to all Canadians.</p> <p>Demand for remote interpretation has significantly increased due to widespread telework. In response, PSPC implemented a number of measures to protect the health and safety of interpreters, by formalizing its contract to include remote interpretation working conditions, and developing guidelines to establish optimal conditions to allow interpreters to provide high-quality service in a safe environment.</p> <p>PSPC began the implementation of its new platform for end-to-end translation services, called GClingua. In parallel, PSPC has also been experimenting with various</p>

\*as stated in the 2020 to 2021 Departmental Plan

**Government-Wide Support (continued)**

Key priorities for 2020 to 2021*	Achievements for 2020 to 2021
	<p>artificial intelligence tools that aim to bring efficiencies throughout the work-flow, with a continued focus on quality.</p> <p>Moreover, PSPC implemented video remote sign language interpretation, ensuring accessible communications for deaf, deafened, and hard-of-hearing Canadians, especially during the Prime Minister’s press conferences. Over the last year, the Bureau provided sign language interpretation services to more than 400 public health news conferences and other pandemic-related briefings.</p> <p>PSPC translated various communications for the Public Health Agency of Canada related to the COVID-19 pandemic in Indigenous languages and increased the number of Indigenous language providers to over 100, which covers over 50 of the 90 Indigenous languages and dialects.</p>
<p>Continue to explore and implement new and innovative ways to further safeguard the integrity of the federal procurement and real property system.</p>	<p>PSPC quickly reoriented its activities to provide verification services to support the urgent need for goods and services, while protecting the integrity of procurement process for equipment and supplies needed to fight the COVID-19 pandemic.</p> <p>PSPC established mechanisms to identify new and emerging risks associated with procurement and real property transactions in the context of the pandemic response, emergencies and in the context of sensitive and high-profile procurements. PSPC implemented monitoring and mitigation strategies for those risks.</p>
<p>Support the transition to a more digital government to improve the delivery of government services and enhance the capacity to use modern tools and methodologies.</p>	<p>In 2020 to 2021, PSPC continued to advance modern technologies to improve the department’s service delivery performance. PSPC delivered common information technology solutions across departments and agencies that use corporate administrative shared systems</p>

\*as stated in the 2020 to 2021 Departmental Plan

## Government-Wide Support (continued)

Key priorities for 2020 to 2021*	Achievements for 2020 to 2021
	such as GCcase, GCdocs, GCinterop and GCshare and the Next Generation Travel Program.
Continue to transform the Contract Security and Controlled Goods Programs to respond to 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>PSPC’s Contract Security Program (CSP) developed and delivered online training webinars to build the capacity of Company Security Officers in understanding screening requests, launched the IT offsite inspection process and engaged with industry to explore ways to simplify requirements.</p> <p>The PSPC Controlled Goods Program (CGP) increased the use of risk-based decision-making to deliver targeted program enhancements with a focus on process improvements and risk mitigation. For example, an enhanced process was implemented to mitigate the risks associated with conducting security assessments of individuals seeking an exemption from the Program, i.e., temporary workers, international students and foreign visitors. As well, increased outreach to Designated Officials was conducted to ensure that high-risk officers, directors and employees were referred to the program for a secondary security assessment.</p>

## Procurement Ombudsman

Key priorities for 2020 to 2021*	Achievements for 2020 to 2021
Review the procurement practices of federal organizations to promote fairness, openness and transparency.	In 2020 to 2021, the Office of the Procurement Ombudsman (OPO) completed two reviews launched in 2019 to 2020 and launched an additional six procurement reviews that will be completed within OPO’s legislated timeline. The reports are available on the <a href="#">Office of the Procurement Ombudsman website</a> <sup>i</sup> .
Review complaints from Canadian suppliers and make recommendations for the improvement of federal procurement practices.	In 2020 to 2021, OPO received a total of four complaints that met the criteria set forth in the <i>Procurement Ombudsman Regulations</i> to launch an investigation. Of

\*as stated in the 2020 to 2021 Departmental Plan

## Procurement Ombudsman (continued)

Key priorities for 2020 to 2021*	Achievements for 2020 to 2021
	the four cases, one complaint resulted in a formal investigation, and in the other three instances, OPO's involvement led to the resolution of the issues such that an investigation was no longer required. In addition, OPO completed two investigations launched in 2019 to 2020 in accordance with OPO's legislated timelines set forth in the <i>Procurement Ombudsman Regulations</i> .
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.	In 2020 to 2021, OPO received a total of nine requests for alternative dispute resolution (ADR) services. In one case, both parties to the contract agreed to use OPO's ADR services and their issues were formally resolved with a settlement agreement. In three cases, the federal department declined to participate in the ADR process. In another two cases, the nature of the request for ADR services did not meet the <i>Procurement Ombudsman Regulations</i> and could not be considered any further. In the three remaining cases, they were received late in fiscal year 2020 to 2021. The provision of ADR services has been carried forward into 2021 to 2022 and will be reported on in the next fiscal year.
Share procurement-related information amongst federal organizations and Canadian suppliers to promote simplification and transparency in the federal procurement process.	In 2020 to 2021, OPO completed two research studies on current topics in federal procurement, entitled Chief Procurement Officer and <i>Force Majeure</i> , which are available on OPO's website. Additionally, in March 2021, OPO hosted its third annual Diversifying the Federal Supply Chain Summit (virtually) to connect underrepresented Canadian business owners with representatives from the Government of Canada, supplier councils, and other organizations who can help them access federal contracting opportunities. As a result, OPO had over 800 virtual participants from across Canada.

\*as stated in the 2020 to 2021 Departmental Plan

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. 🍁







# Results: what we achieved



## Core Responsibilities

### Purchase of Goods and Services

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.*

In 2020 to 2021, PSPC managed the procurement of goods and services valued at approximately \$29 billion on behalf of client departments and agencies. The department provided effective, efficient, competitive and fair procurement services to support Government of Canada institutions in fulfilling their respective mandates, while contributing to the country's socio-economic goals.

#### COVID-19 Pandemic

A critical focus over the last year has been procurement in support of the Government's COVID-19 response. PSPC took an aggressive procurement approach to fulfill emergent and immediate, as well as long-term, medical supply requirements. PSPC procurements led to the delivery of more than 2.5 billion articles of personal protective equipment (PPE), and Canada has established domestic sources of supply for numerous types of PPE, such as N95 respirators, surgical masks and medical gowns, in collaboration with stakeholders.

With respect to testing, PSPC secured over 54 million rapid tests, and awarded more than 100 contracts for supplies

in support of conventional laboratory testing across Canada in 2020 to 2021. The Department also established a diverse portfolio of vaccine candidates and has worked with suppliers to secure deliveries as quickly as possible, while also procuring critical vaccine administration supplies, such as a particular type of syringe that enables reliable and consistent extraction of six doses per vaccine vial where applicable.

Over the course of the year, a range of PPE, medical equipment, testing supplies, vaccination consumables and other COVID-19 related products was procured through competitive solicitations where possible. PSPC has also applied innovative procurement approaches where possible, such as the use of Qualification Based Selection for the procurement of polymerase chain reaction (PCR) lab testing.

In 2020 to 2021, PSPC established the Essential Services Contingency Reserve (ESCR), which is an emergency backstop to provide essential services workers with access to PPE, non-medical masks and disinfection products to meet urgent, short-term needs.

#### Procurement Modernization

PSPC continues to advance initiatives to modernize procurement and ensure value for money is being achieved.

The [Practitioner's Guide to Procurement Pricing](#)<sup>iii</sup> generates a common

### **Procuring COVID-19 vaccines**

Vaccination is one of the most effective ways to protect against COVID-19. Starting in 2020 to 2021, PSPC lead intense negotiations and finalized agreements with suppliers of COVID-19 vaccine candidates, consistently seeking ways to secure quicker deliveries of approved vaccines. The department undertook this work on behalf of the Public Health Agency of Canada, based on advice from the COVID-19 Vaccine Task Force.

Given the intense global competition for vaccines, and the uncertainty around which vaccines would be successful or when, Canada pursued an aggressive procurement approach. Negotiations in summer 2020 resulted in advance purchase agreements with seven manufacturers of promising vaccine candidates. By the fall of 2020, Canada had secured more doses per capita than any other country.

In December 2020, PSPC successfully secured early doses from both Moderna and Pfizer-BioNTech, with the first vaccines arriving on Canadian soil before the end of the year. Ultimately, ongoing negotiations with suppliers enabled the Government to receive enough doses for every eligible Canadian earlier than planned.

Additional information on PSPC's procurement of COVID-19 vaccines is available on PSPC's Website [Canada's vaccine agreements: A strategy to cover all bases<sup>iv</sup>](#).



understanding of pricing and its strategic importance in the achievement of key procurement objectives and value to Canada. The third phase of this guide was released in 2020 to 2021 for industry consultation, following extensive research, international benchmarking work and

feedback from stakeholders within the procurement community.

By advancing its vendor performance management framework, the department continued its work to strengthen the stewardship of federal procurement. This framework, once implemented, will allow



To ensure Canada has the supplies needed to conduct testing and track the COVID19 virus, PSPC signed a contract with Abbott to provide thousands of serological test kits.

the government to hold poor performers accountable while incentivizing good performance. Over the last year, PSPC has developed scorecards, key performance indicators, performance monitoring and evaluation processes, and published the draft vendor performance management policy. In March 2021, PSPC released a Request for Information to seek feedback from the vendor community on these products, in advance of testing them in active procurements.

Through the **Canadian Collaborative Procurement Initiative (CCPI)**<sup>v</sup>, the department has also been working to increase the number of procurement tools that are available for use by provincial and territorial governments, as well as Municipalities, Academic Institutions, Schools and Hospitals (MASH) sector and other entities. In 2020 to 2021, PSPC increased its partners' access to standing offers and supply arrangements: in particular, the department began offering access to federal standing offers for services, where previously the focus had been on goods only. This will allow PSPC's partners to generate administrative efficiencies while obtaining the goods and services they need.

PSPC has also been reviewing and improving procurement approaches to help federal organizations meet their business needs. The department successfully completed an evaluation of a pilot to streamline approvals of defence procurements so that the Canadian Armed Forces can get the equipment they need faster, without compromising

on oversight and due diligence. Following this evaluation, the pilot was approved for an additional five years. The Department is also continuing the implementation of the **Sustainment Initiative**<sup>vi</sup> principles in collaboration with its partner departments, the Department of National Defence (DND) and Innovation, Science and Economic Development Canada. This initiative consists of tailored contracting approaches for the maintenance and repair of military equipment to ensure that the specific needs of each sustainment project are met. Over the course of the fiscal year, PSPC developed improved guidance material and training for this initiative.

### **Defence and Marine Procurement**

In 2020 to 2021, PSPC continued to support Canada's defence policy: **Strong, Secure, Engaged**<sup>vii</sup>, and the **National Shipbuilding Strategy (NSS)**<sup>viii</sup>, ensuring the Canadian Armed Forces and the Canadian Coast Guard (CCG) receive the equipment and services they need.

The open and transparent procurement of advanced fighter jets to replace Canada's CF-18 fleet progressed, as bids were received from all three suppliers that were eligible to participate in the procurement process at the time of bid closing. Bid evaluation is ongoing, and negotiations on an agreement will follow with the aim of contract award in 2022.

Significant advancements were also achieved on a number of other key defence procurements. The first of 16 "Kingfisher" Fixed-Wing Search and

Rescue CC295 aircraft was delivered to DND. Production of Armoured Combat Support Vehicles began at a Canadian manufacturing facility. By summer 2020, DND also acquired the final vehicles as part of the Medium Support Vehicle System Project. Industry engagement continued in support of several key defence procurements; this included the release of draft solicitation documents to potential suppliers for the Future Aircrew Training Program, the Logistics Vehicle Modernization Project and the Remotely Piloted Aircraft System Project, and for the procurement of pistols for the Canadian Armed Forces. An Invitation to Qualify was also released as part of the Strategic Tanker Transport Capability Project procurement process.

Through the NSS, the government continued to deliver on its commitment

to renew the fleets of the Royal Canadian Navy (RCN) and the CCG, create jobs and opportunities for Canadians and revitalize the marine industry. With respect to large vessel shipbuilding projects, the third and final Offshore Fisheries Science Vessel, the *CCGS John Cabot*, was delivered to the CCG, marking the completion of the first class of large ships built under the NSS. In addition, the first Arctic and Offshore Patrol Ship, the *HMCS Harry DeWolf*, was delivered to the RCN. Construction of other large vessels is underway, including three additional Arctic and Offshore Patrol Ships, the first Joint Support Ship and the Offshore Oceanographic Science Vessel. Finally, design work is progressing for the Multi-Purpose Vessels and the Canadian Surface Combatants.

In 2020 to 2021, the NSS also continued to provide opportunities for small vessel construction, repair, refit and maintenance. The second of three medium commercial icebreakers, the *CCGS Molly Cool*, was delivered to the CCG. Other small vessel construction projects progressed, including the Naval Large Tugs project for the RCN and Search and Rescue (SAR) vessels for the CCG. Following competitive procurement processes, contracts were awarded for dry-docking work on the *CCGS Griffon* and for Vessel Life Extension work on the *CCGS Cape Roger* and *CCGS Cygnus*. In addition, the Government of Canada signaled its intention to enter into a contract with Chantier Davie for vessel life extension work on the *CCGS Louis S. St-Laurent*, Canada's largest icebreaker.



**The CCGS John Cabot**

The third and final Offshore Fisheries Science Vessel, the *CCGS John Cabot*, was delivered to the CCG, marking the completion of the first class of large ships built under the NSS.



**Smudging Ceremony during the commissioning of the *HMCS Harry DeWolf***

Left to right: Honorary Captain(N) (HCapt (N)) Deborah Eisan, Raymond Sewell, Musician, Mi'kmaw Native Friendship Centre and Commander Jennifer Gosse, Padre, MARLANT.

Photo Credit: Mona Ghiz, MARLANT Public Affairs. 20210626HSX0311D463 © 2021 DND-MDN Canada

Over the course of the fiscal year, engagement with Chantier Davie with regards to the shipyard's pre-qualification to become the third strategic partner under the NSS continued, and the shipyard was provided the final Request for Proposal in July. As the federal government awaited Davie's proposal, other key steps, including a third-party assessment of the shipyard's infrastructure and a due diligence process with respect to the shipyard's financial capability and infrastructure, progressed.

NSS contracts are estimated to contribute approximately \$20 billion (\$1.82 billion annually) to Canada's gross domestic product, and create or

maintain over 16,930 jobs annually, through the marine industry, its Canadian suppliers and consumer spending, between 2012 and 2022.

**Evaluation of the risk-based defence procurement pilot**

The risk-based defence procurement pilot (November 2018 to April 2020) approved a temporary contracting authority enabling the Minister of Public Services, Procurement and Accessibility to enter into and amend low risk and low-medium complexity contracts and contractual arrangements for defence procurements that exceeded PSPC's contracting limits. The objective of the pilot, which was carried out by PSPC in partnership with the Treasury Board of



Canada Secretariat and DND, was to enable the Treasury Board to focus its approval on higher risk contracts and support procurement modernization efforts through streamlining the DND procurements that are undertaken by PSPC.

The **evaluation**<sup>ix</sup> of this pilot found that it provided promising early results, which could be strengthened by further refining tools and processes. It also found that the pilot was generally viewed as effective by stakeholders. Further, the evaluation recommended that PSPC extend the pilot and expand it to other types of procurements. This pilot was subsequently approved for a 5-year extension.

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

To modernize government-wide procurement of goods and services, PSPC continued to implement its Electronic Procurement Solution (EPS). Over the course of the year, approximately 3,000 suppliers were onboarded, and the new solution was also used to support the department's response to COVID-19. It was initially used for select COVID-19 related procurements, and was subsequently adopted as the default approach for these types of procurements. The department also leveraged elements of the EPS to design and build the **Essential Services Contingency Reserve**<sup>x</sup>.

As part of its commitment to transparency, during 2020 to 2021,

PSPC publicly disclosed contract information related to its COVID-19 response to the fullest extent possible. The department established a web page disclosing supplier names and values for contracts for PPE and medical equipment. The department also continued engaging with other Canadian jurisdictions on adopting standard data practices for tender notices.

PSPC also advanced its work on a modified contract model, with streamlined clauses and a standardized contract structure, which will make procurement less burdensome for suppliers. Information about the new contract model was released on Buyandsell.gc.ca in 2020 to 2021 to engage suppliers in advance of its implementation. Further, the department developed and implemented best practices for public-private partnership procurement projects, including creating a streamlined project agreement template.

During 2020 to 2021, PSPC's Innovation and Agile Procurement Centre supported contracting officers and their clients by developing tools and training. In July 2020, an Agile Procurement Playbook was published for federal buyers to support the implementation of this new collaborative procurement approach, which focuses on outcomes and brings together government and industry to design procurements in an iterative manner to achieve results. The playbook explains agile procurement principles, and shares when and how to use agile procurement and collaborative methods.



PSPC procurements led to the delivery of more than 2.5 billion articles of personal protective equipment.

***Departmental Result:** Government purchasing supports Canada's economic, environmental, and social policy goals.*

### **Indigenous Reconciliation**

Increasing the participation of Indigenous businesses in federal procurement is an important part of the government's agenda to generate economic opportunity for Indigenous Peoples. In collaboration with Indigenous Services Canada and the Treasury Board of Canada Secretariat, PSPC is working to create more opportunities for Indigenous businesses in support of the target to have at least 5% of federal contracts awarded to Indigenous businesses. Indigenous Services Canada is leading consultations

with numerous Indigenous organizations related to the implementation of the 5% mandatory target, including: Assembly of First Nations, Canadian Council of Aboriginal Business, Council for the Advancement of Native Development Officers, Inuit Tapiriit Kanatami, National Aboriginal Capital Corporations Association, National Indigenous Economic Development Board and the Métis National Council. In 2020 to 2021, as part of the COVID-19 response, PSPC awarded 36 contracts to 27 self-identified Indigenous businesses, collectively worth approximately \$122 million for commodities such as logistics and air charter services, accommodation and cleaning services, IT professional services, medical and laboratory supplies, masks,

hand sanitizer and thermometers. The department continued to increase the use of Indigenous limited bidding in order to award more contracts to businesses managed and led by Indigenous Peoples.

In addition, PSPC has continued its partnership with the Council for the Advancement of Native Development Officers, a national Indigenous organization involved in community economic development. This partnership is focused on helping the Council and its economic development officers support Indigenous businesses across Canada by providing information, focused access, and services from Procurement Assistance Canada. These efforts are complemented by engagement with other main National Indigenous Organizations.

### **Bidder Diversity**

The Department is modernizing procurement practices to reduce barriers in federal procurement for under-represented groups and ensure that the federal procurement process remains accessible, including for persons with disabilities. For example, a marketplace analysis was conducted on the characteristics of businesses owned or led by persons with disabilities in Canada to inform social procurement initiatives. Through the national Supplier Advisory Committee, PSPC and national associations and their members work together to bring potential improvements to government procurement. In 2020 to 2021, this committee was expanded to include the Black Business and Professional Association, the Council for the Advancement of Native Development Officers, and the Canadian Gay and Lesbian Chamber of Commerce.

### **PSPC Regional Offices**

The procurement teams in PSPC's five regional offices across Canada (Pacific; Western; Ontario; Quebec and Atlantic) are key contributors to the department's efforts to increase participation of businesses owned or led by Indigenous Peoples and under-represented groups in federal procurement processes. In particular, the regional procurement teams have supported the roll-out of social procurement initiatives—including the recent Black Businesses Procurement Pilot—leveraging their understanding of business capacity in their respective regions. In addition, Procurement Assistance Canada (PAC), formerly PSPC's Office of Small and Medium Enterprises (OSME) has a presence in each of these regional offices in order to engage with businesses and assist them in better understanding how the government buys goods and services and raise awareness of opportunities.

Outreach with diverse suppliers continued, and was adapted to a digital environment. In addition, the department has launched a number of pilot projects to promote supplier diversity, including the Black Businesses Procurement Pilot to expand bidding opportunities for small Black-owned or operated businesses across Canada.

The department also continued to work with Employment and Social Development Canada as they lead the creation of a new Canada Apprenticeship Service

program. This work will inform the development of a proposal for the participation of government suppliers in the new program.

### **Accessibility**

PSPC has also continued activities to implement the *Accessible Canada Act*, through its Accessible Procurement Resource Centre. The Centre has developed tools, awareness sessions and videos to support the procurement community across the federal public service to give meaningful consideration to accessibility. This includes leveraging accessibility standards and best practices, and incorporating feedback from end users and persons with disabilities, in the development of procurement requirements. In 2020 to 2021, engagements were held with the disability community across Canada to share their lived experience with the full range of goods and services the federal government procures, and to gain a better understanding of solutions offered by the market to reduce barriers for persons with disabilities.

In addition, PSPC completed a commodity review and market maturity assessment to learn about solutions available in the market to reduce barriers for persons with disabilities. The department also undertook an accessibility assessment of select procurement documents published on Buyandsell.gc.ca to inform modifications that would make these types of documents accessible to the broadest range of users.

### **Greening Government**

In alignment with the Government of Canada's sustainable economic recovery agenda, PSPC continued to engage with

clients and industry on the broader inclusion of environmental criteria in procurements, and sought to provide clients with opportunities to reduce their environmental footprint. As of March 31, 2021, 42.6% of PSPC's standing offers and supply arrangements included green goods and services that have a reduced environmental impact. As an example, PSPC's Ontario Region included environmental considerations in a national Food and Beverage Request for Standing Offer template. These considerations included elements such as sustainable packaging, food waste reduction and management, as well as greenhouse gas (GHG) reduction in suppliers' operations and transportation. In addition, PSPC launched a project to develop science-based methods and tools to measure carbon emissions associated with the goods and services PSPC buys, and is supporting the renewal of the Greening Government Strategy led by the Treasury Board of Canada Secretariat. In alignment with the Government of Canada's commitments related to zero-emission and hybrid-electric vehicles, PSPC also increased the availability of green vehicles on its standing offers for regular and executive fleets in 2020 to 2021. Requests for Information on electric buses and electric medium and heavy trucks were published, and results are under review.

### **National Strategy to Combat Human Trafficking**

The Government of Canada is committed to addressing the risk of forced labour and human trafficking in federal procurement supply chains

through the National Strategy to Combat Human Trafficking. In 2020 to 2021, PSPC continued to prioritize its commitments under the Strategy. For example, clauses on ‘Ethical Procurement’ and ‘Origin of Work’ were included in solicitations and contracts for PPE. Additionally, work was undertaken to update the Code of Conduct for Procurement to outline Canada’s expectations for suppliers regarding human and labour rights, including a consultation process to seek feedback on the proposed updates. PSPC also conducted a risk assessment to identify which types of goods are at risk of having been produced using human trafficking, forced labour, or child labour. The findings of this assessment are informing the development of an evidence-based approach to protect procurement supply chains.

### **Gender-Based Analysis Plus (GBA Plus)**

PSPC continued to incorporate GBA Plus in PSPC’s work and decision-making processes. For example, the aim of the Black Businesses Procurement Pilot was to learn about the barriers faced by Black businesses in federal procurement. The lessons learned from the pilot informed the development of a Social Procurement Policy and will be leveraged to create a Social Procurement Program.

In 2020 to 2021, the department also collaborated with DND and CCG to incorporate GBA Plus into defence and marine procurements. Canada’s defence policy: Strong, Secure, Engaged commits

to integrating GBA Plus into DND’s equipment procurement, and similar considerations are being applied to the CCG portfolio. For example, one of the strategic partner shipyards under the NSS (Irving Shipbuilding Inc.) has committed to annual investments in GBA Plus for the duration of its long-term NSS contracts. In addition, technical aspects of equipment have been determined based on GBA Plus considerations, such as a modularity requirement as part of the specifications for pistols for the Canadian Armed Forces, which will ease the future usage of the pistol by all. Finally, PSPC has provided GBA Plus training for its procurement officers to facilitate dialogue with client departments on integrating GBA Plus considerations into procurements.

### **United Nations’ 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)**

PSPC planned activities under its Purchase of Goods and Services Core Responsibility support Canada’s efforts to address the UN 2030 Agenda and the Sustainable Development Goals (SDGs). The various initiatives and programs under this core responsibility, such as procurement modernization, inclusive procurement strategies, the Accessible Procurement Resource Centre, the purchase of zero-emission vehicles and the integration of sustainable plastic packaging and durable goods contribute towards:

- achieving gender equality and empowering all women and girls (SDG 5, target 5.5);



#### Work at Chantier Davie

PSPC supported shipyard initiatives aimed at continuing production activities while implementing health and safety measures to ensure a safe working environment for shipyard employees, in consultation with provincial health authorities.

- promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (SDG 8, target 8.3); and
- ensuring sustainable consumption and production patterns (SDG 12, target 12.7).

Further information on SDGs is available on the [United Nations<sup>xi</sup>](#) website.

#### Experimentation

In 2020 to 2021, PSPC completed a two-year pilot project to assess the inclusion of socio-economic criteria in procurement. Activities in this pilot project included 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. Lessons learned from

the pilot project were leveraged to develop a policy, and will be used to develop a program, for social procurement for PSPC's procurement activities.

ensure a safe working environment for shipyard employees, in consultation with provincial health authorities.

## Risk mitigation

### Defence and Marine Procurement

There is a risk that the inherent complexities of defence and marine procurement, in addition to impacts resulting from the COVID-19 pandemic, will present challenges in achieving the timely delivery of Canada's defence policy: Strong, Secure, Engaged, as well as NSS objectives. To mitigate this risk, PSPC:

- Hired and trained additional specialized procurement staff;
- Used innovative and tailored procurement solutions, drawing on lessons learned where possible, to address individual project challenges;
- Supported shipyard initiatives aimed at continuing production activities while implementing health and safety measures to

### Electronic Procurement Solution

There is a risk that, given its scale and complexity, the EPS will not be delivered on schedule and on budget, and may not produce intended outcomes. In 2020 to 2021, PSPC achieved considerable progress towards implementing the EPS and its associated risk mitigations, greatly reducing the level of strategic risk around the project. Key risk mitigation activities included:

- Phased implementation of the EPS, allowing for incremental functional releases;
- Continued operation of existing procurement systems until EPS is fully tested;
- Ensuring business continuity during the COVID-19 pandemic by leveraging virtual team environments and collaborative tools.

## Results achieved for Purchase of Goods and Services

2020 to 2021 Departmental Results	2020 to 2021 Departmental Result Indicators	2018 to 2019 Actual results	2019 to 2020 Actual results	2020 to 2021 Target	Date to achieve target	2020 to 2021 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.	84%	Not available <sup>1</sup>	At least 80%	March 31, 2021	90%
	Percentage of original contracts of level 1 (Basic) complexity awarded within established timeframes.	80.8%	78%	At least 85%	March 31, 2021	78% <sup>2</sup>
	Percentage of original contracts of level 2 (Standard) complexity awarded within established timeframes.	71.1%	75%	At least 80%	March 31, 2021	81%

## 2020 to 2021 Departmental Results Report

### Results achieved for Purchase of Goods and Services (continued)

2020 to 2021 Departmental Results	2020 to 2021 Departmental Result Indicators	2018 to 2019 Actual results	2019 to 2020 Actual results	2020 to 2021 Target	Date to achieve target	2020 to 2021 Actual results
	Cost of procurement services per \$100 of contract value.	\$1.65	\$1.42	At most \$1.75	March 31, 2021	\$1.50
	Percentage of dollar value awarded through competitive contracting processes.	84%	71% <sup>3</sup>	At least 80%	March 31, 2021	64% <sup>4</sup>
	Percentage of contracts awarded through PSPC standing offers and/or supply arrangements.	28%	23% <sup>5</sup>	At least 40%	March 31, 2021	Data will be available in April 2022. <sup>6</sup>
	Percentage of competitive procurement processes versus sole source.	81%	80%	At least 80%	March 31, 2021	76% <sup>7</sup>
	Percentage of complex competitive procurement processes for which at least two bids were received (Level 3–5).	Not available <sup>8</sup>	72%	Not available <sup>9</sup>	March 31, 2021	67%
	Average number of qualified bidders on complex competitive procurement processes.	Not available <sup>10</sup>	3.1	Not available <sup>11</sup>	March 31, 2021	3.5
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.	72%	84%	At least 74%	March 31, 2021	87%
	Percentage of contracts awarded for which a valid complaint was filed.	0.07%	0.04%	At most 1%	March 31, 2021	0.14%
	Percentage of suppliers that rate the purchasing process as fair and transparent.	56%	82%	Not available <sup>12</sup>	March 31, 2021	85%
	Number of agile digital procurements.	3	6	At least 15	March 31, 2021	30
Government purchasing supports Canada's economic, environmental, and social policy goals.	Percentage of contract value awarded to small and medium businesses.	49%	52%	At least 40%	March 31, 2021	47%
	Percentage of PSPC contracts, standing offers and supply arrangements that include "green" goods and services.	40%	43%	At least 42.5%	March 31, 2021	42.6%
	Percentage increase in participation to procurement processes by businesses owned by Indigenous peoples.	Not available <sup>13</sup>	Not available <sup>14</sup>	Not available <sup>15</sup>	March 31, 2021	0% <sup>16</sup>
	Percentage increase in participation to procurement processes by businesses owned by women.	Not available <sup>17</sup>	Not available <sup>18</sup>	Not available <sup>19</sup>	March 31, 2021	(2% points) <sup>20</sup>



## 2020 to 2021 Departmental Results Report

1. Early in 2019 to 2020, 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. PSPC is analyzing various trends in federal procurement that have potentially impacted its processing times for basic complexity contracts.
3. In 2019 to 2020, 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 to 2020.
4. In 2020 to 2021, as part of the Government of Canada's response to the COVID-19 pandemic, PSPC procured a high volume of critical goods and supporting services on an urgent basis. Non-competitive procurements related to the COVID-19 response accounted for approximately 24% of the total value of PSPC procurement activity in 2020 to 2021.
5. As of 2018 to 2019, the previous data source for this indicator was no longer available. The new data source provides the ability to measure the percentage of contracts awarded through PSPC standing offers and/or supply arrangements only, excluding those established by other departments, which was not previously possible, and has thereby reduced the results overall. For 2021 to 2022, the target for the indicator is decreased to 30% to reflect that it only reflects the use of PSPC instruments.
6. 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 2022.
7. In 2020 to 2021, as part of the Government of Canada's response to the COVID-19 pandemic, PSPC procured a high volume of critical goods and supporting services on an urgent basis. Non-competitive procurement processes related to the COVID-19 response accounted for approximately 6% of procurement processes undertaken by PSPC in 2020 to 2021.
8. In 2018 to 2019, a result was not available for this indicator, as procurement data management systems, such as the Supplier Registration Information (SRI) and the Automated Buying Environment (ABE), primarily focused on contract volumetrics (i.e. contract award data), and bid information was not systemically captured.
9. A full fiscal year of data was not available for this indicator in time to include a target in the 2020 to 2021 Departmental Plan. The target for 2021 to 2022 is at least 80%.
10. In 2018 to 2019, a result was not available for this indicator, as procurement data management systems, such as the Supplier Registration Information (SRI) and the Automated Buying Environment (ABE), primarily focused on contract volumetrics (i.e. contract award data), and bid information was not systemically captured.
11. A full fiscal year of data was not available for this indicator in time to include a target in the 2020 to 2021 Departmental Plan. The target for 2021 to 2022 is an average of 2.5.
12. At the beginning of 2020 to 2021, PSPC was reviewing the methodology to measure this indicator. Therefore, it was not possible to set a target at that time. The target for 2021 to 2022 is at least 80%.
13. A result was not available for 2018 to 2019 as a full fiscal year of data was not yet available for this indicator.
14. A manual tabulation of 2019 to 2020 bid information was conducted, and provided a baseline year against which a 2020 to 2021 result for a percentage increase could be calculated. In 2019 to 2020, 11% of bids received from businesses in Canada were from businesses owned by Indigenous peoples.
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. Manual tabulations of bid information for fiscal years 2019 to 2020 and 2020 to 2021, respectively, have both indicated that 11% of bids received from businesses in Canada were from businesses owned by Indigenous Peoples. Given this, a 0% percentage increase in participation is reported. The COVID-19 pandemic was ongoing throughout 2020 to 2021, and is understood to have had an impact on Indigenous-owned businesses. Procurement Assistance Canada (PAC), formerly PSPC's Office of Small and Medium Enterprises (OSME) is strengthening its outreach and engagement in support of broader efforts across the Government of Canada to increase the diversity of bidders on government contracts.
17. A result was not available for 2018 to 2019 as a full fiscal year of data was not yet available for this indicator.
18. A manual tabulation of 2019 to 2020 bid information was conducted, and provided a baseline year against which a 2020 to 2021 result for a percentage increase could be calculated. In 2019 to 2020, 16% of bids received from businesses in Canada were from businesses owned by women.
19. 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.
20. A manual tabulation of bid information for fiscal year 2020 to 2021 has indicated that 14% of bids received from businesses in Canada were from businesses owned by women, compared to 16% of bids in 2019 to 2020. The COVID-19 pandemic was ongoing throughout 2020 to 2021, and is understood to have had a disproportionate impact on women-owned businesses. PAC is strengthening its outreach and engagement in support of broader efforts across the Government of Canada to increase the diversity of bidders on government contracts.

Additional information on Public Services and Procurement Canada's departmental results indicators is available in the [GC InfoBase<sup>xii</sup>](#).

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase<sup>xiii</sup>](#).

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

2020 to 2021 Main Estimates	2020 to 2021 Planned spending	2020 to 2021 Total authorities available for use	2020 to 2021 Actual spending (authorities used)	2020 to 2021 Difference (Actual spending minus Planned spending)
206,899,418	206,899,418	1,238,922,558	505,779,452	298,900,034

The variance between actual spending and planned spending is mainly due to additional funding received to provide supplies for the health system, support the Government of Canada's evolving response to the COVID-19 pandemic and provide the necessary funding for the Safe Restart Agreement.

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase](#)<sup>xiv</sup>.

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

2020 to 2021 Planned full-time equivalents	2020 to 2021 Actual full-time equivalents	2020 to 2021 Difference (Actual full-time equivalents minus Planned full-time equivalents)
1,860.30	1,910.00	49.70

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](#)<sup>xv</sup>.

## Payments and Accounting

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, businesses and organizations receive payments on time and revenues are collected for government services in an efficient manner.*

In 2020 to 2021, the Receiver General processed over 440 million payments, with \$3.5 trillion in cash flow. Due to the COVID-19 pandemic during the year, the volumes and values were exceptionally high as PSPC issued payments to support individuals and businesses under the Government's various emergency benefit programs. PSPC also worked with Payments Canada, the Canadian Bankers Association, Canada Revenue Agency (CRA) and financial institutions to institute online direct deposit registration to move more payments away from physical cheques and towards direct deposit to enhance timely payments. Since the start of the project, more than 4 million Canadians and over 150,000 Canadian businesses have submitted their direct deposit information via their financial institution.

PSPC also worked to expedite the timely and accurate issuance of payments to suppliers for the acquisition of PPE and medical supplies. The Receiver General issued over 126 million payments in 2020 to 2021 in direct support of the Government of Canada's COVID response.

The operations of the Receiver General in Matane were halted in mid-March 2020 due to the measures taken to combat COVID-19. At the end of April 2020, a plan to relaunch operations was developed and deployed, making it the first service unit at PSPC to relaunch its post-COVID-19 activities. This plan included new procedures designed to ensure the health and safety of employees (e.g. establishing work methods respecting social distancing and installing additional handwashing stations, etc.) while ensuring that operations clearing and settlement of payments could be carried out effectively. Moreover, this plan was used as a reference for many recovery plans within the public service. Following the resumption of post-COVID-19 activities, the service managed to complete its work

#### Did you know?

The Receiver General was instrumental in supporting individuals and businesses by issuing payments for the Canada Emergency Benefit and the Canada Emergency Response Benefit, as well as the Canada Emergency Student Benefit and the Canada Emergency Wage Subsidy. These new programs generated a significant increase in the volume of payments issued by the Receiver General, totalling approximately 119 million emergency benefit payments in 2020 to 2021.

## 2020 to 2021 Departmental Results Report

one week ahead of the original plan, and processed 14,674,980 million items between April 27 and June 19, 2020, or 48.9% of regular annual production over a period of only 8 weeks.

At the same time as supporting the delivery of critical payment services in response to COVID-19, PSPC continued to advance the Receiver General's modernization initiative. The project to eliminate the requirement to physically exchange cashed Government cheques by the implementation of a Cheque Image Exchange service reached the testing phase with implementation slated for 2021 to 2022. Pre-planning activities for the Treasury Renewal initiative that looks to improve the payment services PSPC provides to government departments and Canadians also moved forward, with industry consultations and the endorsement of a concept case for the initiative.

***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 one of Canada's largest pension administrators serving more than 908,000 active and retired members, PSPC issued over

5 million pension payments valued at \$13.92 billion in 2020 to 2021.

In response to the global pandemic, the Pension Program implemented a solution which allows calls to be routed directly to Pension Experts working remotely at home. The Pension Centre demonstrated agility by modernizing its training to staff virtually, by quickly developing some self-paced training followed by group activities, purchasing new technology for trainers to support an online training and procedural platform, and most importantly ensuring it complies with the accessibility requirements. The Pension Centre delivered 19 virtual courses, supporting the development of 177 employees to deliver on critical services.

For the 20<sup>th</sup> consecutive year, the Pension Program received an unmodified audit opinion from the Office of the Auditor General on the Public Service Pension Plan financial statements.

***Departmental Result:*** *In collaboration with government departments, employees receive timely and accurate pay and benefits.*

In 2020 to 2021, PSPC continued its efforts to ensure public servants are paid accurately and on time. In addition to improving its performance in meeting service standards and implementing new collective agreements, the department significantly reduced the number of cases waiting to be processed at the Pay Centre.

As of March 31, 2021, the number of transactions with financial implications

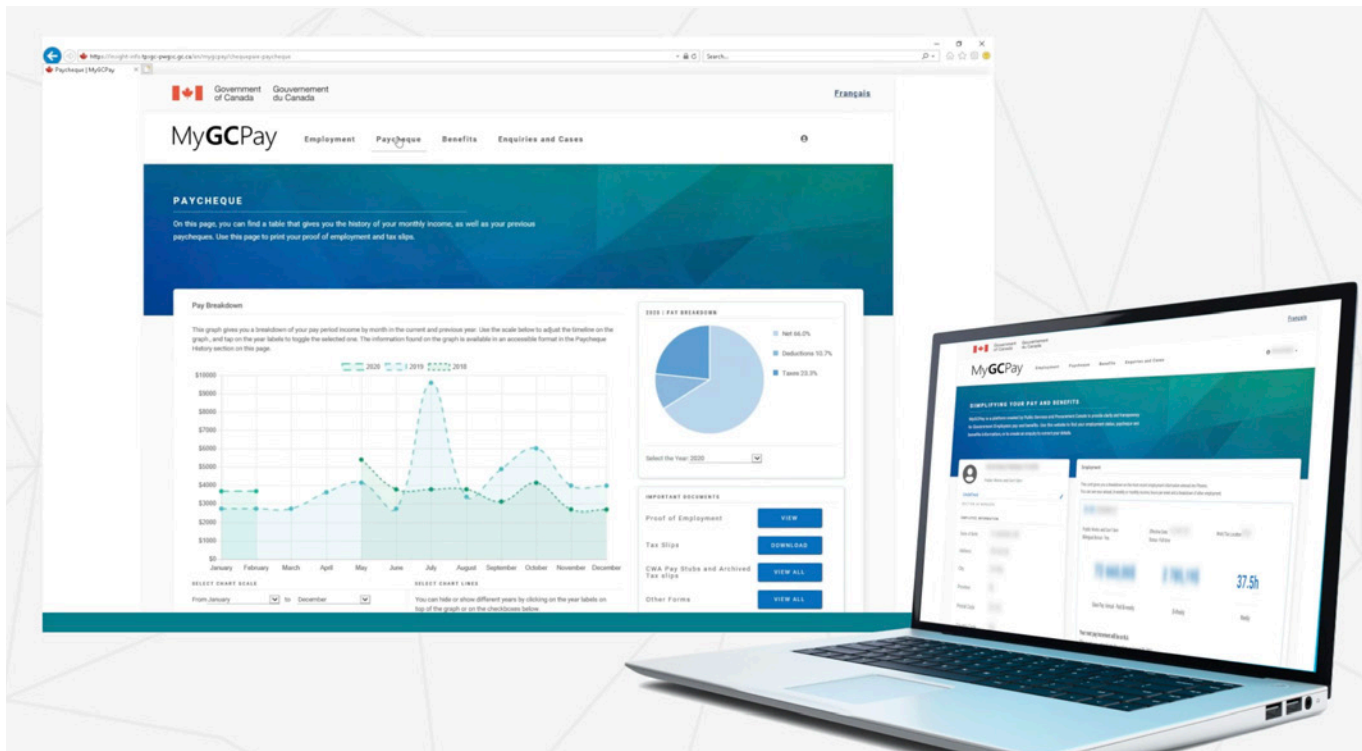
## 2020 to 2021 Departmental Results Report

beyond the Pay Centre's normal workload stood at 94,000, which represents a reduction of 72,000 transactions over the course of the fiscal year (166,000 transactions as of March 31, 2020) and 290,000 transactions since the peak of January 2018 (384,000 transactions). The Pay Centre has met service standards 73% of the time in 2020 to 2021, compared to 68% on average in 2019 to 2020, and 55% on average over 2018 to 2019.

PSPC has processed close to \$2.5 billion in collective agreement retroactive payments to employees, for the 2014 round and over \$910 million to date, for the 2018 round. On February 3, 2021, the department issued the retroactive

payments owed to members of the Program and Administration Services (PA) Group from the 2018 collective agreement, signed on October 23, 2020. The use of the new automated mass retroactive payment process for 2018 agreements to this end generated far fewer cases requiring manual work and is expected to keep the manual work requirements to an overall average of approximately 10%, resulting in a reduction of hundreds of thousands of manual transactions.

All remaining departments were onboarded to MyGCPay, a self-service web application that helps employees to have a better understanding of their pay and benefits. MyGCPay helps employees easily access



MyGCPay is restoring public servants' confidence in their pay by helping them easily access important documents like tax slips and proof of employment, helping them identify pay issues earlier, and accessing historical information dating back to 2016.

important documents like tax slips and proof of employment, so they can identify pay issues earlier and access historical information dating back to 2016, and a new, easier to understand pay stub. MyGC Pay is now used by more than 87% of employees across government.

***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 worked with its partners to adjust the timelines and plans for the preparation of the 2020 Public Accounts. As a result, the 2020 Public Accounts were completed within the revised timelines. Despite the additional challenges brought about by the COVID-19 crisis, the Consolidated Financial Statements of the Government of Canada received an unmodified audit opinion from the Auditor General for the 22<sup>nd</sup> consecutive year.

### **Gender-Based Analysis Plus (GBA Plus)**

In 2020 to 2021, PSPC examined all outstanding backlog cases and disaggregated the data based on age, sex, and language demographics to understand the impacts of pay issues. Initial analysis indicated there are no appreciable differences between various groups of employees

within the Public Service when it comes to pay impact, but further analysis will be done. PSPC will continue to use GBA Plus data, from the pay system and other sources, to better understand if and how employees of different gender, race, disability or indigeneity identities may be disproportionately affected by pay issues.

The Pension Program collects sex information for actuarial calculations required to administer pension programs and uses honorifics/gender-specific titles in forms and correspondence with pension plan members, based on documented member preferences. An implementation plan was developed outlining the activities the program will undertake to modernize its sex and gender information practices in order to ensure its delivery of services to public servants is inclusive and reflective of Canada's diversity.

### **Experimentation**

The HR to Pay Program is delivering value through various experimentation initiatives, including advanced analytics, Robotic Process Automation (RPA), and innovative problem-solving techniques. The introduction of RPA (the automation of manual and repetitive processes) allows employees to focus on higher-value and complex work, increasing efficiency in processing pay. To date, a number of automation projects are in production and processing between 200 and 2,000 transactions per pay period, adding to capacity at the Pay Centre.

Advanced problem solving techniques are deployed via an Innovation Garage

concept. The Innovation Garage conducts short-term projects, called Minimum Viable Products (MVPs) that aim to solve complex problems using advanced technology and processes. As of March 31, 2021, three MVPs were successfully delivered, tackling various problems resulting in improving service delivery across the program.

### Risk mitigation

#### Pay stabilization

There is a risk that the ongoing stabilization of pay administration for the Government of Canada will be slowed down, impacting the timeliness and accuracy of employee pay, the transfer of accurate pay data to pension, and the ability for the department to continue resolving existing pay errors. To mitigate this risk, PSPC:

- Ensured regular monitoring and reporting of pay processing;
- Continued to work with TBS and other Government of Canada departments and agencies, to implement timeliness and accuracy standards for human resources transactions;
- Hired additional pension advisers, implemented new tools and expanded quality assurance, in order to safeguard the integrity of the pension plan and related services, and ensure full verification of all outgoing pension payments;
- Continued development of a new pay-pension interface, to improve the quality of pay data being transmitted to pension.

### Results achieved for Payments and Accounting

2020 to 2021 Departmental Results	2020 to 2021 Departmental Result Indicators	2018 to 2019 Actual results	2019 to 2020 Actual results	2020 to 2021 Target	Date to achieve target	2020 to 2021 Actual results
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 <sup>1</sup> .	99.99%	99.99%	At least 99%	March 31, 2021	99.99%
	Percentage of money paid to Government of Canada that is reconciled within two business days.	100%	100%	At least 95%	March 31, 2021	100%
	Percentage of payments made instead of property taxes to taxing authorities within established timeframes.	99%	99.5%	At least 95%	March 31, 2021	97.2%
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.	98%	99%	At least 95%	March 31, 2021	99%

## Results achieved for Payments and Accounting (continued)

2020 to 2021 Departmental Results	2020 to 2021 Departmental Result Indicators	2018 to 2019 Actual results	2019 to 2020 Actual results	2020 to 2021 Target	Date to achieve target	2020 to 2021 Actual results
In collaboration with government departments, employees receive timely and accurate pay and benefits.	Percentage of pay transactions processed that are accurate and on time.	55%	68%	At least 95%	March 31, 2021	73% <sup>2</sup>
	Percentage of cases submitted to the Pay Centre on time.	Not available <sup>3</sup>	Not available <sup>4</sup>	At least 65%	March 31, 2021	70%
	Percentage of cases, promptly submitted to the Pay Centre, that have been processed on time.	Not available <sup>5</sup>	Not available <sup>6</sup>	At least 80%	March 31, 2021	89%
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%	100%	100%	March 31, 2021	100%
	Information presented in the Consolidated Financial Statements of the Government of Canada is accurate.	100%	100%	99%	March 31, 2021	100%

1. Established timelines can vary based on contract terms and conditions and applicable legislation.
2. 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 2020 to 2021, 70% of cases were submitted to the Pay Centre on time.
3. Ibid.
4. Ibid.
5. Ibid.
6. Ibid.

Additional information on Public Services and Procurement Canada's departmental results indicators is available in the [GC InfoBase](#)<sup>xvi</sup>.

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase](#)<sup>xvii</sup>.

## Budgetary financial resources (dollars) for Payments and Accounting

2020 to 2021 Main Estimates	2020 to 2021 Planned spending	2020 to 2021 Total authorities available for use	2020 to 2021 Actual spending (authorities used)	2020 to 2021 Difference (Actual spending minus Planned spending)
316,291,929	316,291,929	680,563,458	620,095,297	303,803,368

The variance between actual spending and planned spending is mainly due to the incremental funding received to support the stabilization of pay operations and eliminate the backlog of pay issues. It is also attributable to timing between payments to municipal administrations and recoveries from other government organizations.



Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase<sup>xviii</sup>](#).

### Human resources (full-time equivalents) for Payments and Accounting

2020 to 2021 Planned full-time equivalents	2020 to 2021 Actual full-time equivalents	2020 to 2021 Difference (Actual full-time equivalents minus Planned full-time equivalents)
2,399.05*	4,683.53	2,284.48

\*The number of Planned Full Time Equivalents (FTEs) for the Federal Pay Administration program (Payments and Accounting core responsibility) for fiscal year 2020 to 2021 is based on the funding level approved for the 2020 to 2021 Main Estimates. During the 2020 to 2021 fiscal year, PSPC received additional funding to continue the Federal Pay and Administration program and maintain the levels of actual FTEs reported for the previous fiscal year (2019 to 2020).

The variance between planned and actual FTEs is mainly due to increased funding and staffing to support the stabilization of pay operations and eliminate the backlog of pay issues.

Financial, human resources and performance information for the Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase<sup>xix</sup>](#).

## Property and Infrastructure

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 real estate and associated services meet the needs of federal government clients and/or Parliamentarians, and ensure best value for Canadians.*

During the COVID-19 pandemic, PSPC collaborated with central agencies and local public health officials to develop standards and guidelines to ensure safe, productive and accessible workplaces for public servants to deliver critical services to Canadians. PSPC provided leadership on facility and accommodation management to client departments and leveraged strong relationships with other levels of government and industry associations to foster a collective COVID-19 response.

More broadly, PSPC continued to advance its Office Long Term Plan (OLTP), which contains notional targets to right-size, recapitalize and modernize the Government of Canada's Office Portfolio over a 25-year planning horizon. It also responds to a growing desire for flexibility and agility in the provision of office space, enabling a hybrid work environment that fosters innovation, collaboration and productivity in a new post-pandemic reality. The expected outcome is a modern and effective workplace for a renewed public service—one that is better equipped and empowers federal employees to be more productive in the delivery of programs and services to Canadians.

PSPC is piloting a Pathfinder Program to learn and expand on concepts of shared departmental activity-based workplaces. These efforts are supported by a multi-pronged approach to engage with federal departments and agencies about the future of work, to ensure that PSPC is ready to capture opportunities relating to: right-sizing of the office portfolio, increasing office space utilization, advancing greening of government operations, and reducing liabilities associated with deferred maintenance. PSPC also developed the tools to support several departments and agencies in realizing the future vision for their organization.

PSPC continued to restore and renew heritage sites, while supporting sustainability and ensuring the health and safety of Canadians. Planning and design activities for the Lester B. Pearson Building (LBPB) rehabilitation project continued in 2020 to 2021. Rehabilitating the LBPB will enable the Government of Canada to showcase its commitment to sustainability by achieving LEED Gold certification, significant reductions in GHG emissions, energy savings, reductions in water consumption and improved wellness and accessibility for all occupants while conserving its heritage character.

The Centre Block Rehabilitation Program remained on track in 2020 to 2021. In the early days of the COVID-19

pandemic, PSPC worked directly with its industry partners to develop health and safety protocols for the site without impacting project timelines. These were then adopted by the Canadian Construction Association as its national guidance for keeping construction sites across the country safe. PSPC made progress on the Parliament Welcome Centre excavation and accelerated demolition and abatement activities within the Centre Block.

Significant progress was also made on the Supreme Court of Canada Building (SCCB) and the West Memorial Building (WMB) rehabilitation. The WMB, vacant since 2008, requires major rehabilitation in order to meet the standards of the National Building Code of Canada. Work began in fall 2019 and includes upgrades to meet current building standards for sustainability, health and safety, and accessibility. Construction started in April 2020 and the COVID-19 pandemic situation has had minimal impact on the project schedule. The rehabilitation is expected to be completed in 2023.

Several Crown-owned locations were identified as potential redevelopment sites in 2020 to 2021. Investments at these sites will transform the portfolio and drive innovative approaches. Redevelopment projects include Tunney's Pasture and Confederation Heights in Ottawa, the National Printing Bureau and the Place du Portage III Complex (PDP III) in Gatineau, and 715 Peel in Montreal. The PDP III Complex is undergoing a full rehabilitation which will see the replacement of aging building systems and existing fit-up.

PSPC also acts as a steward for 17 major engineering assets, including the Esquimalt Graving Dock, the Alaska Highway, and bridges, dams and wharves across Canada. In 2020 to 2021, the department continued to protect the integrity, value and usefulness of its engineering assets in accordance with government standards and accepted engineering and maintenance practices. PSPC continued working on the redevelopment of the Esquimalt Graving Dock to ensure sustainment of federal fleets can be met on the West Coast, strengthen the West Coast



GC Coworking

industrial ship repair industry, support small and medium-sized businesses, and create hundreds of jobs as well as immediate and long-term economic opportunities for local First Nations.

The department continued working with the National Capital Commission (NCC) in 2020 to 2021 to develop a long-term integrated interprovincial crossings plan in collaboration with provincial, municipal and Indigenous partners. This comprehensive plan will identify sustainable transportation options including services, programs and infrastructure, to improve interprovincial travel in the NCR over the long-term. PSPC is also advancing its work to replace the aging Alexandra Bridge, and to support the ongoing maintenance of the region's interprovincial bridges. Engagement, including with Indigenous partners and other key stakeholders for the bridge replacement project, began in November 2020.

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

### **Advance sustainability, climate resiliency, and the green agenda for federal real property and infrastructure assets.**

In alignment with the Greening Government Strategy, and to further reduce GHG emissions from its operations, PSPC has several initiatives underway. In 2020 to 2021, PSPC completed the Roadmap to Low-Carbon Operations in the NCR. The Roadmap presents a pathway to achieve net-zero carbon operations for the Government of Canada

in the NCR by 2050, identifying short-, mid- and long-term actions that will reduce the carbon impact of federal operations and provide leadership in decarbonization that can be replicated across Canada. Furthermore, PSPC completed a Feasibility Analysis Report for reducing plastics in the workplace and continued to implement Occupant Awareness pilot programs in buildings to improve employee awareness and engagement in reducing plastic waste in federal operations.

In support of the federal government's commitment to take action to understand the wide range of climate change impacts that could potentially affect federal assets, services, and operations across the country, PSPC developed a strategy to incorporate climate change vulnerability assessments into asset management planning. As of December 2020, questions on past climate events that have impacted asset operations have been integrated into PSPC's Facility Security Assessment and Authorization (FSAA) process. Thus, the FSAA collects information on site-specific climate hazards and an asset's vulnerability to these climate hazards.

In 2020 to 2021, work began to modernize all the cooling and heating central plants in the NCR with the addition of carbon-free heating from electric boilers that will reduce emissions by over 90,000 tonnes per year by 2026.

In 2020 to 2021, work continued on fulfilling PSPC's commitments under the **Pan-Canadian Framework on Clean Growth and Climate Change**<sup>xx</sup>. PSPC worked with TBS to develop a strategy

to procure 100% clean electricity, where available, by 2022. PSPC developed procurement tools for new clean electricity in Alberta including the purchase of Renewable Energy Credits and is worked directly with provinces and energy suppliers in Saskatchewan, Nova Scotia and New Brunswick as a first purchaser of clean electricity.

In 2020 to 2021, PSPC implemented Smart Buildings technology in 103 of its Crown-owned buildings. The department continues to work towards a carbon neutral portfolio by 2050, with aspirations to achieve carbon neutrality by 2030. To that end, the department is implementing various clean technologies related to renewable energy systems, such as clean electricity, renewable natural gas, lighting, recycling and waste management, in building operations and incorporating GHG emissions reduction into departmental decision-making.

To fulfill Canada's commitments under the Ocean Plastics Charter on Zero Plastic Waste, PSPC is implementing the Real Property Plastics Action Plan to reduce the use of plastic in construction projects, government buildings and leases. A total of fifty waste audits were completed to inform procurement and operational strategies to further reduce waste. These audits also provide PSPC with comparative and predictive data to understand present and future re-occupancy needs.

To address the anticipated high volume of waste from the usage of disposable non-medical face coverings, other protective apparel and disinfecting wipes,

PSPC completed Zero Waste Pilots at 26 select PSPC Crown-owned buildings across Canada.

### **Improve accessibility of federal buildings**

PSPC is committed to creating barrier-free access to federal buildings and workspaces so that Canadians of all abilities can participate fully in the federal workforce. As the Government of Canada's real property expert, the department is leading the government towards enhancing accessibility in the built environment by meeting and surpassing existing building codes and accessibility standards that apply. In fact, universal accessibility principles are already embedded in the GCworkplace fit-up standards.

Due to the COVID-19 restrictions, there was a delay in the full implementation of technical assessments to enhance the accessibility of the built environment of PSPC Crown-owned and Lease purchased assets. As a result, and to maintain progress on this important initiative, efforts were shifted towards enhancing the assessment checklist and the engagement process. For example, PSPC has developed tools to solicit feedback from persons with disabilities and building users on accessibility issues, and is working on other engagement activities to inform our assessments.

As the Government of Canada's lead for accessibility in the built environment, PSPC is playing a key role in building a more inclusive workplace. To that end, PSPC is undertaking various pilot projects, in collaboration with stakeholders, to identify opportunities to

improve the accessibility of PSPC's built environment and exceed the minimum codes and standards. Through these pilot projects, PSPC identified 22 low-cost, high-impact, short-term accessibility improvements across the national portfolio. PSPC also developed and issued a functional direction on all-access washrooms to assist project and property managers in applying a consistent approach to the implementation of these facilities across our portfolio.

### **Advance socio-economic benefits in support of federal mandates, such as affordable housing and Indigenous Reconciliation.**

Work continued on making surplus federal real property available for re-purposing for affordable housing through the Canada Mortgage and Housing Corporation led Federal Lands Initiative (FLI). Four surplus PSPC properties in Ontario (i.e. Thunder Bay, Belleville, Orillia, and Ottawa) are in the process of being transferred through the FLI to new owners that will use them to provide affordable housing. PSPC worked with the Canada Lands Corporation to identify the underutilized Crown lands and surplus lands that can be used to advance affordable housing, generate employment, and to engage with Indigenous communities, the public and stakeholders. In 2020 to 2021, this collaborative approach facilitated the development of a framework and strategy for indigenous engagement for campus projects, the completion of a subdivision plan with the City of Ottawa for the Tremblay Road site, and the drafting of a Memorandum of Agreement for the Tunney's Pasture redevelopment.

Increasing the participation of Indigenous businesses in federal procurement is important to generate economic opportunity for Indigenous Peoples. PSPC is advancing reconciliation through real property contracts and the Indigenous Contractor Incentive Pilot Program, which seeks to increase subcontracting opportunities for Indigenous companies.

PSPC continues to work with Crown-Indigenous Relations and Northern Affairs Canada and Indigenous partners on the short- and long-term design and operation of the Indigenous Peoples' Space at 100 Wellington Street and the adjacent property at 119 Sparks Street. The planning and development of its long-term permanent use is underway. In the meantime, PSPC has delivered the short-term use of the facility, namely, exhibits showcasing Indigenous governance models and history, as well as space for meetings and media.

### **Laboratories Canada Strategy**

In 2020 to 2021, PSPC continued its work on the Laboratories Canada Strategy which aims to facilitate collaboration, reduce barriers, and provide the necessary infrastructure, equipment and information technology that federal scientists need to carry out the important work they do on behalf of Canadians. Accordingly, Laboratories Canada worked with the federal science and technology community to develop a custody model and operating framework to inform facility and science operations for the new multi-departmental occupancy models. Through the Laboratories Canada Strategy, PSPC

contributed to the Government's COVID-19 response by supporting the National Research Council on the Biologics Manufacturing Centre project (Royalmount facility in Montreal), and the Public Health Agency of Canada's National Microbiology Laboratory.

Laboratories Canada continued to develop a portfolio strategy for the entire science and technology asset class that assesses the portfolio thoroughly, systematically and strategically to address mid- and long-term program requirements. Laboratories Canada also started implementing a scientific equipment strategy that will support laboratory design, ensure a successful transition to new facilities, enhance collaboration and equipment sharing, optimize investments in scientific equipment, and establish a Federal Scientific Equipment Inventory System. In addition, a Laboratories Canada Experimentation and Innovation Fund was launched to support regulatory and other science departments in testing innovations. These investments helped

advance the understanding of cloud technologies and available tools, and improved capacity to leverage and share expertise horizontally.

In October 2020, PSPC approved site selection recommendations made by the consensus of partner science-based departments and agencies (SBDA) and the Deputy Minister Science Committee (DMSC). Through the Repeatable Laboratory Design Framework (RLDF), guiding principles for future designs of federal laboratories are being developed, which include carbon neutral facilities. This design framework will promote consistency and quality assurance across projects to ensure high quality outcomes and will inform planning, design, and implementation of all Laboratories Canada projects. It will provide a road-map for all design and construction firms to achieve consistent design and life cycle operational objectives in terms of structure, architecture, sustainability and accessibility. This strategy has been used for the new TerraCanada Mississauga project which is being built to be carbon neutral. A total of five projects obtained project approvals (Atlantic Science Enterprise Centre, Cultural Heritage Science, Transportation Safety and Technology Science, TerraCanada Mississauga and TerraCanada Hamilton). Functional programming and design advanced the TerraCanada in the National Capital Area (NCA), the Regulatory and Security Science NCA, the Cultural Heritage Science, and the Transportation Safety and Technology Science projects. Functional Programming for the Atlantic Science Enterprise Centre project was completed. The pre-design



The new NRC Mississauga facility

phase was initiated for the Regulatory and Security Science Sidney project while detailed design was finalized for the TerraCanada Mississauga and TerraCanada Hamilton projects.

### **Long Term Vision and Plan for the Parliamentary Precinct**

Despite the COVID-19 pandemic, PSPC made significant progress on the restoration and modernization of Canada's Parliamentary Precinct, as part of the Long Term Vision and Plan (LTVP). Health and safety continued to be PSPC's number one priority. Construction activities continued in alignment with the Government of Ontario's direction, and with industry-leading health and safety protocols, based on prevention, detection, and response, that are in place to ensure appropriate social distancing and compartmentalization of the construction site. Measures such as temperature monitors at entry points and the requirement of non-medical masks for all construction workers were put in place.

All construction activities remained on track for the Centre Block and the East Block (Phase 1) rehabilitation projects. The development of a design, meeting the needs of a modern twenty-first century Parliament while conserving the heritage value of the Centre Block and Parliament Hill, was endorsed by the Royal Architectural Institute of Canada and an Independent Design Review Panel of eminent design professionals. Careful demolition and abatement of hazardous materials inside the Centre Block was 50% completed. Outside the building, excavation of the new

Parliament Welcome Centre was also 50% completed, and masonry work on the north façade began.

The department is transitioning to a holistic approach to create an integrated parliamentary campus, while ensuring that important connective infrastructure issues such as accessibility, sustainability, security, IM/IT and the movement of people, goods and vehicles are considered. The redevelopment of Blocks 1, 2 and 3 is critical to establishing a modern parliamentary campus, providing long-term facilities to effectively support the work of parliamentarians for years to come.

In 2020 to 2021, the redevelopment of the first of the three city Blocks facing Parliament Hill was fully launched through an international Architectural Design Competition. Block 2 was identified as the first Block to be redeveloped given its most direct relation to Parliament Hill. It offers a great development capacity and allows the fulfillment of short-term needs, such as a swing space to support the rehabilitation of core assets. The Design Competition was launched as part of the Block 2 Redevelopment Project and will leverage innovative ideas and promote design excellence. An independent jury will review and recommend a design that reflects the needs of Parliament.

PSPC has advanced the development of the Universal Accessibility Review and Action Plan (UARAP) with an end goal of defining a clear strategy for accessibility within the Parliamentary Precinct. This plan will achieve Universal





All construction activities remained on track for the Centre Block and the East Block (Phase 1) rehabilitation projects. The development of a design, meeting the needs of a modern twenty-first century Parliament while conserving the heritage value of the Centre Block and Parliament Hill.

Accessibility while incorporating functional, operational, security and heritage considerations. The final plan will be endorsed by an Accessibility Advisory Panel, which has been established to provide advice and direction to the development of the UARAP.

PSPC is committed to showcasing the Parliamentary Precinct as a model of sustainability by reducing GHG emissions in the Parliamentary Precinct by 80% by 2030 (from the 2005 levels). As of March 31, 2020, the Precinct reduced its GHG emissions by just over

60% and is on track to meeting its 2030 target. In 2020 to 2021, PSPC also completed a climate change vulnerability assessment of the Parliamentary Precinct and developed a strategy in concert with the Energy Savings Acquisition Plan (ESAP) to define a way forward on a carbon neutral Precinct.

### **Prompt Payment Initiative**

Although the *Federal Prompt Payment for Construction Work Act* received Royal Assent in June 2019, there remains a significant amount of work to complete before the prompt payment regime is in

effect. This includes the development and approval of regulations to establish an adjudicator authority (certified individuals who can arbitrate a dispute resolution) and the elaboration of adjudication timelines as well as credential required for certified and qualified adjudicators, and the amendment of the standard federal government construction contract to address the new legislation and regulations and incorporate various prompt payment elements. Prompt payment regulations were not ready for implementation by March 31, 2021 due to delays related to COVID-19. However, PSPC continued to advance the development of regulations to ensure a full implementation of the prompt payment regime. In October 2020, PSPC received support from its prompt payment advisory group on the departmental policy position on regulations. Regulatory drafting instructions and a Regulatory Impact Analysis Statement were completed. The regulatory package was forwarded to Justice Canada for assessment and formal drafting. Regulations were recently completed and the request for proposals (RFP) for the Adjudicator Authority will be released following pre-publication of the regulations on the *Canada Gazette*.

### **Gender-Based Analysis Plus (GBA Plus)**

PSPC collected sex and gender information from its branches and regions through a self-assessment exercise completed in summer 2020. The analysis highlights some opportunities to improve equity and inclusivity in the design of the workplace. Key findings have been

grouped into four themes: autonomy, group dynamics, privacy and wellbeing.

The GCworkplace GBA Plus provided GCworkplace Design guidelines with recommendations that support accessibility and inclusivity principles. An Implementation Plan was developed to ensure that it is in compliance with the **GC Policy Direction on Sex and Gender Information**<sup>xxi</sup>. PSPC organized a GBA Plus Awareness Week in November 2020 to promote this new reality.

### **United Nations' 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)**

PSPC planned activities under its Property and Infrastructure Core Responsibility support Canada's efforts to address the UN 2030 Agenda and the Sustainable Development Goals (SDGs). The various initiatives and programs under this core responsibility, such as GCWorkplace, SMART buildings, the plan to achieve a carbon neutral portfolio, the Real Property Services Action Plan, the rehabilitation of major assets and the transfer of federal lands to housing providers contribute to the following goals:

- ensure access to affordable, reliable, sustainable and modern energy for all (SDG 7, target 7.2);
- build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation (SDG 9, targets 9.1 and 9.4);
- ensure sustainable consumption and production patterns (SDG 12, targets 12.5 and 12.7);



**Figure 1.** United Nations Sustainable Development Goals.

- take urgent action to combat climate change and its impacts (SDG 13, target 5c); and
- make cities and human settlements inclusive, safe, resilient and sustainable (SDG 11, target 11.1).

To achieve the above-mentioned goals, the Office Long Term Plan is centred around five key pillars: people, portfolio, greening, digital government and socio-economic initiatives. The Plan fully integrates government-wide greening initiatives, such as the 2019 to 2022 Federal Sustainable Development Strategy (FSDS) and Treasury Board (TBS) Greening Government Strategy: A Government of Canada Directive. The Plan is also in alignment with PSPC-led initiatives, such as the Roadmap to Low Carbon Operations in the National Capital Region, the PSPC National Carbon Neutral Portfolio Plan

and the PSPC Real Property Sustainable Development and Environmental Strategy.

Further information on SDGs is available on the [United Nations<sup>xxii</sup>](#) website.

## Experimentation

### Smart Tools Initiative

PSPC's Smart Tools Initiative was created to help building operators and maintenance personnel conduct their activities and report using modern, innovative and digitally enabled solutions. Most buildings have digital systems that control mechanical and electrical equipment. Smart Buildings collects raw data from that equipment and analyzes it in real time to identify conditions that require attention, allowing them to be fixed quickly.

In 2020 to 2021, PSPC continued to undertake the procurement and testing of smart tools to detect inefficiencies in building systems and improve client service delivery with respect to building management services.

### **Evolution of Work Pathfinder project**

PSPC began piloting the Evolution of Work Pathfinder Project for a way forward for PSPC's safe return to the workplace. The PSPC Pathfinder consists of shared workplaces for PSPC employees. PSPC employees can work from anywhere with the tools and equipment they need, taking advantage of the benefits of remote work, office work or a combination of the two, whenever possible. This pilot will provide future guidance and standards for the entire GC and the development of interdepartmental shared spaces. Experimentation areas via Pathfinder include occupational health and safety practices, scalable security access system, reservation application, and space utilization monitoring technology.

### **CD Howe Innovation Project**

Other pilot projects are underway to reduce high touch points which will enhance employee health and improve accessibility. For example, the CD Howe building is making use of touchless technologies such as an Elevator Button App, Quick Response (QR) and Near Field Communication (NFC) technology in signage and washroom facilities that operate with motion sensors. PSPC has also implemented 10 pilot projects in this building to eliminate the use of single-use plastics, reduce the amount of waste sent to

landfills and promote renewable energy production and usage, just to name a few. These pilots will also help assess the use of emerging Canadian technologies by assessing and reviewing commercially available solutions in these areas to inform the department strategy in deploying innovative solutions within PSPC's real property portfolio. They will also help PSPC to create a framework for deploying innovative solutions within its real property portfolio.



### **CD Howe Innovation Project**

PSPC has implemented, through the CD Howe Innovation project, 10 pilot projects to eliminate the use of single-use plastics, reduce the amount of waste sent to landfills and promote renewable energy production and usage.

## Risk mitigation

### Property asset integrity and safety

There is a risk that climate change, natural disasters, infrastructure deterioration over time, and human-related events will negatively affect the safety, integrity and operations of PSPC's real property and infrastructure assets. To mitigate this risk, PSPC:

- Closely collaborated with industry and federal partners, bargaining units, and provincial and territorial health authorities, to provide guidance and ensure the safe and continuous operation of workplaces and worksites;
- Developed a business continuity plan and emergency management programs, which include regular testing and review, and outline clear mitigation measures to address potential operational disruptions;
- Continued to implement the asset integrity policy by conducting regular Building Condition Reports (BCR) and Building Performance Reports (BPR) along with identification of risks associated with any deferred maintenance. Further, information captured in BCR supports sound financial reporting to TBS and facilitates the diagnosis of the criticality of the asset through the Directory of Federal Real Property;
- Established clear, policy-supported roles and responsibilities, tools and schedules to assess asset integrity and manage the fixed asset portfolio;
- Continued to design all rehabilitation and new construction projects to be net zero-carbon ready, integrate climate resilience in building operations, increase the seismic resilience of the portfolio, and improve the thermal performance of heritage buildings;
- Improved its ability to monitor, evaluate and respond to changing water levels at its dam structures, thereby adapting to the effects of climate change;
- Worked with Environment and Climate Change Canada (ECCC) and provincial partners to improve hydrometric gauges, weather stations, data collection, and modelling throughout watersheds to improve the prediction of snow melt and rising water levels through freshet to manage waterways and minimize future flooding;
- Developed and implemented processes to register underground assets with regional notification service centres to minimize risk of damage from excavation activities.

### Delivery of large-scale and complex initiatives

There is a risk that project complexities, partner dependencies, and pandemic-related work and supply delays will affect the effective and efficient delivery of major PSPC initiatives, including the rehabilitation of the Parliamentary Precinct, and the development of GCWorkplaces and federal science facilities. To mitigate this risk, PSPC:

- Closely collaborated with industry and federal partners, bargaining units, and provincial and territorial

## 2020 to 2021 Departmental Results Report

health authorities, to provide guidance and ensure the safe and continuous operation of work-places and worksites;

- Utilized integrated teams to support sufficient capacity;
- Leveraged improved financial processes, as well as enhancements to other business processes and procedures, in the planning and delivery of programs and projects;
- Closely collaborated with the Treasury Board of Canada Secretariat, as well as other government departments and agencies, to ensure effective portfolio and project planning, information management, IT equipment, and security;
- Engaged with parliamentarians and industry partners, on key initiatives such as apprenticeship programs and Indigenous and

international recruitment, as well as emerging issues.

### Predictable capital funding

There is a risk that PSPC's transition to a predictable capital funding model will disrupt the delivery of the department's infrastructure programs, and will impact the timely and strategic fund allocation needed to ensure a healthy asset portfolio. To mitigate this risk, PSPC:

- Established a dedicated project office, to manage the transition to the new funding model and support the mitigation of its associated risks;
- Introduced a modelling and reporting tool, to provide reporting on available funding and support project planning, managing and reporting.

## Results achieved for Property and Infrastructure

2020 to 2021 Departmental Results	2020 to 2021 Departmental Result Indicators	2018 to 2019 Actual results	2019 to 2020 Actual results	2020 to 2021 Target	Date to achieve target	2020 to 2021 Actual results
Federal real property and associated services meet the needs of federal government clients, partners and/or Parliamentarians and ensure best value for Canadians.	Percentage of Crown-owned buildings that are in fair or better condition.	53%	62% <sup>1</sup>	At least 53%	March 31, 2021	58%
	Percentage of Crown-owned heritage buildings that are in fair or better condition.	Not available	47% <sup>2</sup>	Not available <sup>3</sup>	March 31, 2021	48%
	Percentage of PSPC-managed office space that is modernized each year to meet the current Government of Canada Workplace Fit-up Standards.	2.1%	4.5%	≥4%	March 31, 2021	3.32% <sup>4</sup>
	Percentage of real property projects that are delivered within scope, on time and on budget.	98%	95%	At least 95%	March 31, 2021	95%
	Percentage of time that PSPC's real property facilities are fully operational.	99.78%	99.38%	≥99%	March 31, 2021	99.62%
	Operating expenses per square metre of Crown-owned office space.	\$142.41 per m <sup>2</sup>	\$132.66 per m <sup>2</sup>	At most \$142.41 per m <sup>2</sup>	March 31, 2021	\$135.35

**Results achieved for Property and Infrastructure (continued)**

2020 to 2021 Departmental Results	2020 to 2021 Departmental Result Indicators	2018 to 2019 Actual results	2019 to 2020 Actual results	2020 to 2021 Target	Date to achieve target	2020 to 2021 Actual results
Federal infrastructure spending supports Canada's social, economic, and environmental priorities.	Percentage of PSPC owned and lease purchase buildings that provide features to support accessibility in the built environment.	Not available <sup>5</sup>	Not available <sup>6</sup>	At least 15% <sup>7</sup>	March 31, 2021	17% <sup>8</sup>
	Percentage of reduction in greenhouse gas emissions in PSPC Crown-owned building portfolio, excluding housing.	54.3%	58.1%	At least 40%	March 31, 2030	57.6%

1. The 2019 to 2020 result was not available in time for publication in the 2019 to 2020 Departmental Results Report. The result is significantly better than the targeted 53% due to a system cleanup initiative as well as some major recapitalizing work done for certain assets in PSPC's portfolio (NCA and Toronto area).
2. The 2019 to 2020 result was not available in time for publication in the 2019 to 2020 Departmental Results Report.
3. A target was not available for 2020 to 2021 as this indicator was being revised and the methodology remained under development. A target of "At least 53%" has been set starting in 2021 to 2022.
4. Due to the increased costs of materials and construction delays caused by the COVID-19 pandemic the Fit-up modernization program could not reach its target.
5. The 2018 to 2019 result was not available for this indicator given that the methodology was being revised in order to ensure its alignment with the 2018 version of the CSA B651 standard.
6. This indicator and its methodology were being reviewed in 2019 to 2020 and, as such, a result was not available.
7. The methodology and target were still under development in 2019 to 2020 and a target was not available for the 2020 to 2021 Departmental Plan. The target has since been set at 15%.
8. In PSPC Crown-owned and lease-purchased portfolio, a total of 64 technical accessibility assessments against the CSA B651-2018 standard were conducted in 2020 to 2021. This represents 17% of the target to complete technical accessibility assessments of its 371 Crown-owned and lease-purchased buildings by 2024.

Additional information on Public Services and Procurement Canada's departmental results indicators is available in the [GC InfoBase<sup>xxiii</sup>](#).

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase<sup>xxiv</sup>](#).

**Budgetary financial resources (dollars) for Property and Infrastructure**

2020 to 2021 Main Estimates	2020 to 2021 Planned spending	2020 to 2021 Total authorities available for use	2020 to 2021 Actual spending (authorities used)	2020 to 2021 Difference (Actual spending minus Planned spending)
3,068,409,083	3,068,409,083	3,307,334,352	2,755,014,069	(313,395,014)

The variance between the actual spending and planned spending is mainly a result of delays in tendering contracts and procuring materials from suppliers due to the COVID-19 pandemic.

### Human resources (full-time equivalents) for Property and Infrastructure

2020 to 2021 Planned full-time equivalents	2020 to 2021 Actual full-time equivalents	2020 to 2021 Difference (Actual full-time equivalents minus Planned full-time equivalents)
4,423.02	4,226.01	(197.01)

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<sup>xxv</sup>](#).



## Government-Wide Support

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.*

Strengthening its position as the centre of excellence in linguistic services, the Translation Bureau continued to provide translation and interpretation services to the Parliament of Canada and the Government of Canada in official, foreign and Indigenous languages during the global COVID-19 pandemic. The provision of these linguistic services was crucial in the delivery of national communications to all Canadians.

In 2020 to 2021, the Translation Bureau launched its new linguistic services management system GClingua. The translation profession continues to evolve to utilize new technologies in a complementary way, enabling an increase of the volume they can translate and shifting their focus to post-editing and revision. The Translation Bureau continued to leverage technological advances to improve the tools available for Canadians in support of Canada's official languages.

In parallel, the Translation Bureau has been experimenting with various artificial intelligence (AI) tools that aim to bring efficiencies throughout the workflow with a continued focus on quality. Work stemming from the collaboration with the National Research Council of Canada (NRCC) has been key in

identifying priority areas, such as automatic quality evaluation and automatic domain identification. The Translation Bureau also developed a test protocol to gather feedback from professional translators on the quality of neural machine translation outputs. This experimentation will serve as the foundation to an informed and agile approach to an AI procurement plan in 2021 to 2022.



In 2020 to 2021, the Translation Bureau provided sign language interpretation services to more than 400 public health news conferences and other pandemic-related briefings.

The pandemic propelled the Translation Bureau's efforts to ensure accessible communications for deaf, deafened and hard-of-hearing Canadians. Over the last year, the Translation Bureau provided sign language interpretation services to more than 400 public health news conferences and other pandemic-related briefings. In addition, the Translation Bureau has been offering Video Remote Interpretation (VRI) for sign language interpretation services. In order to ensure high quality sign language interpretation, the Translation Bureau developed guidelines and service delivery requirements for staff and freelance interpreters. VRI is such that the Translation Bureau can utilize sign language interpreters from across the country, thereby expanding its pool of resources.

As well, the Translation Bureau translated various communications for the Public Health Agency of Canada related to the COVID-19 pandemic in Indigenous languages. It also provided Indigenous languages interpretation services in Inuktitut, Nunavik, Mohawk and Inuinnaqtun and Swampy Cree. Over the last year, the number of Indigenous language providers was increased to over 100, which covers over 50 of the approximately 90 Indigenous languages and dialects.

***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. The Department continued to assess and refine potential options to better address new and emerging risks to the integrity of federal procurement and this work is ongoing. Working collaboratively with provincial and territorial partners, PSPC participated in the establishment of a Federal, Provincial and Territories Integrity Working Group focused on risk mitigation for procurement in times of crisis. The mandate of this working group is to identify areas of risks and share mitigation strategies within public procurement across Canadian jurisdictions.

PSPC streamlined processes to so that integrity verifications and determinations of a supplier's status under the Ineligibility and Suspension Policy were completed in a thorough and efficient manner. Additionally, to support the Government of Canada's response to the COVID-19 pandemic, an ad hoc integrity verification process was established to support timely contracting of PPE. Over the course of the year, the department completed close to 25,447 Integrity Verification requests (representing 467,575 name checks) to assist federal departments and agencies in verifying supplier compliance with the Regime.

PSPC completed the final phase of its Fraud Risk Assessment exercise in September 2020, fulfilling its commitment to conduct a fraud risk assessment at the departmental level, as recommended in the **2017 Spring Reports of the Auditor General of Canada to the Parliament of Canada Report 1—Managing the Risk of Fraud**<sup>xxvi</sup>. This exercise allowed the

department to strengthen existing internal controls to prevent and detect fraud and to implement new anti-fraud measures.

PSPC updated its Fairness Monitoring Policy to ensure departmental activities are conducted in a fair, open and transparent manner, providing clear requirements to determine whether fairness monitoring is required.

In 2020 to 2021, the Business Dispute Management Program (BDMP) responded to 16 general inquiries, processed 44 alternate dispute resolution enquiries at every stage of the contracting process, in all areas of contracting, and completed a mediation process to address business disputes. The BDMP also worked in

close collaboration with the Acquisitions Program and the Office of the Procurement Ombudsman and implemented a dispute resolution clause which is included in the standard procurement templates and refers to information on potential options for ADR.

The Contract Security Program (CSP) developed a path forward initiative to redirect efforts to processing security screening requests for active participants in a procurement process. This targeted approach aims to better integrate security requirements early in the procurement process, with realistic timelines that allow for security screenings to be completed when they are actually required. The benefits for industry will



In 2020 to 2021, there were over 23 million unique visits to GCSurplus.ca and the registered customer base increased by 20%. The new open bidding online auction website helped increase online bidding by 82% and 13,000 items were sold on GCSurplus!

## 2020 to 2021 Departmental Results Report

be reduced delays in security screenings, the timely awarding of contracts, reduced burden and an improved security posture for company security officers.

The CSP fully implemented its offsite IT inspection process. Since the CSP began the trial period, it completed 509 offsite IT inspections and conducted onsite inspections to validate the process. The analysis of the results confirmed the benefits of the new approach and that residual risks could be properly mitigated. This was especially beneficial due to restrictions on travel over fiscal year 2020 to 2021. Due to these restrictions, the CSP also applied the new IT inspection approach to its physical security site inspections.

The pandemic also impacted the CSP's ability to deliver on-site training to industry company security officers (CSO). To address this and continue its client-focused delivery approach, the CSP developed a number of training webinars for CSOs to build the capacity of CSOs in understanding screening requests, aftercare and security awareness responsibilities, and how to complete application forms. These webinars also address industry concerns regarding the delays in processing security screening requests, particularly with complex files.

Despite the travel restriction, in October 2020, the CSP successfully concluded the negotiations of a bilateral security instrument with the European Space Agency to open new space market for Canadian industry and to contribute to Canada's economic and national security agenda.

In 2020 to 2021, the CGP improved its client-focused delivery approach to safeguarding controlled goods and technology within Canada by enhancing tools and processes. In response to the Office of Audit and Evaluation's 2018 to 2019 report, an internal reporting mechanism was developed to provide a summary of compliance activities, including a tailored tool to identify and report non-compliance issues, and make recommendations to resolve them.

***Departmental Result:*** *Federal Organizations have the support services and tools they need to deliver their programs to Canadians.*

In 2020 to 2021, PSPC continued to advance modern technologies to improve the department's service delivery performance. PSPC delivered common information technology solutions across departments and agencies through corporate administrative shared systems such as GCcase, GCdocs, GCinterop and GCshare and the Next Generation Travel Program.

In 2020 to 2021, GCdocs services were expanded to include Microsoft 365 (M365) integration and to ensure clients have the ability to manage their information as an asset. GCdocs is used by 83 client departments and agencies, and 287,000 internal government users.

GCinterop was established as a GC-wide service that enables interoperability between solutions to support the sharing of common data and common application functionality within departments and across the GC. In 2020 to 2021,

GCinterop was instrumental in the delivery of MyGCPay. The GCinterop interface provides the data sharing mechanism from Phoenix to MyGCPay.

GCcase is a proven case management solution that departments and agencies use to track client information, cases and a multitude of critical business intelligence that make client service better. To support the Government of Canada's COVID-19 response, GCcase was used by Employment and Social Development Canada (ESDC) to deploy the Government of Canada's COVID-related relief fund. GCcase served 50 client departments and 18,000 internal users.

PSPC began implementing its Digital Transformation Strategy and encourages employees to adopt new behaviours and ways of working. PSPC launched the Digital Innovation Network, a virtual network of experts, labs and tools from across PSPC, for teams to work with user experience and digital experts to improve the services the department delivers to clients through innovation, experimentation, the creation of prototypes, and testing of new solutions with users. Starting in 2020 to 2021, the Human-Centred Design Office is helping teams across PSPC to transform their services, such as modernizing the pension portal used by over 300,000 federal employees; developing a new system for managing seized property; and designing a common identity card for employees that could be used across the federal government.

PSPC provides digitization and data capture services, manages successful

government information services to support the delivery of media monitoring and analysis, contracted public opinion research, advertising and is responsible for managing publication.gc.ca, and publishing the Government of Canada's official newspaper, the *Canada Gazette*. The department also offers specialized services, such as the Canadian General Standards Board, GCSurplus and Seized Property Management on behalf of the Government of Canada.

The *Canada Gazette* team developed and implemented new procedures to publish the *Canada Gazette* remotely while working from home. The *Gazette* published over 12,000 pages, representing one of the *Gazette's* busiest years in recent memory. This large number of notices was processed quickly and efficiently, while meeting deadlines and service standards. Since March 1<sup>st</sup>, 2020, 14,185 publications have been added to the collection on

**Did you know?**

GCSurplus shifted operations to support PPE distribution, managing over 40 million items for 61 departments and agencies and provided continuous support to PHAC on PPE divestment and domestic vaccine production. In 2020 to 2021, there were over 23 million unique visits to GCSurplus.ca and the registered customer base increased by 20%. The new open bidding online auction website helped increase online bidding by 82% and 13,000 items were sold on GCSurplus!

www.publications.gc.ca, 810 of which related to the subject of COVID-19.

To support the Government of Canada COVID-19 response, the Canadian General Standards Board (CGSB) actively participated in identifying international standards for and in the technical review of, medical examination gloves to support PSPC's Acquisitions Program, Health Canada and PHAC in procuring emergency medical equipment for front line workers. CGSB also undertook the administration of a new ISO Technical Committee, the international flagship for Quality Management.

Document Imaging Services (DIS) adapted quickly to develop health and safety measures in order to continue offering imaging services to departments and agencies. DIS was able to provide digitization and data capture services to the PHAC for the collection of traveller information for travellers entering Canada by land, sea or air. As of September 30<sup>th</sup>, approximately 670,000 Traveller Forms have been processed.

### **Gender-Based Analysis Plus (GBA Plus)**

In 2020 to 2021, PSPC partnered with the Royal Canadian Mounted Police (RCMP) to use GBA Plus to understand biometric bias in support of digital services, identity credential and access management.

The Translation Bureau helps federal public servants communicate clearly,

effectively and consistently to all Canadians in both official languages. To this end, in 2020 to 2021, the Translation Bureau developed glossaries, including those on COVID-19; continued to maintain the glossary on sexual and gender diversity; conducted terminology standardization work in partnership with various departments and organizations; and continued to expand TERMIUM Plus®, the Government of Canada's terminology and linguistic data bank.

The Translation Bureau provides interpretation services in American Sign Language (ASL) and *langue des signes québécoise* (LSQ) at major events organized by the Government of Canada, providing access to information to individuals whose primary language is ASL or LSQ. These sign language interpretation services are also offered through Video Remote Interpretation (VRI).

As part of a pilot project launched in November 2020, the Bureau has also assisted several departments with the production of high-quality video translations of written documents into ASL and LSQ, thus providing Canadians who are deaf, deafblind, deafened and hard-of-hearing with access to government information. Moreover, the Translation Bureau in collaboration with PSPC's Procurement Branch, has been working on the development and implementation of a standing offer process through which all departments will be able to access CART\* and postproduction closed captioning services.

\*Communication Access Real-Time Translation (CART): CART is most easily described as subtitles for live discussions, where spoken language is translated instantaneously into text.



The Translation Bureau has implemented a number of precautionary measures to protect the health and safety of interpreters and developed guidelines to establish optimal conditions to allow interpreters to provide high-quality service in a safe environment.

The Translation Bureau also provides translation and interpretation services in Indigenous languages, enhancing visibility and supporting the efforts of Indigenous peoples in the reclamation, revitalization, and strengthening of Indigenous languages as a foundation for culture and identity.

### **Experimentation**

In order to enhance its capacity to deliver timely, cost effective and quality services, the Translation Bureau continues to research and experiment with artificial intelligence and other emerging language technologies to support the work of translators and interpreters, allowing them to focus their expertise on quality, and determine which tools can be used. This research includes the review of artificial intelligence applications for translation, remote interpretation, terminology and client service.

### **Risk mitigation**

#### **Digital transformation**

There is a risk that PSPC will not continue to have the modern and reliable systems, expertise and cyber safeguards needed to effectively operate and deliver services in a predominantly digital environment, which now includes a large increase in full-time, department-wide teleworking. To mitigate this risk, PSPC:

- Implemented new virtual team environments and collaborative tools, including Teams and other secure M365 applications;
- Leveraged the Cloud Competency Centre's ongoing private sector engagement, enabling PSPC to secure the expertise needed to more effectively deliver digital and web services;

## 2020 to 2021 Departmental Results Report

- Supported effective collaboration amongst PSPC Branches and Regions, driving the ongoing development and implementation of the PSPC Digital Strategy.

### Protection of information

There is a risk that personal, business and other sensitive information will be compromised or inappropriately disclosed, including by means of

cybersecurity breach. To ensure that information is appropriately protected, PSPC:

- Prioritized the storage of data in Canada, such as those generated by Teams and other secure M365 applications used across the department;
- Updated critical policies concerning security and emergency management at PSPC.

## Results achieved for Government-Wide Support

2020 to 2021 Departmental Results	2020 to 2021 Departmental Result Indicators	2018 to 2019 Actual results	2019 to 2020 Actual results	2020 to 2021 Target	Date to achieve target	2020 to 2021 Actual results
Federal organizations have access to high quality linguistic services and tools.	Percentage of linguistic services that comply with established quality standards.	87.3% <sup>1</sup>	Not available <sup>2</sup>	At least 85%	March 31, 2021	84.1% <sup>3</sup>
	Percentage of overall client satisfaction with the Translation Bureau's language tools and services.	85.6%	87.8% <sup>4</sup>	At least 90%	March 31, 2021	89.8% <sup>5</sup>
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.	99%	99%	At least 80%	March 31, 2021	99%
	Percentage of security screenings processed within 7 business days for contractors and sub-contractors requiring access to protected information.	97%	98%	At least 85%	March 31, 2021	84% <sup>6</sup>
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.	Not available <sup>7</sup>	Not available <sup>8</sup>	At least 87%	March 31, 2021	76% <sup>9</sup>
	Percentage of PSPC service standards met.	74%	73%	At least 87%	March 31, 2021	65% <sup>10</sup>

1. In previous years this indicator was separated into three indicators, representing the Bureau's three linguistic services: translation, interpretation and terminology. As of 2020 to 2021, these indicators are merged into one. The actual result for 2018 to 2019 shown in the table is calculated based on the average percentage of the results for translation and terminology (not including interpretation data, as it is still in development)
2. In previous years this indicator was separated into three indicators, representing the Bureau's three linguistic services: translation, interpretation and terminology. As of 2020 to 2021, these indicators are merged into one. It was not possible to provide a result for 2019 to 2020 as only the result for the "terminology" component was available.
3. 2020 to 2021 was the first year that the Translation Bureau had the actual results for all three of its business lines (translation, interpretation and terminology). The slight variance between the indicator's target and actual results is due to the sudden and significant increase of demand for parliamentary interpretation services as a result of COVID-19. Additionally, due to the timeline of the internal reporting cycle, results for this indicator will be reported in arrears of one year. It is important to note that although the actual result for this indicator is slightly below its target, the Translation Bureau exceeded the respective targets for its translation and terminology.



4. Due to COVID-19, the second half of the annual evaluation for 2019 to 2020 was cancelled. Consequently, only mid-year results were available for the 2019 to 2020 fiscal year.
5. This indicator takes into consideration the percentage of overall satisfaction of customers and the satisfaction with the various language tools available to them. Despite a gradual increase in the result from year to year, the Language Comprehension Tool is the tool with the lowest satisfaction rate (79%), which may have affected the final result. It is important to note that the level of dissatisfaction varies only between 1% and 3% towards the Translation Bureau's linguistic tools. The rest of the respondents expressed a neutral opinion.
6. The CSP slightly missed the target of 85% due to challenges presented during the first two months of the fiscal year when the pandemic started. Program performance was negatively impacted by VPN limitations and the demand to allocate all available resources toward managing urgent requests related to the government's COVID-19 response. The Program has since restored its service levels and brought the 2020 to 2021 results back toward the target.
7. In 2018 to 2019, PSPC changed its client measurement practices and a result was not available.
8. Client measurement practices were changed in 2018 to 2019. Data for that year was then unavailable, making it impossible to provide a result in the 2018 to 2019 Departmental Results Report (DRR) as well as in the 2019 to 2020 DRR.
9. Client feedback identified opportunities for improvement concerning timeliness, availability of online information and the need for simplified processes. In response, an engagement plan has been developed and is currently being delivered across PSPC.
10. Due to the impact of COVID-19 pandemic on service delivery and the high volume of demand on services, there were more services compared to last year that did not meet their service standards targets.

Additional information on Public Services and Procurement Canada's departmental results indicators is available in the [GC InfoBase<sup>xxvii</sup>](#).

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase<sup>xxviii</sup>](#).

### Budgetary financial resources (dollars) for Government-Wide Support

2020 to 2021 Main Estimates	2020 to 2021 Planned spending	2020 to 2021 Total authorities available for use	2020 to 2021 Actual spending (authorities used)	2020 to 2021 Difference (Actual spending minus Planned spending)
170,809,108	170,809,108	182,590,190	181,625,449	10,816,341

The variance between actual spending and planned spending is mainly related to an increase in resources required to deliver translation, interpretation and closed captioning services.

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase<sup>xxix</sup>](#).

### Human resources (full-time equivalents) for Government-Wide Support

2020 to 2021 Planned full-time equivalents	2020 to 2021 Actual full-time equivalents	2020 to 2021 Difference (Actual full-time equivalents minus Planned full-time equivalents)
2,622.12	2,579.18	(67.54)

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<sup>xxx</sup>](#).

## Procurement Ombudsman

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

### Results

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

OPO continued conducting research and producing reports on current topics of interest to Canadian suppliers and federal departments. In 2020 to 2021, OPO completed two studies entitled Chief Procurement Officer and *Force Majeure*, which are available on OPO's website. In March 2021, OPO hosted its third annual Diversifying the Federal Supply Chain Summit (virtually) to connect underrepresented Canadian business owners with representatives from the Government of Canada, supplier councils, and other organizations who can help them access federal contracting opportunities. As a result, OPO had over 800 virtual participants from across Canada. During the three half-days of programming that included a variety of presentations and concurrent information sessions, suppliers had the opportunity to engage with representatives from the Government of Canada, the Chief Economist of the Conference Board of Canada, and with representatives of various supplier council programs and organizations.

***Departmental Result:*** *Procurement Related Issues are addressed through facilitation (alternative dispute resolution).*

OPO continued to help suppliers and federal departments resolve procurement related issues informally whenever possible and offered formal alternative dispute resolution (ADR) services when requested. In 2020 to 2021, OPO received a total of nine requests for ADR services. In one case, both parties to the contract agreed to use OPO's ADR services and their issues were formally resolved with a settlement agreement. In three cases, the federal department declined to participate in the ADR process. In another two 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 three remaining cases, they were received late in fiscal year 2020 to 2021. The provision of ADR services has been carried forward into 2021 to 2022 and will be reported on in the next fiscal year.

***Departmental Result:*** *Procurement related issues are addressed through investigation.*

Part of the Procurement Ombudsman's mandate is to review the procurement practices of federal departments for acquiring materiel and services to assess their fairness, openness and transparency, and make recommendations for improvement. In line with the Five-Year Procurement Practices Review

Plan, OPO completed, in 2020 to 2021, two reviews that were launched in 2019 to 2020, and launched an additional 6 reviews that will be completed within OPO's legislated timelines. The reports are available on the [Office of the Procurement Ombudsman website](#)<sup>xxxii</sup>.

In 2020 to 2021, OPO received a total of 437 procurement-related cases. In all instances, OPO either provided direct assistance or pointed the requestor 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 launches an investigation and produces 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 2020 to 2021, OPO received a total of four complaints that met the criteria set forth in the *Procurement Ombudsman Regulations* to launch an investigation. Of the four cases, one complaint resulted in a formal investigation and the other three resulted in the resolution of the issue once OPO got involved. In addition, OPO completed two investigations launched in 2019 to 2020 in accordance with the legislative timelines set forth in the *Procurement Ombudsman Regulations*.



The Office of the Procurement Ombudsman website

### Risk mitigation

In order to mitigate possible risks to its mandate, OPO:

- Recruited and trained a skilled and multidisciplinary workforce 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.

### Results achieved for Procurement Ombudsman

2020 to 2021 Departmental Results	2020 to 2021 Departmental Result Indicators	2018 to 2019 Actual results	2019 to 2020 Actual results	2020 to 2021 Target	Date to achieve target	2020 to 2021 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.	79	87 <sup>1</sup>	10	March 31, 2021	51 <sup>2</sup>
	Number of geographical locations where these educational events are held.	8	9	5	March 31, 2021	13
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.	Not available <sup>3</sup>	100%	At least 90%	March 31, 2021	100%
Procurement-related issues are addressed through investigation.	Percentage of supplier complaint reviews completed within 120 working days as per legislative requirements.	100%	100%	100%	March 31, 2021	100%
	Percentage of recommendations made by the Ombudsman acted upon by federal organizations.	100%	100%	100%	March 31, 2021	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. Despite the challenging circumstances of the past year due to COVID-19 restrictions, OPO continued its efforts to raise awareness of procurement issues and exchange of information on a nation-wide scale. Transitioning to an online platform enabled OPO to maximise the number of educational events held per year with small and medium-sized businesses and federal officials across Canada and consequently exceeded the set target considerably. Accordingly, OPO revised its target for 2021 to 2022.
3. In 2018 to 2019, 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 to 2020. 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](#)<sup>xxxiii</sup>.

Financial, human resources and performance information for the Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase<sup>xxxiii</sup>](#).

### Budgetary financial resources (dollars) for Procurement Ombudsman

2020 to 2021 Main Estimates	2020 to 2021 Planned spending	2020 to 2021 Total authorities available for use	2020 to 2021 Actual spending (authorities used)	2020 to 2021 Difference (Actual spending minus Planned spending)
4,138,544	4,138,544	4,465,822	4,091,748	(46,796)

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

Financial, human resources and performance information for the Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase<sup>xxxiv</sup>](#).

### Human resources (full-time equivalents) for Procurement Ombudsman

2020 to 2021 Planned full-time equivalents	2020 to 2021 Actual full-time equivalents	2020 to 2021 Difference (Actual full-time equivalents minus Planned full-time equivalents)
20.89	29.34	8.45

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 (KDS) 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<sup>xxxv</sup>](#).

## Internal Services

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

- Acquisition Management Services
- Communications Services
- Financial Management Services
- Human Resources Management Services
- Information Management Services
- Information Technology Services
- Legal Services
- Materiel Management Services
- Management and Oversight Services
- Real Property Management Services

## Results

### Human Resources

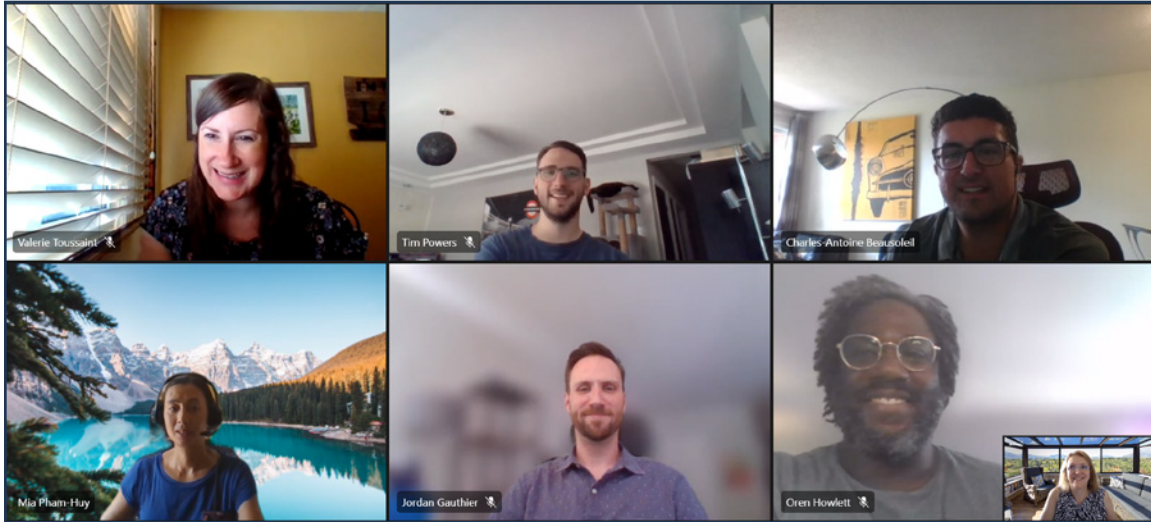
In 2020 to 2021, PSPC promoted existing training material and developed roadmaps to educate PSPC's employees and managers about reconciliation and Indigenous engagement. PSPC began developing an Indigenous Peoples Employment Strategy, which includes employee engagement and learning around Reconciliation, funding for permanent staff to support the Indigenous Circle of Employees and open and honest dialogue with Indigenous Employees. PSPC also worked towards the promotion of diversity and inclusion by engaging in dialogues with members of diversity groups to partner in creating a more inclusive and representative workplace, and by allotting funds to provide permanent staff to support diversity networks, including the Federal Black Employee Caucus, the Persons

with Disabilities Network, the Visible Minority network and PRIDE at Work.

### Management and Oversight

PSPC successfully launched its first Integrated Business Plan (2020 to 2023) and implemented a reporting process to assess progress in meeting deliverables identified in the Plan. Throughout the year, consultations had taken place with senior management, and employees within the branches and regions, to refine the methodology and include a risk analysis for deliverables not on track while highlighting PSPC accomplishments and key milestones.

In support of transparency, PSPC established a webpage disclosing, to the fullest extent possible, supplier names and contract values for all contracts Canada has entered into for PPE and medical equipment. As of March 31, 2021, this page lists information about



PSPC employees in a video team meeting.

473 contracts totalling approximately \$7.6 billion. This information is updated on a regular basis and is also available through the proactive disclosure website.

In 2020 to 2021, PSPC Security and Emergency Management Programs focused their effort on responding to the COVID-19 situation and planning the business resumption of key activities that could not be performed remotely. PSPC managed to maintain the proper security controls to protect its employees, assets and information while respecting public health authorities' guidelines. A greater emphasis was put on the security awareness in a context of remote work and increased cybersecurity risks.

### **Communications**

In 2020 to 2021, Communications played a pivotal role in communicating about the department's efforts to secure PPE, tests and vaccines to help combat COVID-19. The Communications team worked closely with other government

departments to coordinate and amplify messaging in both official languages. Canadians were provided with information through a variety of channels, including press conferences, technical briefings, social media, web and traditional media. Additionally, employees were provided with timely and relevant information throughout the pandemic.

### **Information Technology**

The implementation of the TBS policy, directive and guideline on Service and Digital supports the transition to a more digital government. As a result of implementation, the Chief Information Officer (CIO)'s role and responsibilities were updated, and both a PSPC Designated Service Official and a PSPC Cybersecurity Official were appointed.

### **Risk mitigation**

There are a number of risks that could impact the successful delivery of internal services in support of program delivery

to PSPC clients, and which the department takes steps to manage.

### **Data analytics**

There is a risk that PSPC will not be able to readily access reliable data, and will not have the expertise needed to analyze it in order to make timely and informed decisions and respond to questions from Parliamentarians. To mitigate this risk, PSPC continued to invest in data analytics capacity, tools and other related strategies.

### **Departmental coordination**

There is a risk that the diversity of PSPC's varied business lines will impact the department's ability to collectively plan, and to make resourcing decisions that will achieve departmental results. To mitigate this risk, PSPC has strengthened its department-wide integrated planning processes, and has also enhanced departmental planning and reporting activities by improving governance, increasing alignment of departmental planning and reporting activities, streamlining information requests and reducing reporting burden, and leveraging other strategies to enhance information transfer.

The implementation and operationalization of a robust integrated business planning process at PSPC, including engagement, planning and reporting activities with branches and regions, is ongoing. This includes horizontal engagement at the senior management level to set priorities, including annually publishing the PSPC Integrated Business Plan, to support a transition to One PSPC—to improve our common

approaches and better align our processes to risk management, strategic and operational planning, budgeting, resource allocation, and performance monitoring and reporting.

### **Departmental risk management culture**

There is a risk that PSPC's current departmental culture will not support the early and proactive identification of potential opportunities and issues, and the realistic assessment of their likelihood and impact. To mitigate this risk, PSPC bolstered departmental risk management capacity, published a coherent and strong departmental risk management framework, and has regularly renewed the department's risk profile to incorporate and communicate the latest key strategic risks, including those resulting from the PSPC Fraud Risk Assessment.

### **Recruitment and retention**

There is a risk that PSPC will not be able to attract and retain the skilled, specialized and diversified workforce needed to deliver timely and quality services to its clients. To mitigate this risk, PSPC has implemented the cohesive, department-wide Strategic People Management Plan, which is helping to prioritize human resources programs and strategies, and integrate leadership development and succession planning.

With mental health and wellbeing already established as a top departmental priority, the pandemic brought additional challenges for PSPC staff, including significant changes to their day-to-day work environments. PSPC developed the Evolution of Work



Playbook as a key resource for managers and employees as they navigate a fluid and unprecedented work environment. In addition, the department conducted two departmental check-in surveys to help inform the department's approach to supporting employees moving forward. The Office of the Ombud for

Mental Health, while providing ongoing support and guidance to the department, adapted its services to ensure employees continued to have access to a safe space to bring forward issues affecting their mental health, which included a series of capacity-building activities that leveraged existing media platforms.

### Budgetary financial resources (dollars) for Internal Services

2020 to 2021 Main Estimates	2020 to 2021 Planned spending	2020 to 2021 Total authorities available for use	2020 to 2021 Actual spending (authorities used)	2020 to 2021 Difference (Actual spending minus Planned spending)
281,723,937	281,723,937	379,795,150	380,244,932	98,520,995

The variance between actual spending and planned spending is mainly due to investments in IT infrastructure and licensing costs related to teleworking as well as investments in the Workplace Renewal Initiative (WRI). The variance is also attributable to HR-to-Pay and Phoenix support as well as services provided to Pay branches to mitigate the impacts of the Phoenix pay system.

### Human resources (full-time equivalents) for Internal Services

2020 to 2021 Planned full-time equivalents	2020 to 2021 Actual full-time equivalents	2020 to 2021 Difference (Actual full-time equivalents minus Planned full-time equivalents)
3,018.52	3,195.40	176.88

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

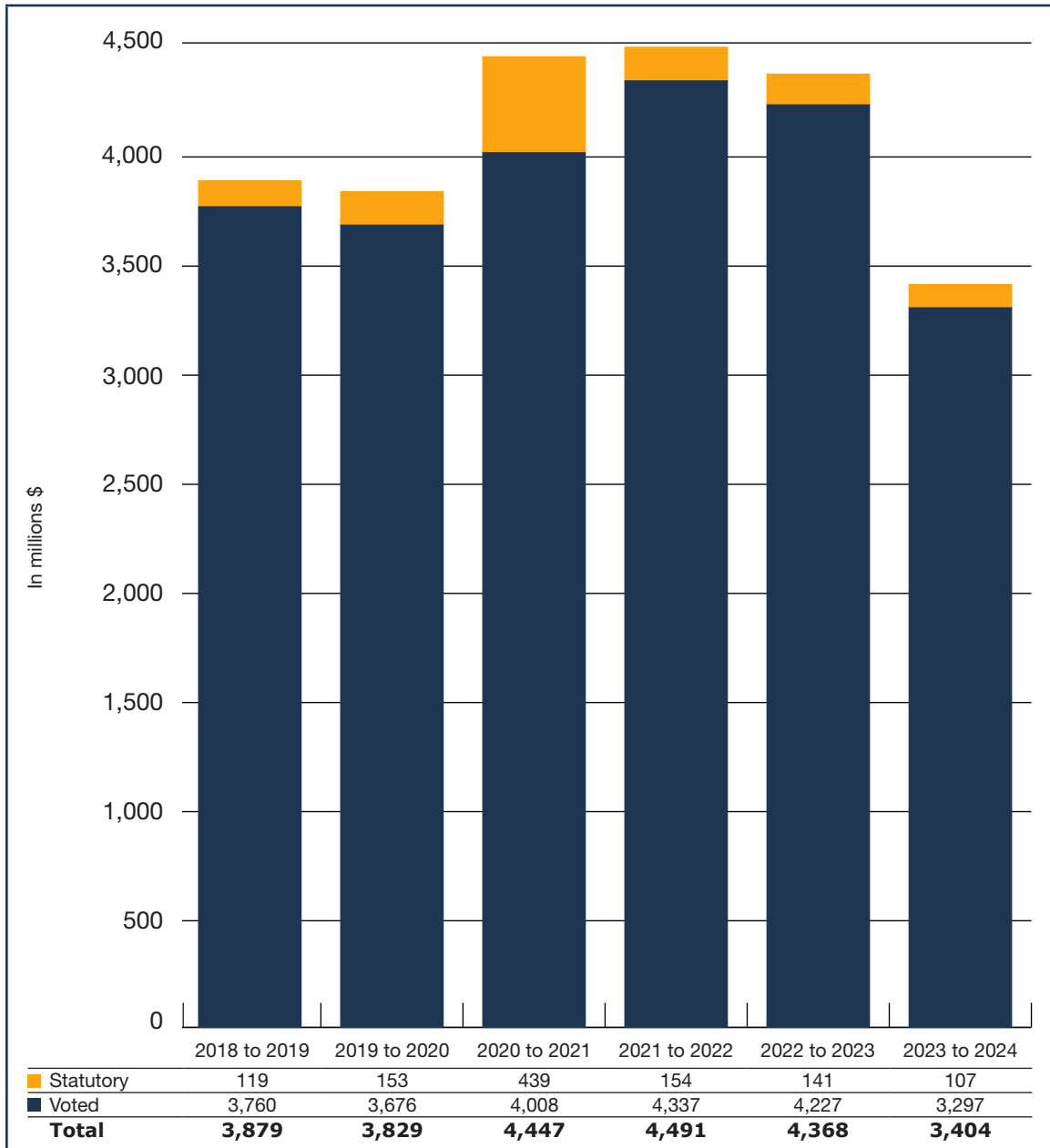




# **Analysis of trends in spending and human resources**



## Actual expenditures



**Figure 2.** 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 (2018 to 2019 up to 2020 to 2021) and planned spending (2021 to 2022 up to 2023 to 2024) 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	2020 to 2021 Main Estimates	Planned spending			2020 to 2021 Total authorities available for use	Actual spending (authorities used)		
		2020 to 2021	2021 to 2022	2022 to 2023		2020 to 2021	2019 to 2020	2018 to 2019
Purchase of Goods and Services	206,899,418	206,899,418	165,373,648	147,238,024	1,238,922,558	505,799,452	160,744,972	184,354,499
Payments and Accounting	316,291,929	316,291,929	564,223,848	451,510,069	680,563,458	620,095,297	547,993,891	469,877,329
Property and Infrastructure	3,068,409,083	3,068,409,083	3,244,445,160	3,298,786,358	3,307,334,352	2,755,014,069	2,626,433,017	2,829,166,463
Government-Wide Support	170,809,108	170,809,108	157,928,212	141,388,957	182,590,190	181,625,449	151,289,700	106,721,614
Procurement Ombudsman	4,138,544	4,138,544	4,211,647	4,214,453	4,465,822	4,091,748	3,987,055	4,398,757
<b>Subtotal</b>	<b>3,766,548,082</b>	<b>3,766,548,082</b>	<b>4,136,182,515</b>	<b>4,043,137,861</b>	<b>5,413,876,380</b>	<b>4,066,626,015</b>	<b>3,490,448,635</b>	<b>3,594,518,662</b>
Internal Services	281,723,937	281,723,937	355,047,666	325,120,316	379,795,150	380,244,932	338,238,741	284,557,972
<b>Total</b>	<b>4,048,272,019</b>	<b>4,048,272,019</b>	<b>4,491,230,181</b>	<b>4,368,258,177</b>	<b>5,793,671,530</b>	<b>4,446,870,947</b>	<b>3,828,687,376</b>	<b>3,879,076,634</b>

Totals may not add up due to rounding.

As part of the present Departmental Results Report, PSPC is informing parliamentarians and Canadians of the budgetary performance achieved for 2020 to 2021. This performance is measured against the planned spending defined in PSPC's 2020 to 2021 Departmental Plan.

The budgetary performance summary table above provides the following:

- Main Estimates and Planned spending for 2020 to 2021 as reported in the 2020 to 2021 Departmental Plan;
- Planned spending for 2021 to 2022 and 2022 to 2023, as reported in the 2021 to 2022 Departmental Plan;
- Total Authorities available for use in 2020 to 2021 which reflects the Main Estimates as well as the other authorities available for the year, including the Supplementary Estimates; and,
- Actual spending for 2018 to 2019, 2019 to 2020 and 2020 to 2021 as reported in the Public Accounts of Canada.

The variances observed are explained as follows:

- The net increase of **\$398.6 million** between the **2020 to 2021 Actual Spending** and the **2020 to 2021 Planned Spending** is mainly due to:
  - Expenditures to provide supplies for the health system, support the Government of Canada's evolving response to the COVID-19 pandemic and provide the necessary funding for the Safe Restart Agreement
  - Expenditures to support the stabilization of pay operations and eliminate the backlog of pay issues
  - Investments in information technology infrastructure and licensing costs related to teleworking

- Partially offset by a reduction in federal infrastructure projects due to the COVID-19 pandemic and delays in tendering contracts and the procurement of materials
- The net increase of **\$567.8 million** in the **Actual Spending** from **2018 to 2019** to **2020 to 2021**, is primarily related to:
  - Expenditures to provide supplies for the health system, support the Government of Canada’s evolving response to the COVID-19 pandemic and provide the necessary funding for the Safe Restart Agreement
  - Enhanced measures to help stabilize the Phoenix pay system and increase pay service delivery capacity
  - Investments in information technology infrastructure and licensing costs related to teleworking, as well as laptops evergreening and collaborative tools such as InfoWiki, Jabber and Sharepoint

## Human resources

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

Core Responsibilities and Internal Services	2018 to 2019 Actual full-time equivalents	2019 to 2020 Actual full-time equivalents	2020 to 2021 Planned full-time equivalents	2020 to 2021 Actual full-time equivalents	2021 to 2022 Planned full-time equivalents	2022 to 2023 Planned full-time equivalents
Purchase of Goods and Services	1,693.80	1,798.00	1,860.30	1,910.00	1,857.00	1,822.00
Payments and Accounting	3,878.53	4,537.16	2,399.05	4,683.53	4,748.20	4,722.74
Property and Infrastructure	3,999.01	4,145.84	4,423.02	4,226.01	4,521.29	4,566.15
Government-wide Support	2,292.20	2,470.33	2,511.54	2,579.18	2,622.12	2,599.30
Procurement Ombudsman	24.91	24.86	20.89	29.34	21.17	21.17
<b>Subtotal</b>	<b>11,888.45</b>	<b>12,976.19</b>	<b>11,214.90</b>	<b>13,428.06</b>	<b>13,769.78</b>	<b>13,731.36</b>
Internal Services	2,740.37	3,007.75	3,018.52	3,195.40	3,336.67	3,373.76
<b>Total</b>	<b>14,628.82</b>	<b>15,983.94</b>	<b>14,233.42</b>	<b>16,623.46</b>	<b>17,106.45</b>	<b>17,105.12</b>

## Expenditures by vote

For information on PSPC’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2020 to 2021](#)<sup>xxxvi</sup>.

## 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<sup>xxxvii</sup>](#).

## Financial statements and financial statements highlights

### Financial statements

Public Services and Procurement Canada's Financial Statements (unaudited) for the year ended March 31, 2021, are available on the [department's Reports web page<sup>xxxviii</sup>](#).

### Financial statements highlights

#### Condensed Statement of Operations (unaudited) for the year ended March 31, 2021 (dollars)

Financial information	2020 to 2021 Planned results*	2020 to 2021 Actual results	2019 to 2020 Actual results	Difference (2020 to 2021 Actual results minus 2020 to 2021 Planned results)	Difference (2020 to 2021 Actual results minus 2019 to 2020 Actual results)
Total expenses	6,480,526,501	6,859,358,034	6,464,106,816	378,831,533	395,251,218
Total revenues	3,225,377,747	3,004,455,006	3,087,851,724	(220,922,741)	(83,396,718)
Net cost of operations before government funding and transfers	3,255,148,754	3,854,903,028	3,376,255,092	599,754,274	478,647,936

\* Further details of 2020 to 2021 Planned results are available in the [Consolidated Future-Oriented Statement of Operations \(Unaudited\)<sup>xxxix</sup>](#).

### Expenses

#### Actual over Planned

The 2020 to 2021 expenses were \$379 million higher than planned (planned: \$6,480.5 million; actual: \$6,859.4 million) mainly due to:

- Expenditures to provide supplies for the health system, support the Government of Canada's evolving response to the COVID-19 pandemic and provide the necessary funding for the Safe Restart Agreement;
- Expenditures to support the stabilization of pay operations and eliminate the backlog of pay issues;
- Investments in information technology infrastructure and licensing costs related to teleworking; and



- Partially offset by a reduction in federal infrastructure projects due to the COVID-19 pandemic as well as delays in tendering contracts and the procurement of materials.

### Actual year-over-year

**The increase in expenses of \$395 million** (2020 to 2021: \$6,859.4 million; 2019 to 2020: \$6,464.1 million) is mainly attributable to:

- The procurement related to the COVID-19 pandemic, in line with the supplementary funding received to provide supplies for the health care system; and
- The ordering of influenza and varicella vaccines which has been higher than historical levels due to the effect of the pandemic.

## Revenues

### Actual over Planned

**The 2020 to 2021 revenues were \$221 million less than planned** (planned: \$3,225.4 million; actual: \$3,004.5 million) mainly due to business volume being lower than anticipated with other government departments as a result of the COVID-19 pandemic.

### Actual year-over-year

**The decrease in revenues of \$83 million** (2020 to 2021: \$3,004.5 million; 2019 to 2020: \$3,087.9 million) is mainly attributable to a decrease in business volume with other government departments as a result of the COVID-19 pandemic.

## Condensed Statement of Financial Position (unaudited) as of March 31, 2021 (dollars)

Financial Information	2020 to 2021	2019 to 2020	Difference (2020 to 2021 minus 2019 to 2020)
Total net liabilities	3,625,677,646	3,597,360,061	28,317,585
Total net financial assets	1,160,106,572	1,074,371,434	85,735,138
Departmental net debt	2,465,571,074	2,522,988,627	(57,417,553)
Total non-financial assets	9,072,995,932	8,502,504,095	570,491,837
Departmental net financial position	6,607,424,858	5,979,515,468	627,909,390

### Net liabilities

**The increase in total net liabilities of \$28 million** is mainly attributable to an increase in accounts payable and accrued liabilities due to an accrued liability related to the Energy Services Acquisition Program for the modernization of the district energy system in the National Capital Region; offset by a decrease in lease obligations for tangible capital assets as a result of payments made during the year.

**Net financial assets**

**The increase in total net financial assets of \$86 million** is mainly attributable to an increase in Due from the Consolidated Revenue Fund which is mostly the result of the increase in accounts payable and accrued liabilities as well as a decrease in accounts receivable from other government departments. 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 \$570 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.

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



# Corporate 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<sup>xl</sup> 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<sup>xli</sup>
- National Capital Act<sup>xlii</sup>
- Expropriation Act<sup>xliii</sup>
- Defence Production Act<sup>xliv</sup>
- Seized Property Management Act<sup>xlv</sup>
- Surplus Crown Assets Act<sup>xlvi</sup>
- Financial Administration Act<sup>xlvii</sup>

## 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<sup>xlviii</sup>.

For more information on the PSPC's organizational mandate letter commitments, see the Minister's mandate letter<sup>xlix</sup>.

## Operating context

Information on the operating context is available on Public Services and Procurement Canada's website<sup>l</sup>.

## Reporting framework

Public Services and Procurement Canada's Departmental Results Framework and Program Inventory of record for 2020 to 2021 are shown below.

### Core Responsibilities

#### 1. Purchase of Goods and Services

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

#### 2. Payments and Accounting

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.

#### 3. Property and Infrastructure

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.

#### 4. Government-Wide Support

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

#### 5. Procurement Ombudsman

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.

### Departmental Results and Departmental Results Indicators

#### 1. Purchase of Goods and Services

##### 1.1 Federal organizations have the products and services they need, when they need them, at the best value.

1.1.1 Percentage of overall client satisfaction with PSPC procurement services

1.1.2 Percentage of original contracts of level 1 (Basic) complexity awarded within established timeframes

1.1.3 Percentage of original contracts of level 2 (Standard) complexity awarded within established timeframes

1.1.4 Cost of procurement services per \$100 of contract value

1.1.5 Percentage of dollar value awarded through competitive contracting processes

1.1.6 Percentage of contracts awarded through PSPC standing offers and/or supply arrangements

1.1.7 Percentage of competitive procurement processes versus sole source

1.1.8 Percentage of complex competitive procurement processes for which at least two bids were received (Level 3-5)

1.1.9 Average number of qualified bidders on complex competitive procurement processes

**Departmental Results and Departmental Results Indicators (continued)****1.2 Government purchasing is simpler and easy to access, fair and transparent for suppliers.**

- 1.2.1 Percentage of suppliers that rate the purchasing process as simpler and easy to access
- 1.2.2 Percentage of contracts awarded for which a valid complaint was filed
- 1.2.3 Percentage of suppliers that rate the purchasing process as fair and transparent
- 1.2.4 Number of agile digital procurements

**1.3 Government purchasing supports Canada's economic, environmental, and social policy goals.**

- 1.3.1 Percentage of contract value awarded to small and medium businesses
- 1.3.2 Percentage of PSPC contracts, standing offers and supply arrangements that include "green" goods and services.
- 1.3.3 Percentage increase in participation to procurement processes by businesses owned by Indigenous peoples
- 1.3.4 Percentage increase in participation to procurement processes by businesses owned by women

**2. Payments and Accounting****2.1 Canadians, businesses and organizations receive payments on time and revenues are collected for government services in an efficient manner.**

- 2.1.1 Percentage of payments issued within established timeframes
- 2.1.2 Percentage of money paid to the Government of Canada that is reconciled within two business days
- 2.1.3 Percentage of payments made instead of property taxes to taxing authorities within established timeframes

**2.2 Members of federal pension plans receive timely and accurate pension payments, benefits and support services to which they are entitled.**

- 2.2.1 Percentage of pension payments processed that are accurate and on time

**2.3 In collaboration with government departments, employees receive timely and accurate pay and benefits.**

- 2.3.1 Percentage of pay transactions processed that are accurate and on time
- 2.3.2 Percentage of cases submitted to the Pay Centre on time
- 2.3.3 Percentage of cases, promptly submitted to the Pay Centre, that have been processed on time

**2.4 Canadians have timely access to reliable information on Canada's finances.**

- 2.4.1 The Public Accounts of Canada are posted on the Department's website within 24 hours of tabling in the House of Commons
- 2.4.2 Information presented in the Consolidated Financial Statements of the Government of Canada is accurate

**Departmental Results and Departmental Results Indicators (continued)**

**3. Property and Infrastructure**

**3.1 Federal real property and associated services meet the needs of federal government clients, partners and/or Parliamentarians, and ensure best value for Canadians.**

- 3.1.1 Percentage of Crown-owned buildings that are in fair or better condition
- 3.1.2 Percentage of Crown-owned heritage buildings that are in fair or better condition
- 3.1.3 Percentage of PSPC-managed office space that is modernized each year to meet the current Government of Canada Workplace Fit-up Standards
- 3.1.4 Percentage of real property projects that are delivered within scope, on time and on budget
- 3.1.5 Percentage of time that PSPC's real property facilities are fully operational
- 3.1.6 Operating expenses per square metre of Crown-owned office space

**3.2 Federal infrastructure spending supports Canada's social, economic and environmental priorities.**

- 3.2.1 Percentage of PSPC owned and lease purchase buildings that provide features to support accessibility in the built environment.
- 3.2.2 Percentage in reduction in green-house gas emissions in PSPC Crown-owned building portfolio, excluding housing

**4. Government-Wide Support**

**4.1 Federal organizations have access to high quality linguistic services and tools.**

- 4.1.1 Percentage of linguistic services that comply with established quality standards
- 4.1.2 Percentage of overall client satisfaction with the Translation Bureau's language tools and services

**4.2 The Government does business with ethical suppliers and ensures that sensitive information is handled appropriately.**

- 4.2.1 Percentage of business integrity verification requests answered within the four-hour client service standard.
- 4.2.2 Percentage of security screenings processed within 7 business days for contractors and sub-contractors requiring access to protected information

**4.3 Federal organizations have the support services and tools they need to deliver their programs to Canadians.**

- 4.3.1 Percentage of overall client satisfaction with PSPC support services and tools
- 4.3.2 Percentage of PSPC service standards met



**Departmental Results and Departmental Results Indicators (continued)****5. Procurement Ombudsman****5.1 Raise awareness of procurement issues and exchange information (education).**

- 5.1.1 Number of educational events per year with small and medium-sized businesses and federal officials
- 5.1.2 Number of geographical locations where these educational events are held

**5.2 Procurement related issues are addressed through facilitation (alternative dispute resolution).**

- 5.2.1 Percentage of alternative dispute resolution processes that result in settlement agreements agreed to by both parties

**5.3 Procurement related issues are addressed through investigation.**

- 5.3.1 Percentage of supplier complaint reviews completed within 120 working days as per legislative requirements
- 5.3.2 Percentage of recommendations made by the Ombudsman acted upon by federal organizations

**Program Inventory****1. Purchase of Goods and Services**

- Procurement Leadership
- Procurement Services

**2. Payments and Accounting**

- 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

**3. Property and Infrastructure**

- Federal Accommodation and Infrastructure
- Real Property Services
- Parliament Hill and Surroundings
- Cape Breton Operations: Portfolio Management

**4. Government-Wide Support**

- Linguistic services
- Communication services
- Government-wide Corporate Services
- Document Imaging Services
- Asset Disposal
- Service Strategy
- Canadian General Standards Board
- Security and Oversight Services

**5. Procurement Ombudsman**

- 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<sup>li</sup>](#).

## Supplementary information tables

The following supplementary information tables are available on [Public Services and Procurement Canada's website<sup>lii</sup>](#).

- [Details on transfer payment programs of \\$5 million or more<sup>liii</sup>](#)
- [Gender-based analysis plus<sup>liv</sup>](#)
- [Response to parliamentary committees and external audits<sup>lv</sup>](#)

## 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<sup>lvi</sup>](#). This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

## Organizational contact information

For more information on Public Services and Procurement Canada's programs and services, please communicate with us through our [general enquiries<sup>lvii</sup>](#) webpage.

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



# **Appendix: definitions**



## 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 Plus)** (*analyse comparative entre les sexes plus [ACS Plus]*)

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 2020 to 2021 Departmental Results Report, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building Back Better; and the Canada we're fighting for.

**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. 🍁







## Endnotes



## Endnotes

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