

# PUBLIC SERVICES AND PROCUREMENT CANADA 2021 to 2022 DEPARTMENTAL PLAN



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Minister of Public Services and Procurement



Public Services and  
Procurement Canada

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## **Erratum**

The target for the indicator “Operating expenses per square metre of Crown-owned office space”, on page 36 of the pdf version, was changed from “At most \$142.41 per m<sup>2</sup>” to “At most \$173.18 per m<sup>2</sup>”.

The Departmental Result ‘Procurement-related issues are addressed through the review of complaints and federal procurement practices’, on page 44, 46 and 66 of the PDF version, was changed to ‘Procurement-related issues are addressed through the review of complaints and procurement practice reviews’.

The target associated with the Departmental Result Indicator ‘Average number of qualified bidders on complex competitive procurement processes’ in the Results Table on page 15 of the PDF version and in the HTML version, was changed to ‘At least 2.5’.



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Anita Anand, PC, MP

## From the Minister

I am pleased to present the 2021 to 2022 Departmental Plan for Public Services and Procurement Canada.

The experience of COVID-19 over the past year has highlighted the important role that governments play in supporting and protecting citizens. The Government of Canada has worked throughout the pandemic to help Canadians stay safe and mitigate the worst of the economic effects of COVID-19. As a common service provider, PSPC has played a critical role by helping departments and agencies deliver services to Canadians and by equipping provinces and territories, through the Public Health Agency of Canada, with much needed personal protective equipment, tests and vaccines. The department also maintained our buildings and assets so they remained safe, provided linguistic services to keep Canadians informed and processed social benefits payments

to millions of Canadians during this time of greatest need. Our work as purchasing agent, real property manager, pay and pension administrator and linguistic authority, among other roles, will continue into 2021 to 2022 to support the pandemic response and other government priorities.

PSPC's Departmental Plan describes these and other priorities for the coming fiscal year. Recognizing that we face ongoing uncertainty as a result of the pandemic, PSPC stands ready to quickly adapt and pivot as circumstances demand—as we have done since the onset of COVID-19.

PSPC's work will also deliver on broad government commitments related to diversity and inclusion, sustainability and economic recovery. For instance, PSPC will use its purchasing power to contribute to socio-economic benefits by increasing supplier diversity. This includes providing Indigenous and Black-owned businesses with opportunities to successfully compete for government contracts and subcontracts.

We will support the Government's climate goals of net-zero emissions by ensuring that real property projects and renovations continue to integrate sustainable development and the use of clean energy. Work on the Parliamentary Precinct, Laboratories Canada, and the West Memorial Building are just a few notable examples of important infrastructure projects that are underway. These projects will also support our economic recovery, creating jobs across a wide range of trades and professions.

The pandemic has given us an opportunity to rethink our accommodations strategy. In collaboration with key partners, we will develop a comprehensive approach to the workplace so that we can best support a flexible and mobile workforce, while making best use of our office space. Along the way, we will aim to go above and beyond current accessibility standards so that barriers are removed for occupants of all abilities.

Another priority in the coming fiscal year is delivering on key procurements to support defence air and land requirements. Progress will be made in the competitive process to replace the fighter aircraft fleet, as well as in renewing Canada's federal fleet of combat and non-combat vessels along with our shipbuilding industry. To ensure timely delivery, PSPC is working closely with industry to mitigate impacts resulting from the COVID-19 pandemic.

We will also continue supporting the transition to a digital government by enhancing the capacity and integration

of modern tools and methodologies. For instance, we will continue advancing our cloud-based electronic procurement solution to simplify how suppliers can do business with government. We are also experimenting with artificial intelligence to provide linguistic services such as remote interpretation for official, Indigenous and foreign languages, and video remote interpretation for sign languages.

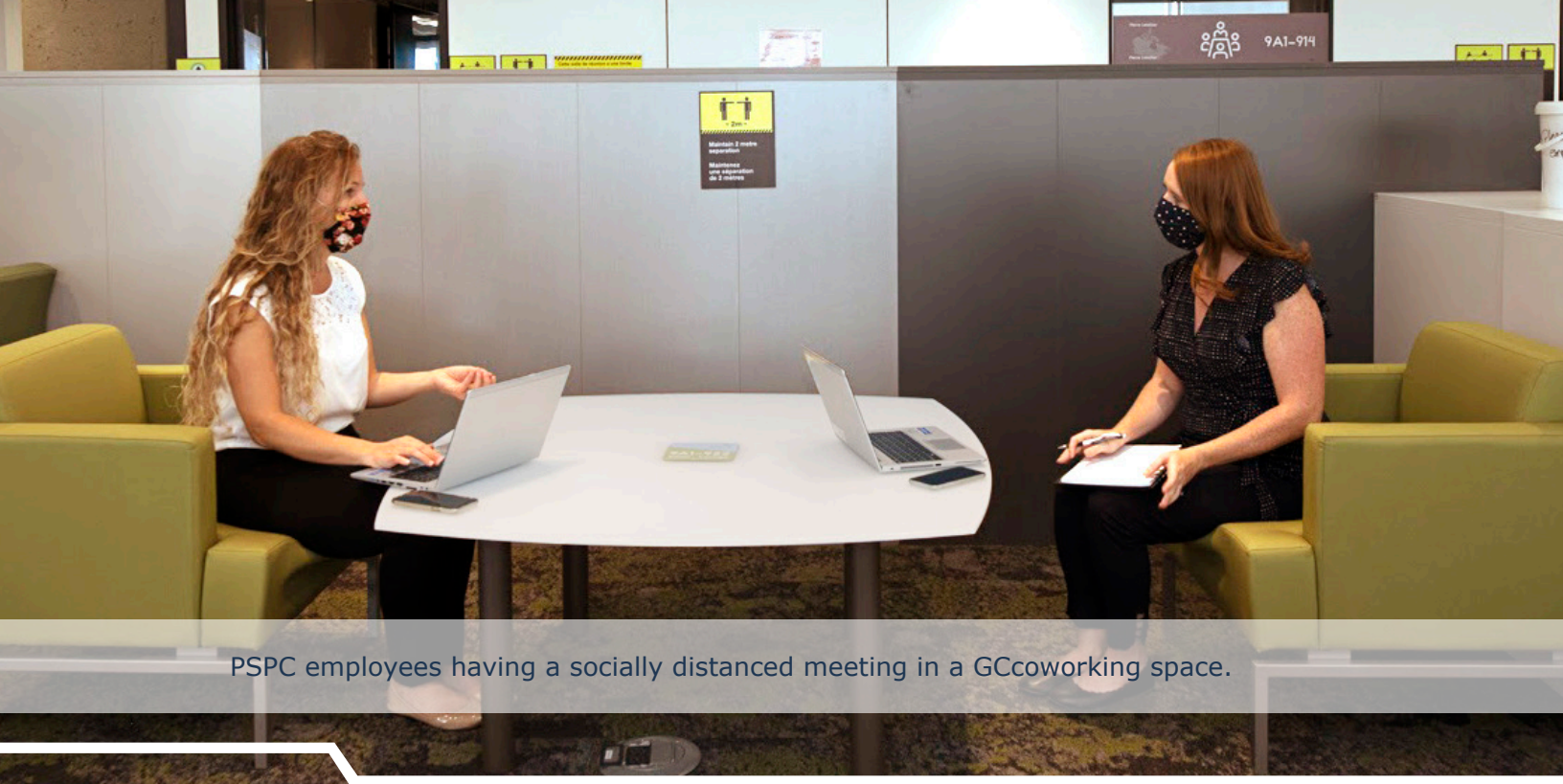
Finally, we will advance our work to eliminate the backlog of outstanding public service pay issues, as well as ensure that employees receive accurate pay on time.

These are only some of our priorities for 2021 to 2022. I am looking forward to working with the dedicated employees of PSPC as we continue to fight COVID-19, invest in Canadians and their communities, create good middle class jobs, fight climate change, and grow our economy.

Anita Anand, PC, MP

Minister of Public Services and Procurement 





PSPC employees having a socially distanced meeting in a GCcoworking space.

## Plans at a glance

In 2021 to 2022, Public Services and Procurement Canada (PSPC) will:

### Purchase of Goods and Services

- Continue to prioritize the purchase of goods and services in support of the government's response to COVID-19.
- Advance the implementation of the cloud-based Electronic Procurement Solution (EPS) within PSPC, to simplify how suppliers of all sizes and regions of the country do business with the Government of Canada.
- Examine new approaches to procurement to provide greater opportunities for supplier diversity, including the launch of pilot procurements to open bidding opportunities for Black owned and/or operated businesses.
- Continue to modernize procurement, including continuing the phased implementation of a Vendor Performance Management Regime to incentivize suppliers to deliver high-quality goods and services, and developing and implementing innovative procurement approaches to help federal organizations meet their business needs.
- Deliver on key procurements in support of Canada's defence policy, Strong, Secure, Engaged, including by releasing requests for proposals for a number of defence air and land requirements, as well as making key strides in the competitive process to replace the fighter aircraft fleet.

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

- Continue to work with other government departments and industry to renew Canada's federal fleet of combat and non-combat vessels, providing economic benefits to Canadians and rebuilding our country's shipbuilding industry.

### **Payments and Accounting**

- Continue progress towards the elimination of the backlog of outstanding pay issues for public servants as a result of the Phoenix Pay System.
- Deliver high quality, client-centric services by meeting service delivery goals, ensuring the ongoing integrity of pension data, and enabling more services through innovation, so that more than 908,000 active and retired members of pension plans administered by PSPC can readily access pension information, and receive timely and accurate pension payments.

### **Property and Infrastructure**

- 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.
- Build a comprehensive approach that takes into consideration opportunities brought upon by the COVID-19 pandemic to rethink the workplace, and the return to the office, through stakeholder engagement.
- Continue to advance the Laboratories Canada Strategy which seeks to provide federal scientists with leading-edge, collaborative, accessible, and sustainable science and technology facilities.
- Continue to implement the rehabilitation of the Parliamentary Precinct through the Long Term Vision and Plan (LTVP).
- Continue to improve crossings in the National Capital Region (NCR) in order to improve fluidity and increase transportation options to ensure the health and safety of users and to further decrease greenhouse gas emissions.

### **Government-Wide Support**

- Continue to adapt to the rapid pace of digital transformation in linguistic services, by experimenting with artificial intelligence and collaborating with other government departments and agencies to increase remote interpretation for official, Indigenous and foreign languages, and video remote interpretation for sign languages.

### Government-Wide Support (continued)

- Support the transition to a digital government to improve the delivery of services and solutions, enhancing the capacity and integration of modern tools and methodologies.
- Continue to improve the Contract Security Program and Controlled Goods Program 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.

### Procurement Ombudsman

While operating at arm's-length from federal organizations, the Office of the Procurement Ombudsman (OPO) will:

- Review the procurement practices of federal organizations to promote fairness, openness and transparency.
- Review complaints from Canadian suppliers and make recommendations for the improvement of federal procurement practices.
- 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.
- Share procurement-related information amongst federal organizations and Canadian suppliers to promote simplification and transparency in the federal procurement process.

For more information on Public Services and Procurement Canada's plans, priorities and planned results, see the [“Core responsibilities: planned results and resources, and key risks”](#) section of this report. 🍁





The Canadian Shield company producing millions of face shields for the Public Health Agency of Canada.

## Core responsibilities: planned results and resources, and key risks

This section contains detailed information on the Department's planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving those results.

### Purchase of Goods and Services

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

### Planning highlights

**Departmental Result:** *Federal organizations have the products and services they need, when they need them, at the best value.*

PSPC is committed to ensuring procurement is well managed and achieves best value for Canadians. The Department manages the

procurement of approximately \$16.6 billion of goods and services annually on behalf of federal departments and agencies, of which approximately 52% goes to Canadian small and medium enterprises.

As Canada's central purchasing agent, PSPC will continue to prioritize its support for the government's response to COVID-19, buying personal protective

equipment (PPE), medical equipment, testing equipment and therapeutics on behalf of client departments and agencies. PSPC has secured agreements for a diverse portfolio of COVID-19 vaccines to ensure that every Canadian that wants a vaccine can get one as quickly as possible. Canada received its first shipments of vaccines in December 2020, and deliveries will continue throughout 2021. In addition, the Department is procuring other requirements such as mental health services and online COVID-19 tools, as well as accommodations and humanitarian support to individuals having to self-isolate. The Department will endeavour to remain agile in responding to clients' evolving needs, while increasingly carrying out competitive procurement processes. In addition, PSPC will continue operating the Essential Services Contingency Reserve which provides PPE, non-medical masks and disinfection products to eligible essential service businesses or organizations, in order to address urgent, short-term needs. As part of its overall procurement strategy, the Department will maintain a diversified roster of suppliers where necessary to help mitigate the risks posed by intense global competition and constrained supply chains.

The Department intends to continue modernizing procurement and increase value for money in federal purchasing, through a number of key initiatives including the Vendor Performance Management (VPM) Framework and the Sustainment Initiative.

In 2021 to 2022, PSPC will continue the phased implementation of a VPM Framework through its incorporation into solicitations and contractual documents. This will better position the Government of Canada to do business with vendors who perform well and provide value to Canadians, thereby strengthening the stewardship and integrity of federal procurement.

The Department remains committed to the implementation of the Sustainment Initiative principles, and is providing procurement professionals with ongoing support in the development of related solutions, including engagement, training, best practices and tools. Under the Initiative, tailored contracting approaches for the maintenance and repair of military equipment are developed to ensure that the specific needs of each sustainment project are met.

Over the course of the fiscal year, PSPC will continue to strengthen relationships with stakeholders and other government organizations through forums to discuss procurement principles and tools, and by advancing the Canadian Collaborative Procurement Initiative (CCPI). The CCPI enables provincial and territorial governments, as well as Municipalities, Academic Institutions, Schools and Hospitals (MASH) and other entities, to use federal procurement tools, and facilitates supplier access to multiple public organizations through one procurement channel. The Initiative will onboard additional participating



Minister Anand was on site on December 13, 2020 when the first shipments of vaccines arrived in Canada.

entities and increase the number of available procurement commodities.

The Department will continue to focus on key procurements in support of Strong, Secure, Engaged and the National Shipbuilding Strategy (NSS). PSPC will make key strides in the procurement of advanced fighter jets to replace Canada's CF-18 fleet by evaluating revised proposals and beginning negotiations on an agreement, with the aim of contract award in 2022.

PSPC will also advance a number of significant procurements with the release of formal Requests for Proposals following extensive industry engagements over the last several years: the Future Aircrew Training

Program; the Strategic Tanker Transport Capability Project; the Logistics Vehicle Modernization Project, and the Remotely Piloted Aircraft System Project. The Department will also continue to take delivery of CH-148 Cyclone maritime helicopters, CC295 Fixed-Wing Search and Rescue Aircraft, Armoured Combat Support Vehicles, and the final six Interim Fighter Capability Project F/A-18 aircraft.

In support of the NSS, during 2021 to 2022 the Department will accept delivery of the second Arctic and Offshore Patrol Ship (AOPS) and shipyards will cut steel on the eighth AOPS and the Offshore Oceanographic Science Vessel. In addition, the agreement with the third Canadian shipyard

under the NSS is expected to be in place in spring 2021; this shipyard will build six Program Icebreakers for the Canadian Coast Guard (CCG). PSPC continues to prioritize the delivery of ongoing and future major procurement projects to ensure that Canada has an agile, multi-purpose military, a renewed CCG fleet, and that members of the Canadian Armed Forces are well equipped.

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

PSPC is creating a world-class, accessible procurement system to deliver better results for Canadians and make it easier for Canadian companies to do business with the government. During 2021 to 2022, the Department will further advance the implementation of its modernized, cloud-based electronic procurement platform, including the release and implementation of additional key functionalities. This platform, which will make procurement simpler and increase opportunities for all suppliers, was launched in 2020 to 2021, and has already been used for select procurements in support of the government's response to COVID-19.

In 2021 to 2022, PSPC will also maintain its focus on strengthened procurement data and increased transparency. The Department will continue to increase its data gathering, analysis and reporting capabilities, particularly with regard to diverse supplier participation data, and will

release additional datasets via ongoing participation in the Open Contracting Data Standard Initiative, as part of its commitment to Open Government.

In 2021 to 2022, PSPC will also continue to develop and implement innovative procurement approaches to help federal organizations meet their business needs, including refining and expanding the implementation of the phased-bid compliance process, the competitive dialogue process, as well as agile procurement. The Department will develop tools and learning materials based on best practices to advance the use of these new approaches.

The Department is aiming to continue the phased implementation of modernized contract clauses during 2021 to 2022, with a standardized contract structure being applied to a large number of PSPC contracts, as part of the Contract Modernization Initiative. In addition, PSPC will pilot new tools in Public-Private Partnership (P3) procurements such as a streamlined project agreement template, and will also implement best practices that have been developed in consultation with industry.

PSPC's Office of Small and Medium Enterprises will advance its service redesign exercise to evaluate and optimize how the Office reaches and assists small and medium enterprises, including businesses owned by under-represented groups. New delivery channels will be explored, including the development of new online self-service tools.





HMCS Ville de Québec sails in the Atlantic Ocean during Operation Reassurance on July 24, 2018.

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

PSPC continues to leverage the federal government's considerable buying power through procurement to support economic, environmental and social policy goals, and to generate positive impacts for Canadians.

The Department will maintain its commitment to providing greater opportunities for supplier diversity. This will include bolstering its outreach activities to communities that are currently under-represented in federal procurement, as well as continuing to develop and apply lessons learned from current pilot projects. For example, a social procurement pilot is currently underway which supports purchasing from recognized social enterprises whose profits are principally used to fund social programs. In addition, PSPC

will launch pilot procurements to open bidding opportunities for Black owned and/or operated businesses. The Department continues to work with Indigenous Services Canada and the Treasury Board of Canada Secretariat to develop new procurement approaches to create more opportunities for Indigenous businesses. Following a two year pilot, PSPC is developing a standardized toolkit for Indigenous Benefits Plans to ensure that PSPC's procurement workforce has the tools it needs to implement these Plans more broadly.

Work will progress to improve the accessibility of its procurement processes and documents, and will further integrate accessibility standards and criteria into federal procurement. The Department will develop key performance indicators to measure the impact of its initiatives, as part of a performance measurement framework for accessible procurement. The Department's 2021 Study of Small

and Medium-sized Enterprise (SME) participation in federal procurement will include questions regarding barriers faced by suppliers in the disability community. The survey results will be used to better understand and reduce barriers to accessibility in federal procurement.

In support of its commitments under the National Strategy to Combat Human Trafficking, PSPC will revise its Code of Conduct for Procurement to include requirements for vendors with regard to human and labour rights; develop and implement tools to help ensure compliance with PSPC's human and labour rights expectations; and examine long-term approaches to address human trafficking in federal procurement supply chains.

In support of the government's ongoing commitment to improve the environment and the quality of life of Canadians, PSPC will develop more targeted guidance for procurement officers on integrating environmental considerations, for example sustainable plastic and plastic alternatives, into procurement requirements, as well as on effective methods for the procurement of carbon credits. The Department will also develop contract language to reduce packaging waste and improve product durability. These actions aim to advance the protection of the environment and support sustainable development through green procurement.

Finally, through the National Shipbuilding Strategy (NSS), PSPC and partner departments will continue

As part of the Government of Canada's commitment to renew relationships with Indigenous Peoples and advance Reconciliation, PSPC will continue to work with client departments and agencies in 2021 to 2022 to increase the scope and value of benefits targeted through Indigenous Benefits Plans within government procurement opportunities. Indigenous Benefits Plans consist of employment and training opportunities for Indigenous Peoples and sub-contracting opportunities for Indigenous businesses in local areas. PSPC's procurement offices in the Pacific, Western, Ontario, Quebec and Atlantic regions are at the forefront of this initiative, engaging Indigenous communities that fall within their geographic areas and in accordance with all requirements under specific land claims and agreements.

to generate significant economic benefits across the country, creating or maintaining jobs in the Canadian economy and engaging with small and medium Canadian enterprises by awarding contracts for NSS-related projects where applicable.

### **Gender-based analysis plus**

The Department applies the Gender-based Analysis Plus (GBA+) process within the context of procurement policy and tools development. During

2021 to 2022, PSPC will integrate GBA+ more broadly in its procurement-related processes. In addition, the Department will identify best practices to support the inclusion of socio-economic outcomes in federal procurement.

Within the context of the Electronic Procurement Solution (EPS) initiative, GBA+ considerations have identified that as transformation takes place, individuals and groups will experience change in different ways based on intersecting factors such as sex, gender, language, age, physical ability, geographic or regional context, duration of service and tenure. The GBA+ elements and potential impacts that have been identified at the pre-implementation stage of EPS will continue to be carefully considered upon implementation of the solution. Additionally, a positive impact is anticipated in the area of accessibility with enhanced technology making procurement processes simpler, clearer, more accessible and less burdensome.

### **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, such as procurement modernization, inclusive procurement strategies, the Accessible Procurement Resource Centre and the integration

of sustainable plastic and alternatives contribute towards:

- achieving gender equality and empowering all women and girls (SDG 5, target 5.5);
- 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>i</sup>](#) website.

## **Key risks**

### **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 Strong, Secure, Engaged and NSS objectives. To mitigate this risk, PSPC is making ongoing enhancements to defence and marine procurement; leveraging interdepartmental governance committees; hiring and training additional specialized procurement staff; continuing to collaborate closely with partners and stakeholders, including those in the defence and marine industries; and continuing the implementation of the Sustainment Initiative principles.

### **Pandemic procurement**

Due to intense global competition and constrained supply chains, there is a risk that PSPC may face challenges in continuing to procure critical goods



PSPC is making ongoing enhancements to defence and marine procurement.

and services needed to combat the COVID-19 pandemic. The Department is implementing a number of measures to mitigate this risk, including ongoing exploration of long-term contracts with well-established suppliers to ensure stable and predictable access to critical supplies, maintaining a diversified roster of suppliers where necessary, and continuing to support investments in robust domestic capacity. PSPC is also a contributor to the development of enhanced logistical support for the Public Health Agency of Canada.

### Procurement modernization

There is a risk that PSPC will not be able to achieve its ongoing

procurement modernization goals and initiatives in a timely manner, and to the desired extent. To mitigate this risk, PSPC is continuing to engage with clients, industry and partner federal organizations, and will continue to implement key initiatives such as the Electronic Procurement Solution and the risk-based approach to procurement approvals. In addition, the Department will pilot new approaches in areas where they will have the greatest impact and identify opportunities for lessons learned before broader implementation, and support the procurement workforce in adapting to new processes and tools.

### Planned results for Purchase of Goods and Services

Departmental Result	Departmental Result Indicator	Target	Date to achieve target	2017 to 2018 Actual result	2018 to 2019 Actual result	2019 to 2020 Actual result
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.	At least 80%	March 31, 2022	84%	84%	N/A <sup>1</sup>
	Percentage of original contracts of level 1 (Basic) complexity awarded within established timeframes.	At least 85%	March 31, 2022	82.3%	80.8%	78%
	Percentage of original contracts of level 2 (Standard) complexity awarded within established timeframes.	At least 80%	March 31, 2022	76.7%	71.1%	75%
	Cost of procurement services per \$100 of contract value.	At most \$1.75	March 31, 2022	\$0.58 <sup>2</sup>	\$1.65	\$1.42
	Percentage of dollar value awarded through competitive contracting processes.	At least 80%	March 31, 2022	80%	84%	71% <sup>3</sup>
	Percentage of contracts awarded through PSPC standing offers and/or supply arrangements.	At least 30%	March 31, 2022	30%	28%	Data will be available in April 2021. <sup>4</sup>
	Percentage of competitive procurement processes versus sole source.	At least 80%	March 31, 2022	62%	81%	80%
	Percentage of complex competitive procurement processes for which at least two bids were received (Level 3-5).	At least 80%	March 31, 2022	N/A	N/A	72%
	Average number of qualified bidders on complex competitive procurement processes.	At least 2.5	March 31, 2022	N/A	N/A	3.1

## Planned results for Purchase of Goods and Services (continued)

Departmental Result	Departmental Result Indicator	Target	Date to achieve target	2017 to 2018 Actual result	2018 to 2019 Actual result	2019 to 2020 Actual result
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.	At least 80%	March 31, 2022	N/A	72%	84%
	Percentage of contracts awarded for which a valid complaint was filed.	At most 1%	March 31, 2022	0.00%	0.07%	0.04%
	Percentage of suppliers that rate the purchasing process as fair and transparent.	At least 80%	March 31, 2022	N/A	56%	82%
	Number of agile digital procurements.	At least 19 <sup>5</sup>	March 31, 2022	N/A	3	6
Government purchasing supports Canada's economic, environmental, and social policy goals.	Percentage of contract value awarded to small and medium businesses.	At least 40%	March 31, 2022	67%	49%	52%
	Percentage of PSPC contracts, standing offers and supply arrangements that include "green" goods and services.	At least 45%	March 31, 2022	13.5%	40%	43%
	Percentage increase in participation to procurement processes by businesses owned by Indigenous peoples.	TBD <sup>6</sup>	March 31, 2022	N/A	N/A	N/A <sup>7</sup>
	Percentage increase in participation to procurement processes by businesses owned by women.	TBD <sup>8</sup>	March 31, 2022	N/A	N/A	N/A <sup>9</sup>

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. In 2017 to 2018, the target was \$0.80 as a different methodology was used.
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. The data supporting this performance indicator is provided by departments after the close of the calendar year.
5. In collaboration with its client departments, PSPC is continuing to increase the number of agile procurements it undertakes, where possible. In 2019 to 2020, the Department launched an innovation and agile procurement centre to facilitate this work.
6. A target is expected to be set later in 2021 to 2022.
7. A manual data collection of 2019 to 2020 bid information was conducted. In that year, 11% of bids received from businesses in Canada were from businesses owned by Indigenous peoples. A manual data collection of 2020 to 2021 bid information is underway to allow the Department to calculate a percentage increase from the previous year, and determine a baseline result for this indicator.
8. A target is expected to be set later in 2021 to 2022.
9. A manual data collection of 2019 to 2020 bid information was conducted. In that year, 16% of bids received from businesses in Canada were from businesses owned by women. A manual data collection of 2020 to 2021 bid information is underway to allow the department to calculate a percentage increase from the previous year, and determine a baseline result for this indicator.

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

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

### Planned budgetary financial resources for Purchase of Goods and Services

2021 to 2022 budgetary spending (as indicated in Main Estimates)	2021 to 2022 planned spending	2022 to 2023 planned spending	2023 to 2024 planned spending
165,373,648	165,373,648	147,238,024	132,106,964

The decrease in net planned spending is mainly due to the reduction in funding requirements following the deployment of the cloud-based Electronic Procurement Solution (EPS), an initiative from Budget 2018 that will make purchasing simpler and easier to access.

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

### Planned human resources for Purchase of Goods and Services

2021 to 2022 planned full-time equivalents	2022 to 2023 planned full-time equivalents	2023 to 2024 planned full-time equivalents
1,857.00	1,822.00	1,795.00

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

### Planning highlights

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

PSPC's responsibilities for payments directly impact Canadian individuals and businesses on a daily basis, and provide the backbone of financial security to millions of Canadians in receipt of pay, pension, and government social benefits payments.

In supporting the Minister as the Receiver General for Canada, PSPC manages the operations of the federal treasury with a yearly cash flow of \$2.2 trillion, through the issuance and settlement of more than 325 million payments on behalf of the federal government (of which 67% are for social benefits payments), and the collection of revenues for all government departments and agencies. The Receiver General also maintains the government's central treasury systems and provides monthly government-wide financial statements, and presents the financial position of Canada and audited financial statements annually. For 22 consecutive years, the figures presented in the consolidated annual financial statements have been deemed reliable and received an unmodified audit opinion from the Auditor General

of Canada. The Receiver General is a world leader for best practices in Government accounting. By investing in projects to move treasury functions away from its reliance on legacy information technology systems and modernize service offerings to our clients and Canadians, PSPC will offer modern solutions to improve payments and revenue collection efficiency.

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

As one of Canada's largest pension administrators, PSPC provides services to more than 908,000 active and retired members of eight different federal public sector pension plans: Public Service, Royal Canadian Mounted Police, Canadian Armed Forces (Regular and Reservists), Members of Parliament, the Diplomatic Corps, Federally Appointed Judges, and Lieutenant Governors; and benchmarks against other leading pension administrators in Canada and across the world. The Pension program also ensures Public Service Pension Plan contributions are accurately remitted to the Public Service Pension Investment Board within prescribed timelines.

In 2021 to 2022, PSPC will continue its efforts to update pension web tools and





Place du Portage

software to improve the user experience and align with industry proven best practices, identify and replace outdated hardware to ensure no impacts to client service, and improve Pay-Pension interfaces. PSPC will also develop new plain language retirement packages to increase member education and understanding of their pension and related benefits, and engage clients through a new member satisfaction survey.

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

As one of Canada's largest payroll administrators, handling compensation for more than 300,000 government pay accounts while also delivering

pay processing services to 220,000 employees, PSPC's ongoing top priority is to ensure that public servants are paid accurately and on time. To this end, PSPC continues efforts to reduce the backlog of unprocessed pay transactions that accumulated following the introduction of the Phoenix pay system in 2016. As of December 2020, the backlog has been reduced by 283,000 transactions (74%) since it peaked in January 2018.

PSPC will continue implementing its backlog reduction strategy, which is expected to eliminate the backlog by 2022. These efforts will be supported by a robust training strategy to expand the knowledge base and skillsets of compensation advisors and by a standardization and streamlining of pay processing processes.

In addition, PSPC will continue to drive continuous improvement and implement innovative strategies. For example, the use of Robotic Process Automation is expected to have positive impacts on productivity and efforts to eliminate the backlog.

In 2021 to 2022, the Department will also continue to stabilize the HR-to-Pay systems by implementing transformative technology enhancements. In addition, further enhancements to the MyGCPay application will allow employees to better understand pay and compensation, thereby helping to increase confidence in the integrity of their pay and pensions.

Updates on progress are provided on a monthly basis in the [Public Service Pay Centre dashboard](#).<sup>vi</sup>

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

The Receiver General is a world leader for best practices in Government accounting. PSPC provides monthly government-wide financial statements, and presents the financial position of Canada and audited financial statements annually. The Receiver General strives to achieve the highest performance standards to maintain the public trust and confidence, and its employees also provide expert advice, guidance and support to departments and agencies on accounting and reporting matters.

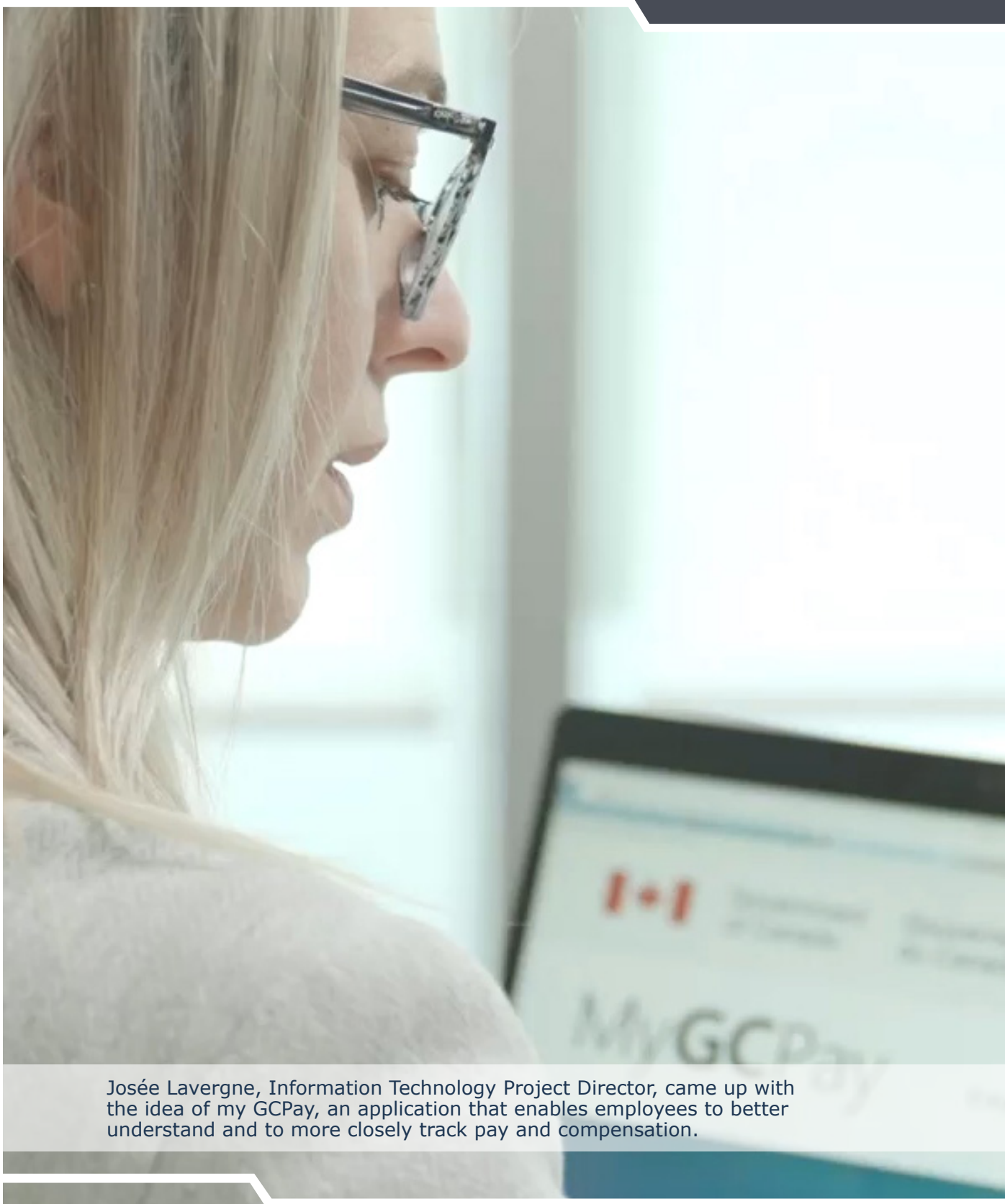
PSPC is committed to advancing the Government's overall objective to

increase transparency, maintain data integrity, and foster innovation, to ensure we meet the evolving needs of our clients, including government departments, key stakeholders, and most importantly, Canadians. In 2021 to 2022, PSPC will explore innovative opportunities and possible partnerships to ensure government-wide financial reports remain a modern, trusted and accessible source of financial data in Canada.

### Key risks

#### Pay stabilization

Given the complexity of existing pay rules, systems and processes, there is a risk that the ongoing stabilization of pay administration for the Government of Canada will be slowed down by internal system or human capacity issues, or by external challenges such as large-scale changes to labour management policies. This risk may impact the timeliness and accuracy of employee pay, the integrity of pension data, and the ability for the Department to continue resolving existing pay errors. To mitigate this risk, PSPC has already taken a number of concrete steps. Following a post-implementation review of the pay pod service delivery model, PSPC is continuing to work with the Treasury Board of Canada Secretariat (TBS), departments and agencies to develop and implement new timeliness and accuracy standards for human resources transactions, and has completed the government-wide rollout of MyGCPay, the integrated pay information portal. To further minimize risk, the Department continues to



Josée Lavergne, Information Technology Project Director, came up with the idea of my GCPay, an application that enables employees to better understand and to more closely track pay and compensation.

## 2021 to 2022 Departmental Plan

develop strategies and methodologies to more effectively review and close cases in the queue, and will ensure proper testing and oversight are applied to the forthcoming pay system software upgrades. As it relates to pension

integrity related risks, PSPC continues to work with TBS and Shared Services Canada to ensure pension data requirements are incorporated in the development of future HR-to-Pay system solutions.

### Planned results for Payments and Accounting

Departmental Result	Departmental Result Indicator	Target	Date to achieve target	2017 to 2018 Actual result	2018 to 2019 Actual result	2019 to 2020 Actual result
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>	At least 99%	March 31, 2022	99.99%	99.99%	99.99%
	Percentage of money paid to Government of Canada that is reconciled within two business days.	At least 95%	March 31, 2022	99.6%	100%	100%
	Percentage of payments made instead of property taxes to taxing authorities within established timeframes.	At least 95%	March 31, 2022	99.7%	99%	99.5%
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.	At least 95%	March 31, 2022	96.9%	98%	99%
In collaboration with government departments, employees receive timely and accurate pay and benefits.	Percentage of pay transactions processed that are accurate and on time.	At least 95%	March 31, 2022	46%	55%	68% <sup>2</sup>
	Percentage of cases submitted to the Pay Centre on time.	At least 65%	March 31, 2022	N/A—New indicator as of 2020 to 2021	N/A—New indicator as of 2020 to 2021	N/A—New indicator as of 2020 to 2021
	Percentage of cases, promptly submitted to the Pay Centre, that have been processed on time.	At least 80%	March 31, 2022	N/A—New indicator as of 2020 to 2021	N/A—New indicator as of 2020 to 2021	N/A—New indicator as of 2020 to 2021
Canadians have timely access to reliable information on Canada's finances.	The Public Accounts of Canada are posted on the Department's website within 24 hours of tabling in the House of Commons.	100%	March 31, 2022	100%	100%	100%
	Information presented in the Consolidated Financial Statements of the Government of Canada is accurate.	At least 99%	March 31, 2022	99%	100%	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 2019 to 2020, 50% of all HR data entered in Phoenix were received on or prior to the due date (40% the previous year). Significant progress was made nevertheless with regards to the processing of several case types: 99% of Disability and 95% of Maternity/Parental leave were processed on time.

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

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

### Planned budgetary financial resources for Payments and Accounting

2021 to 2022 budgetary spending (as indicated in Main Estimates)	2021 to 2022 planned spending	2022 to 2023 planned spending	2023 to 2024 planned spending
564,223,848	564,223,848	451,510,069	228,605,504

The decrease in net planned spending is mainly due to the end of incremental funding received to support the stabilization of pay operations and to decrease the backlog of pay issues. Funding will be adjusted should future approvals be received.

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

### Planned human resources for Payments and Accounting

2021 to 2022 planned full-time equivalents	2022 to 2023 planned full-time equivalents	2023 to 2024 planned full-time equivalents
4,748.20	4,722.74	2,514.48 <sup>1</sup>

1. Full Time Equivalents (FTEs) for the Federal Pay Administration program for fiscal year 2023 to 2024 are to be determined based on future funding approval.

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

### Planning highlights

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

The pandemic has required the adoption of new ways of working, many of which will shape the workplace of the future. As part of our COVID recovery, PSPC will work with its partners to explore enhanced flexibility in working arrangements for federal public servants. Specifically, PSPC will look to optimize space through workspace modernization (GCworkplace) and governmental co-working (GCcoworking) models. This approach will ensure employees and clients have access to a modern workplace to deliver their mandates as well as the flexibility to work from different locations. It will also allow PSPC to take a more strategic approach to the office portfolio and make investments that can provide best public value for Canadians

The Greening Government Strategy will continue to inform the Department's real property plans. Environmental sustainability and other priorities, such as accessibility will be captured in PSPC's 25-year Office Long-Term Plan, which will enable an integrated

approach to investment planning and life-cycle management of real property assets.

A key element of PSPC's mandate is to rehabilitate and renew heritage sites in support of sustainability and the health and safety of Canadians. Ongoing heritage projects include the Lester B. Pearson Building, the Supreme Court of Canada and the West Memorial Building, the Lester B. Pearson project will demonstrate the Government of Canada's leadership on environmental sustainability through the incorporation of LEED standards and innovative sustainable solutions. PSPC will also advance the rehabilitation of the iconic Supreme Court of Canada Building, which was built in 1938. In addition to significant work on the Supreme Court of Canada Building, this work will include the rehabilitation and fit-up of the West Memorial Building so that it can serve as interim space for tenants during the project and then long-term office space once the project is complete.

Other signature real property projects include Place du Portage III and Les Terrasses de la Chaudière in Gatineau; Tunney's Pasture, 1500 Bronson and 875 Heron Road (Canada Revenue Agency Taxation Centre) in Ottawa; the Vancouver Hub (Sinclair Centre);

and the Arthur Meighen Building in Toronto. These are all multi-year investment projects that will enhance accessibility, sustainability and health and safety while at the same time preserving heritage aspects.

In addition, PSPC is responsible for managing and maintaining 22 engineering assets located across Canada. These assets include key interprovincial bridges and dams, the Alaska Highway, and the Esquimalt Graving Dock, that serve hundreds of thousands of Canadians and support economic activity in their respective communities. They also include the National Capital Area district energy system, which will continue to be modernized as part of efforts to green government operations. Many of these assets are aging and are in need of repair or replacement to address health and safety risks. PSPC will refocus its efforts on the long-term stewardship of engineered assets in its portfolio. A long-term objective is to ensure that all engineered assets are maintained in fair to good condition to provide safe and continued use by Canadians and efficient operations.

PSPC will continue to rejuvenate the Esquimalt Graving Dock with expanded capacity to sustain the federal fleet. The renewed dock will support sustainment for the new classes of vessels acquired by the Navy and the Coast Guard under the NSS and will have the flexibility to support emergency repairs in a timely fashion. It will strengthen the west coast industrial ship repair industry, support small and medium-sized businesses and thousands of

skilled trade jobs, restore the Harbour to several historical anadromous species, and create thousands of jobs and immediate and long-term economic opportunities for local First Nations.

PSPC will also continue to deliver on its commitment to maintain its existing bridges (Alexandra, Chaudière Crossings, and MacDonald Cartier Bridge) as well as to replace the Alexandra Bridge as it is at the end of its life-cycle. PSPC is working collaboratively with the National Capital Commission to ensure that the work done is consistent with the Federal Land Use Design Approval process and compliant with *Impact Assessment Act* requirements.

### **Long Term Vision and Plan for the Parliamentary Precinct and the Laboratories Canada Strategy**

In 2021 to 2022, PSPC will continue to advance the Parliamentary Precinct's Long Term Vision and Plan (LTVP), a multi-decade plan for the restoration and modernization of the buildings and grounds on and around Parliament Hill. The LTVP aims to address the health and safety risks in the deteriorated 19<sup>th</sup> century Parliament buildings, to modernize and restore Canada's built heritage to be enjoyed by future generations of Canadians. PSPC will increase its focus on sustainability and universal accessibility by placing them at the forefront of the broader transformation of the Parliamentary Precinct into an integrated campus.

PSPC will continue to rehabilitate the Centre Block, one of the largest



Esquimalt Graving Dock



heritage infrastructure projects in Canadian history. With the schematic design of the Program expected to be completed in 2020 to 2021, the Department will aim to finalize Centre Block design requirements and begin major construction activities, which include initiating major rehabilitation of the base building and structure, and completing the expanded Parliament Welcome Centre.

PSPC will also work to finalize the strategy for an integrated parliamentary campus by completing the LTVP Update. The transformation of the Precinct into an integrated campus will begin with the redevelopment of the block bound by Metcalfe, Sparks, O'Connor and Wellington Streets (referred to as Block 2). In the year ahead, PSPC will also complete the East Block Rehabilitation Phase 1 project and pursue pre-planning activities for Phase 2 of the project.

Federal science and research is critical to solving increasingly complex national issues and plays a key role in the lives of Canadians. Laboratories Canada is a 25-year strategy, guided by an LTVP that describes an integrated approach to building modern, multipurpose federal science and technology laboratories that will support evidence-based decision-making. PSPC will build new science facilities that will support universal accessibility and environmental sustainability, while also ensuring federal scientists have access to modern scientific equipment, enabling them to better collaborate with partners and achieve science excellence.

In 2021 to 2022, the Department will continue advancing Phase I of Laboratories Canada projects, which involve the replacement of outdated facilities with new, state of the art science facilities. Specific activities currently include procuring design and construction contracts for the following Science Hubs: the Cultural Heritage Science Hub (CHS) and the Transportation Safety and Technology Science Hub (TSTS), both in the National Capital Area; and the Atlantic Science Enterprise Centre (ASEC) located in Moncton, New Brunswick.

PSPC will also continue to support Crown-Indigenous Relations and Northern Affairs Canada (CIRNA) and Indigenous Partners in developing the Indigenous Peoples Space across from Parliament Hill. PSPC will continue to provide essential technical and project planning, as well as delivery support. PSPC will also provide the expertise and support to help CIRNA secure the necessary policy and programming approvals to advance the project.

### **Prompt Payment Initiative**

On June 21, 2019, the *Federal Prompt Payment for Construction Work Act* received royal assent as part of the *Budget Implementation Act, 2019*. The prompt payment regime will provide benefits for contractors and subcontractors who do business with the federal government by improving payment timeliness while facilitating the orderly and timely building of federal construction projects on federal property. To fully implement the prompt

payment regime, regulations have to be developed to establish an adjudicator authority (the entity responsible for the designation of adjudicators), select qualified adjudicators (certified individuals who can arbitrate a dispute resolution) and elaborate adjudication timelines. In addition, PSPC will have to amend the standard federal government construction contract to address the new legislation and regulations and incorporate various prompt payment elements. PSPC anticipates to have completed that work by the end of 2021.

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

PSPC will continue to take effective action on climate change in accordance with the [Federal Sustainable Development Strategy](#)<sup>xi</sup> and the Government of Canada's [Greening Government Strategy](#)<sup>xii</sup> by transitioning to net-zero carbon and climate-resilient operations, while also reducing environmental impacts beyond carbon, including on waste, water and biodiversity. PSPC already achieved a 58% reduction of its greenhouse gas (GHG) emissions, surpassing the Federal Sustainable Development Strategy target of 40% by 2030. PSPC is well positioned to support the GC objectives to reduce plastic waste through the Real Property Plastics Action Plan that sets out actions that will be taken through the property and infrastructure program to meet the Federal Government's plastic reduction targets and goals.

Canada made the reduction of plastic pollution a key aspect of to reach its broader environmental objectives. Growing strong from the momentum generated during the G7 presidency in 2018, the Government of Canada developed Zero Plastic Waste partnership with provincial and territorial counterparts through the Canadian Council of Ministers of the Environment. In October, 2020, the Government of Canada announced a ban on six harmful single-use plastics by the end of 2021 by amending the *Canadian Environmental Protection Act*. The six proposed items are plastic checkout bags, straws, stir sticks, six-pack rings, cutlery, and food ware made from hard-to-recycle plastics.

Throughout 2021 to 2022, PSPC will continue to leverage the Parliamentary Precinct and Laboratories Canada LTVPs to enhance sustainability, climate resiliency, and advance the deep greening commitment for federal real property and infrastructure assets with the goal of reducing the Government's carbon footprint. PSPC has identified sustainability as one of the strategic objectives within the LTVP Update for the Parliamentary Precinct. Additionally, sustainability costs, and life cycle benefits, will continue to be incorporated into overall project costs. PSPC will include sustainability targets into every LTVP project, seeking to reach or surpass these targets.



As part of PSPC's Long Term Vision and Plan for the Parliamentary Precinct, a Masonry Conservator assessed the condition of stone frieze.



GCcoworking space in Gatineau, Quebec

PSPC will continue working with partners on the Canada Mortgage and Housing Corporation (CMHC) led Federal Lands Initiative (FLI) which makes surplus federal real property available for re-purposing for affordable housing. The FLI was launched in July 2018 with a target of 4,000 new or renovated housing units. In 2020, PSPC contributed 15 properties to the FLI to be assessed by CMHC for suitability for affordable housing, for a total of 75 since the inception of the program in 2018. Over the next 10 years, up to \$200 million will be used to subsidize the transfer of federal lands to housing providers to encourage the development of sustainable, accessible, mixed-income, mixed-use developments and communities.

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

PSPC is well placed to demonstrate leadership and support the implementation of the *Accessible Canada Act*. The purpose of the Act is to ensure a Canada without barriers, on or before January 1, 2040, particularly through the identification and removal of barriers, and the prevention of new barriers. As custodian of Real Property Portfolio for the Government of Canada, PSPC is leading the Accessible Government Built Environment Initiative. The Department has launched a five-year program of technical accessibility building assessments of PSPC's Crown-owned real property portfolio across Canada to identify existing gaps and accessibility improvements required to bring the facilities in compliance with

accessibility requirements, and to exceed them where possible.

PSPC will continue to make the Parliamentary Precinct a federal model for Universal Accessibility (UA) excellence and inclusive design. To support this, PSPC has developed a Universal Accessibility Review and Action Plan, which the Department will seek to begin implementing in 2021 to 2022. To support the development of this action plan, PSPC created an Accessibility Advisory Panel, composed of subject-matter experts in UA, to provide direction with regards to accessibility-planning. The action plan will provide a framework to ensure that accessibility considerations are taken into account in the development of all buildings and grounds in the Parliamentary Precinct to ensure equitable access for all visitors and Parliamentarians.

The Department will also ensure all Phase 1 projects for Laboratories Canada maintain universal accessibility at the forefront of design requirements to ensure that the environment is accessible and supportive of diversity and inclusion.

### **Gender-based analysis plus**

PSPC will continue to explore options to provide Indigenous organizations, female business owners and other under-represented groups with greater access to opportunities to participate in Real Property solicitations. A Gender-Based Assessment is completed for all new Real Property mechanisms and solutions launched as part of the Real Property Enterprise

Sourcing strategy, which is a roadmap that lays out the vision and foundation to source large-scale real property activities to the private sector and others, while enhancing internal contract management and oversight capabilities. It incorporates opportunities for thousands of small and medium enterprises to participate in performing work in federal buildings through competitive sub-contracting, and provides broader opportunities for participation from under-represented groups, such as women, Indigenous Peoples, persons with disabilities, visible minorities and others.

### **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, such as GCworkplace, SMART buildings, the plan to achieve a carbon neutral portfolio, 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 industrialisation 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);

- 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).

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

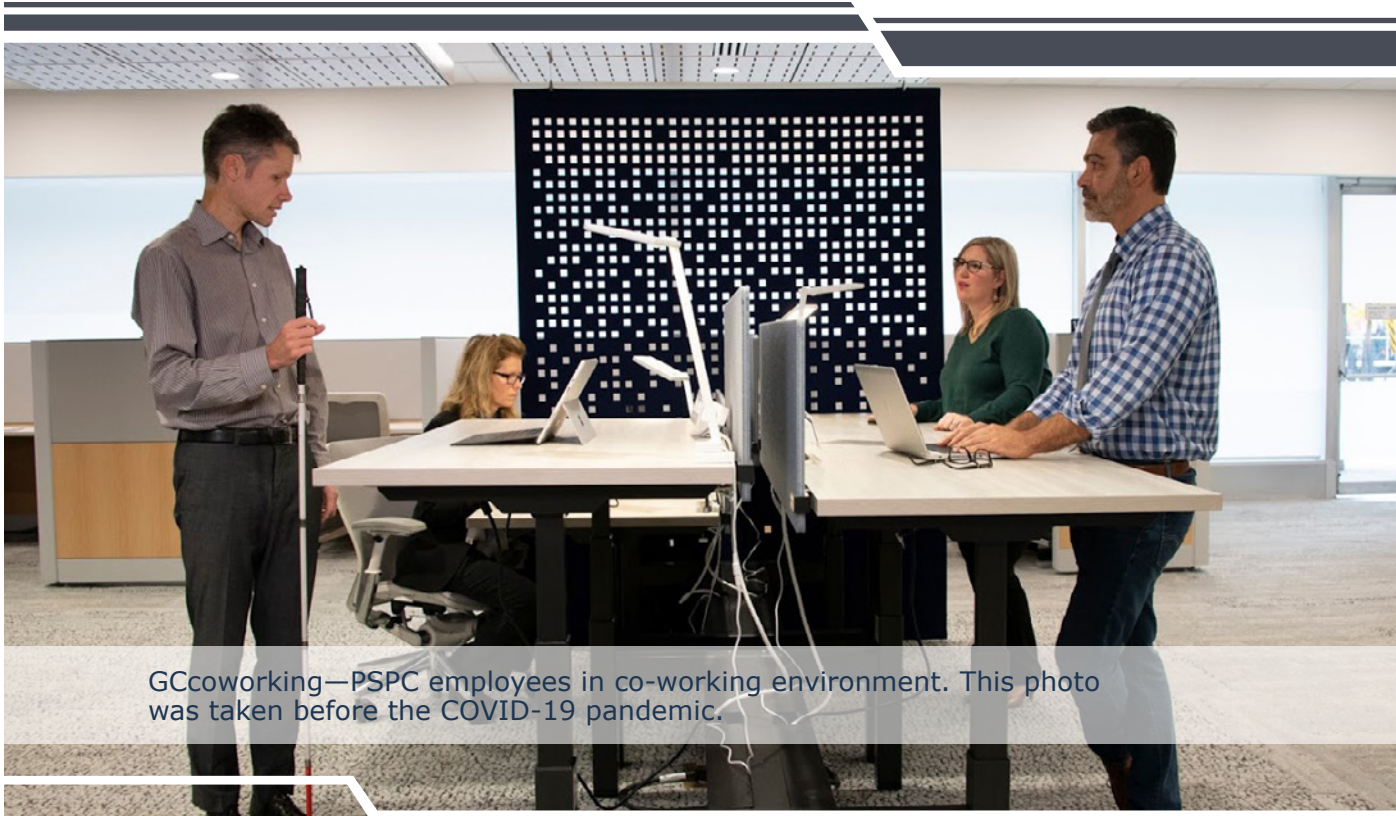
### **Key risks**

#### **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. PSPC has already taken steps to mitigate this risk, such as greening initiatives to lessen environmental impact, and putting in place business continuity planning and emergency management programs. The Department will also undertake extensive infrastructure renewal activities, including National Capital Region projects like the Alexandra Bridge replacement. In addition, PSPC will design all rehabilitation and new construction projects to be net zero-carbon ready, integrate climate-resilience in design and building operations, and strengthen national functional direction to incorporate scientific data and become more predictive in threat assessments and emergency planning.

#### **Workplaces of the Future**

There is a risk that opportunities for PSPC, as the landlord for the Government of Canada, to accelerate the



GCcoworking—PSPC employees in co-working environment. This photo was taken before the COVID-19 pandemic.

scope and pace of public service workplace modernization (such as the development of GCworkplace) will be lost due to factors such as work delays as well as uncertainty around clients' future accommodation needs. This risk is driven mainly by the pandemic, which has created an uncertain and rapidly evolving environment that will continue to reshape the ways that Canada's public servants work. To mitigate this risk, PSPC continues to engage with unions, employees, partners and tenants to ensure that workplace modernization efforts meet future needs.

As PSPC adapts to this continually changing environment, it is also mitigating risks associated with a majority of its staff working from

home. The Department is helping its employees to create ergonomic and efficient interim workspaces outside of the traditional office environment, and helping to ensure compliance with evolving occupational health and safety requirements. PSPC has undertaken a one-year pathfinder pilot project in the National Capital Region to study and document how to advance to future ways of working, by testing space reservation, access control and workplace digital technologies and how workspaces are utilized to inform the organization of work. The findings of the pilot will be documented to support other Government of Canada departments conducting their own pathfinder initiatives as well as in support of PSPC's innovations towards a future of work strategy.

### **Accessibility of federal buildings**

There is a risk that PSPC's real property holdings may not be fully accessible given the wide variety of abilities that must be considered, as well the likelihood that some measures required to implement the latest accessibility standards may be deemed unfeasible in some real property assets. To mitigate this risk, PSPC continues leading the implementation of the Accessible Government Built Environment Initiative, in order to review the built environment and identify enhancements that would allow its real property assets to not only meet but to exceed the latest accessibility standards. The Department will also continue consulting with persons with disabilities and other subject matter experts, to identify areas where accessibility and inclusivity could be improved within PSPC's built environment, such as federal buildings and grounds within the Parliamentary Precinct, as well as to better understand the barriers that persons with disabilities face so as to ensure appropriate best practices and lessons learned will inform future workplace designs.

### **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 federal science facilities. In response, PSPC is utilizing built-in risk management

processes with a strong focus on schedules and budgets; designing contracts with built-in flexibility developing and implementing client onboarding strategies; and working with industry partners including the Public Health Agency of Canada to ensure the safe and continuous operation of worksites. In addition, the Department is establishing governance models based on engagement, collaboration, co-development and multi-project alignment utilizing a portfolio lens.

### **Predictable capital funding**

There is a risk that PSPC's implementation of 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. This capital funding model provides PSPC with secured funding over a 20 year period, to be used to acquire and maintain capital assets such as buildings, bridges and federal labs, and to further enhance long-term planning.

This risk is influenced by factors such as limited experience with this new funding model, and a need for more closely aligned enterprise resource planning processes. PSPC has established a dedicated project office to manage the transition to the new funding model and support the mitigation of its associated risks. The project office will manage a number of initiatives over the coming years to design new processes and tools, and train staff.





Purple Light Up event in support of International Day of Persons with Disabilities, December 3, 2020

## Planned results for Property and Infrastructure

Departmental Result	Departmental Result Indicator	Target	Date to achieve target	2017 to 2018 Actual result	2018 to 2019 Actual result	2019 to 2020 Actual result
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.	At least 53%	March 31, 2022	N/A	53%	62% <sup>1</sup>
	Percentage of Crown-owned heritage buildings that are in fair or better condition.	At least 53%	March 31, 2022	N/A	N/A	47% <sup>2</sup>
	Percentage of PSPC-managed office space that is modernized each year to meet the current Government of Canada Workplace Fit-up Standards known as the GCworkplace approach.	At least 4%	March 31, 2022	3.5%	2.1%	4.5%
	Percentage of real property projects that are delivered within scope, on time and on budget.	At least 95%	March 31, 2022	95%	98%	95%
	Percentage of time that PSPC's real property facilities are fully operational.	At least 99%	March 31, 2022	99.78%	99.78%	99.38%
	Operating expenses per square metre of Crown-owned office space.	At most \$173.18 per m <sup>2</sup>	March 31, 2022	N/A	\$142.41 per m <sup>2</sup>	\$132.66 per m <sup>2</sup>
	Federal infrastructure spending supports Canada's social, economic, and environmental priorities.	Percentage of PSPC Crown-owned and lease purchase assets assessed against the 2018 Canadian Standards Association standard for Accessibility (CSA B651-2018).	TBD <sup>3</sup>	March 31, 2022	N/A—New indicator as of 2021 to 2022	N/A—New indicator as of 2021 to 2022
Total compliance score of PSPC owned and lease purchase buildings assessed against the 2018 Canadian Standards Association standard for Accessibility (CSA B651-2018).		TBD <sup>4</sup>	March 31, 2022	76%	N/A	N/A <sup>5</sup>
Percentage of reduction in greenhouse gas emissions in PSPC Crown-owned building portfolio, excluding housing.		At least 40%	March 31, 2025 <sup>6</sup>	54%	54.3%	58.1% <sup>7</sup>

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. The result is below the target due to improvements in the methodology for more accurate and representative assessment of the condition of heritage assets.
3. A target is expected to be set in 2022 to 2023, once a baseline has been established in 2021 to 2022.
4. The 2018 Canadian Standards Association standard for Accessibility (CSA-B651-2018) was issued in 2018, and the Treasury Board of Canada Secretariat Accessibility Standard for Real Property was updated in 2019. It is too early to establish a target in light of the fact PSPC has committed to conduct assessments over the next five years in order to establish a benchmark.
5. This indicator and its methodology were being reviewed and, as such, a result for 2019 to 2020 was not available.
6. The target for this indicator is 40% by 2025 and 90% by 2050.
7. In supporting the overarching goals established as part of the Pan Canadian Framework on Clean Growth and Climate Change, PSPC has already achieved a 58.1% reduction in greenhouse gas (GHG) emissions, surpassing the Federal Sustainable Development Strategy target of 40% by 2030. This represents the sum of energy efficiency/ GHG initiatives in PSPC's Crown-owned portfolio, decarbonisation of electricity grids across the country and procurement of renewable energy certificates.

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

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

### Planned budgetary financial resources for Property and Infrastructure

2021 to 2022 budgetary spending (as indicated in Main Estimates)	2021 to 2022 planned spending	2022 to 2023 planned spending	2023 to 2024 planned spending
3,244,445,160	3,244,445,160	3,298,786,358	2,607,869,222

The net decrease in planned spending reflects the Department's current funding approval to deliver on its infrastructure projects which includes the rehabilitation and modernization of Canada's Parliamentary Precinct, the retrofit of federal office buildings and the modernization of scientific laboratories supported by the Laboratories Canada initiative. Funding will be adjusted should future approvals be received.

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

### Planned human resources for Property and Infrastructure

2021 to 2022 planned full-time equivalents	2022 to 2023 planned full-time equivalents	2023 to 2024 planned full-time equivalents
4,521.29	4,566.15	4,563.37

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

## Government-Wide Support

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

### Planning highlights

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

In order to best support the government in serving Canadians in their official language of choice, the Translation Bureau (the Bureau) will further advance the modernization of its tools to provide faster, high quality and cost-effective linguistic services. It will implement its new, secure linguistic services request management platform, called GClingua, and continue to experiment with artificial intelligence solutions to support all of its business lines. In addition, the Bureau is building a robust data strategy, which will provide the foundations for evidence-based decision making for future investments in artificial intelligence and other tools.

With an increase in virtual meetings, there has been a shift towards the use of remote interpretation. The Bureau will collaborate with other government departments and agencies to increase access to remote interpretation for official, Indigenous and foreign languages and video remote interpretation for sign languages while ensuring the health and safety of interpreters.

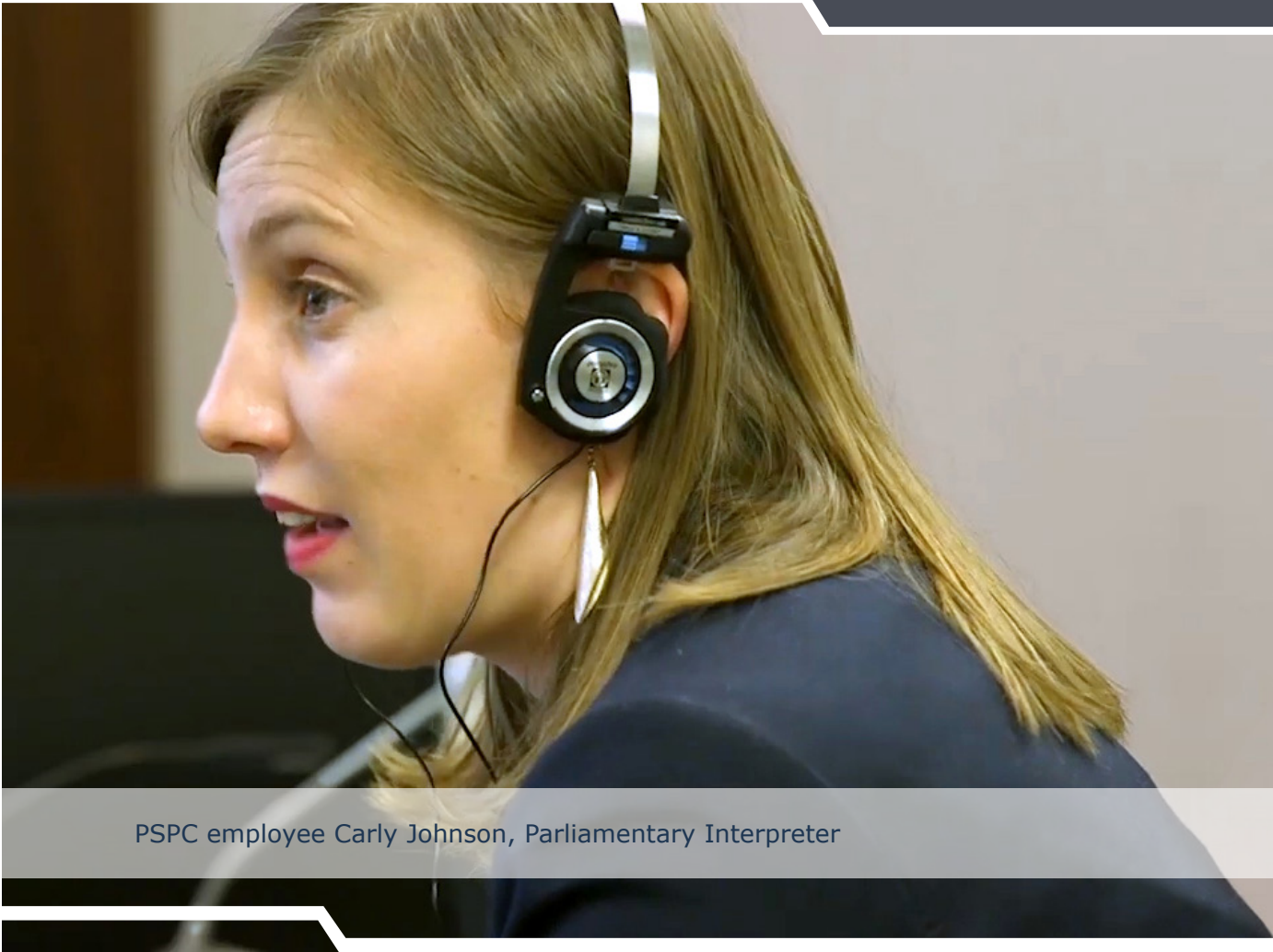
As a leader within the federal government in the area of sign language interpretation and accessible communications,

the Bureau is committed to supporting the implementation of the *Accessible Canada Act*. As such, it will continue to provide sign language interpretation in American Sign Language (ASL) and langue des signes québécoise (LSQ) at high-visibility events. Further, the Bureau will improve access to real-time translation (CART) and post-production closed captioning services for all departments. Moreover, the Bureau will explore additional services to ensure access to information to Canadians who are Deaf, Deafblind and deafened, and whose primary language of communication is ASL or LSQ.

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

PSPC will seek to strengthen the effectiveness of the Integrity Regime to further mitigate the risk of doing business with unethical suppliers. This work will include continued outreach with federal entities that are applying the regime; engagement of interested stakeholders; ongoing efforts to extend coverage and application of the regime; and the assessment of internal processes to identify potential efficiencies.

To support the government's efforts against money laundering, PSPC will establish a dedicated team of forensic accountants to support law enforcement's and other government departments'



PSPC employee Carly Johnson, Parliamentary Interpreter

investigative efforts in combatting money laundering and terrorist financing activities in Canada. PSPC will also maintain its participation in a government-wide taskforce to develop intelligence and share knowledge across government for better enforcement outcomes on money laundering and terrorist financing investigations.

The Department will develop an engagement strategy for business dispute management services in support of open and transparent government while also supporting the priorities and objectives

of PSPC's Acquisitions Program and Real Property Services. PSPC will increase awareness of the services that are available to assist in the timely resolution of business disputes through the economical provision of high-quality alternative dispute resolution processes to avoid costly delays in contract management. Business dispute management services are an integral part of the Department's goal to manage its business in a way that demonstrates integrity, accountability and transparency, and adds value for its client departments and agencies, and Canadians.

The Department will strengthen the integrity of its procurement activities through the development of an Anti-Fraud Hub that will help ensure a coordinated PSPC response to the Department's recently completed fraud risk assessments, and the implementation of leading practices in fraud risk management. PSPC will also continue to enhance its fraud detection and prevention capabilities through the use of data analytics, and by improving the means by which employees and vendors can anonymously report suspicions of fraud and wrongdoing.

In 2021 to 2022 the Contract Security Program (CSP) will introduce a Security in Procurement template to increase consideration of national security concerns in the procurement process. The Program will also advance risk-managed, flexible and timely approaches to security assessments through earlier identification of contract security requirements and greater integration with the procurement lifecycle.

To support the government's ability to procure controlled goods and services from the private sector in a secure and timely manner, the Controlled Goods Program (CGP) will provide services that are increasingly digital. Through the transformation and modernization of processes, the CGP will simplify and expedite the registration and renewal process, increase its ability to detect and address non-compliance, and increase accessibility in training programs. In addition, the CGP will expand outreach activities by developing an online social media

presence that will promote registration and compliance with the program, including requirements for government contracts involving controlled goods. These initiatives will enable the government to respond to an evolving external threat environment and develop a more client-focussed delivery approach to safeguarding sensitive and strategic government information and assets.

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

PSPC provides digitization and data capture services, manages successful government information services to support the delivery of media monitoring and analysis, contracts public opinion research and advertising, manages publication.gc.ca, and publishes the Government of Canada's official newspaper, the Canada Gazette. In 2021, PSPC will launch a new function on the Canada Gazette website that will support the government's commitment to a transparent regulatory process and enhance its accountability in regards to regulatory initiatives. The Online Regulatory Consultation System (ORCS) will standardize and simplify the regulatory consultation process by providing a means for Canadians to submit comments securely online and view comments submitted by other stakeholders during consultation periods. 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.

To ensure that PSPC can support demand for the digitization of services which require increased public trust in the information being presented, the Department has committed to provision the GC Trusted Platform (GCTP). The GCTP will employ the appropriate security safeguards to protect data subjected to highly-sophisticated cybersecurity threats, which will allow departments to increase the number of services being provided to the public.

Under TBS' new Policy on Service and Digital, PSPC is responsible for providing common enterprise solutions and services related to electronic document records management systems, case and workflow tracking solutions, and collaboration platforms. Whenever possible, PSPC will continue delivering these services to other government departments in a consolidated and standardized manner leading the enterprise solutions to the cloud environment and on a cost-recovery basis.

### **Experimentation**

In order to enhance its capacity to deliver timely, cost effective and quality services, the Translation Bureau will continue to research and experiment with artificial intelligence and other emerging language technologies to support the work of translators and interpreters, allowing them to focus their expertise on quality, and determine its applicability and future feasibility for integration into the translation workflow. This research includes the

review of artificial intelligence applications for translation, remote interpretation, terminology and client service.

## **Key risks**

### **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 conducts annual reviews of applications followed by appropriate safeguard implementation, utilizes SSC's Government of Canada Secure Infrastructure to safely handle and transfer secret information, and has re-established the CGP's Industry Engagement Committee. To further mitigate risk, the Department will implement and report on safeguards detailed in the three-year Departmental Security Plan, review elements of contractor program requirements, and implement a cybersecurity management action plan to increase the reliability of and trust in data used for operations and decision-making.

Given the potential for additional digital security vulnerabilities in the current pandemic-impacted work environment, PSPC is taking further steps to secure information it manages. These steps include prioritizing the storage of data in Canada, such as those generated by Teams and other Microsoft 365 applications used across the Department, and will also entail implementing additional cybersecurity measures, such as unauthorized access detection controls,

vulnerability testing and management, and impact assessment tools for business-critical applications.

**Fraud and other wrongdoing**

There is a risk that PSPC, as a steward of public resources, will be impacted by threats of fraud, collusion and other forms of wrongdoing. As part of ongoing efforts to protect PSPC’s operations from such threats, as well as those of the Government as a whole, the Department has completed a comprehensive departmental fraud risk assessment process. Through the

application of a multifaceted fraud risk management framework, each of PSPC’s business lines is enhancing policies, procedures and internal controls that contribute to mitigating the risk of fraud according to unique areas of responsibility. PSPC will further mitigate departmental fraud risk by establishing a departmental anti-fraud body, which will oversee and coordinate further implementation of the framework to ensure collaboration around, and integration of, fraud risk mitigation activities across all business lines.

**Planned results for Government-Wide Support**

Departmental Result	Departmental Result Indicator	Target	Date to achieve target	2017 to 2018 Actual result	2018 to 2019 Actual result	2019 to 2020 Actual result
Federal organizations have access to high quality linguistic services and tools.	Percentage of linguistic services that comply with established quality standards.	At least 85%	March 31, 2022	N/A	87.3%	N/A—New indicator as of 2020 to 2021
	Percentage of overall client satisfaction with the Translation Bureau’s language tools and services.	At least 90%	March 31, 2022	N/A	85.6%	87.8% <sup>1</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.	At least 80%	March 31, 2022	99%	99%	99%
	Percentage of security screenings processed within 7 business days for contractors and sub-contractors requiring access to protected information.	At least 85%	March 31, 2022	96%	97%	98%
Federal organizations have the support services and tools they need to deliver their programs to Canadians.	Percentage of overall client satisfaction with PSPC support services and tool.	At least 87%	March 31, 2022	90%	N/A	N/A <sup>2</sup>
	Percentage of PSPC service standards met.	At least 87%	March 31, 2022	82%	74%	73%

1. Due to COVID-19, the second half of the annual evaluation for 2019 to 2020 was cancelled. Consequently, only mid-year results are available for the 2019 to 2020 fiscal year.
2. 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. The Department does not have the ability to continue reporting client satisfaction based on its initial methodology. PSPC will be working in partnership with clients to develop sound methodology and report on results.



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

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

### Planned budgetary financial resources for Government-Wide Support

2021 to 2022 budgetary spending (as indicated in Main Estimates)	2021 to 2022 planned spending	2022 to 2023 planned spending	2023 to 2024 planned spending
157,928,212	157,928,212	141,388,957	129,768,766

The decrease in net planned spending is mainly due to the completion of development costs for the Industrial Security Systems Transformation project, the end of incremental funding for the Controlled Goods program as well as the end of an information management licensing agreement. The decrease is also due to efficiency savings in linguistic services resulting from streamlined processes and new technologies such as GClingua, the new request management and neural machine translation system.

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

### Planned human resources for Government-Wide Support

2021 to 2022 planned full-time equivalents	2022 to 2023 planned full-time equivalents	2023 to 2024 planned full-time equivalents
2,622.12	2,599.30	2,603.39

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

### Planning highlights

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

In 2021 to 2022, OPO will continue to exchange information and raise awareness of procurement issues by engaging Canadian suppliers and federal organizations to learn about procurement-related challenges and opportunities, and to inform them about OPO services. OPO will track and report on trends and developments in federal procurement.

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

As per OPO's motto "we are here to help", the Office will continue to offer low-cost dispute resolution services to suppliers and federal organizations when disputes arise during the performance of a contract. OPO's certified mediators seek to resolve procurement-related issues and disputes as quickly and informally as possible by re-establishing lines of communication between suppliers and federal officials. When issues cannot be resolved informally, OPO offers mediation services to help the parties to a contract reach a settlement.

**Departmental Result:** *Procurement-related issues are addressed through the review of complaints and procurement practice reviews.*

In 2021 to 2022, OPO will address procurement-related issues by reviewing certain supplier complaints with respect to the award of federal contracts for goods below \$26,400 and services below \$105,700. It will also review supplier complaints regarding the administration of federal contracts, regardless of dollar value and the procurement practices of federal organizations to assess their fairness, openness and transparency. The reviews will be published and will help to develop recommendations for improvement.

### Key risks

In order to mitigate possible risks to its mandate, OPO will recruit and train a skilled and multidisciplinary workforce able to deliver high quality services and products. It will also remain abreast of current trends, developments and initiatives in federal procurement to maximize the quality and value of OPO's recommendations and outputs.

OPO will collaborate extensively with federal procurement stakeholders to ensure it takes into consideration the impacts of its actions and remains focused on the needs of those it serves.



The Office of the Procurement Ombudsman (OPO) operates at arm's-length from federal organizations.

### Planned results for Procurement Ombudsman

Departmental Result	Departmental Result Indicator	Target	Date to achieve target	2017 to 2018 Actual result	2018 to 2019 Actual result	2019 to 2020 Actual result
Raise awareness of procurement issues and exchange of information.	Number of awareness-building activities per year with Canadian suppliers, primarily small and medium-sized businesses, federal officials and other stakeholders.	At least 48 <sup>1</sup>	March 31, 2022	63	79	87 <sup>2</sup>
	Number of provinces/territories where outreach activities are held.	At least 6	March 31, 2022	5	8	9
	Year-over-year percentage increase of new visits to OPO's website.	TBD <sup>3</sup>	March 31, 2022	N/A—New indicator as of 2021 to 2022	N/A—New indicator as of 2021 to 2022	N/A—New indicator as of 2021 to 2022
Procurement-related issues are addressed through alternative dispute resolution.	Percentage of alternative dispute resolution processes that result in settlement agreements agreed to by both parties.	At least 90%	March 31, 2022	100%	N/A <sup>4</sup>	100%
Procurement-related issues are addressed through the review of complaints and procurement practice reviews.	Percentage of supplier complaint reviews completed within 120 working days as per legislative requirements.	100%	March 31, 2022	100%	100%	100%
	Percentage of recommendations made by the Ombudsman acted upon by federal organizations.	100%	March 31, 2022	100%	100%	100%

1. An increase in the target is due to a clearer understanding of hosting online awareness-building activities.
2. 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.
3. OPO expects to set a target in 2022 to 2023, once a baseline has been established in 2021 to 2022.
4. 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>xxii</sup>.

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

### Planned budgetary financial resources for Procurement Ombudsman

2021 to 2022 budgetary spending (as indicated in Main Estimates)	2021 to 2022 planned spending	2022 to 2023 planned spending	2023 to 2024 planned spending
4,211,647	4,211,647	4,214,453	4,214,463

There is no significant variance in the net planned spending.

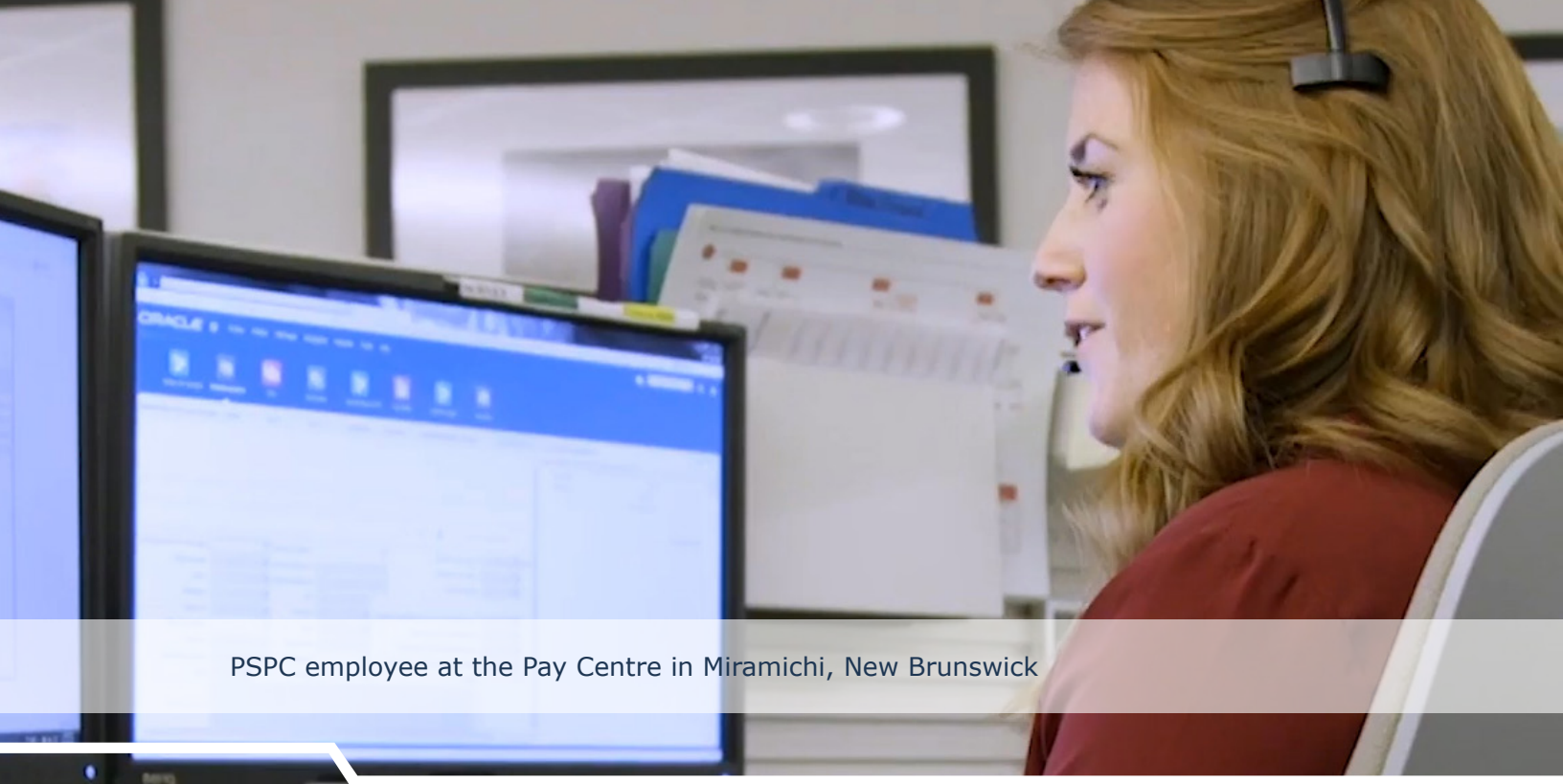
Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase](#)<sup>xxiv</sup>.

**Planned human resources for Procurement Ombudsman**

2021 to 2022 planned full-time equivalents	2022 to 2023 planned full-time equivalents	2023 to 2024 planned full-time equivalents
21.17	21.17	21.17

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





PSPC employee at the Pay Centre in Miramichi, New Brunswick

## Internal Services: planned results

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 services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

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

## Planning highlights

To better align resources to meet departmental priorities, PSPC will continue embedding integrated business planning across the Department through the implementation of its evergreen Integrated Business Plan, which it launched for the first time in May 2020. At the same time, the Department will ensure information regarding its activities and results is more effectively communicated to Parliament and Canadians.

PSPC continues efforts to ensure compliance with proactive publication requirements under the *Access to Information Act*. To further support the Government's commitment to openness and transparency, PSPC is developing a departmental transparency strategy to provide Canadians with relevant and timely information related to the Department's mandate. As part of this approach, PSPC has published detailed information online about COVID-19 contracts.

The Department is continuing to modernize the way it engages with Canadians and its employees by enhancing proactive communications approaches and its use of social media platforms to better reach its varied audiences. In 2021, management of PSPC web content will be centralized, allowing better integration of messages and supporting a user-centric, accessible and task-based approach to the provision of information and services. Communication approaches will be informed by the diverse information needs of PSPC employees, clients and partners, and the public, and aligned with the Department's

Integrated Business Plan and support the Minister's mandate and priorities.

Given PSPC's role as common service provider, the Department has a unique opportunity to be a leader and support its clients in Reconciliation efforts. Important action is underway across the department, however, an overarching strategy is needed to ensure a coordinated approach across the organization and with Indigenous partners. To meet this need, the Reconciliation and Indigenous Engagement Unit is developing a Reconciliation Strategy to support all PSPC Reconciliation and Indigenous engagement activities and identify opportunities to develop and enhance policies, programs and initiatives that will advance Reconciliation.

With respect to diversity and inclusion, PSPC will continue the dialogue it initiated in 2020 to 2021 with diverse groups of employees on their lived experience at the department. This dialogue will allow the department to frame and refine its actions related to shifting departmental culture; improving the recruitment, development and promotion practices; and addressing barriers in the delivery of programs and services. The Department's executives and middle management will continue their learning path on unconscious bias and anti-racism, with a view to engaging all PSPC employees on this important topic. PSPC will continue to develop targeted recruitment and development strategies and provide services, tools, and expert advice to hiring managers to promote a more inclusive workplace and to





Removal of the Crisp Murals in Parliament Hill's Centre Block building.

ensure the Department's workforce reflects the diversity of Canada's evolving population.

In support of mental health, PSPC will continue to provide mental health tools for managers and employees, virtual access to all mental health and well-being services and mental health Ombudsman's individual consultations, as well as increase mental health visibility and awareness.

PSPC is looking to optimize security throughout the Department by continuing to deliver on a three-year Departmental Security Plan and building security specialist capacity and expertise across the Department. This will be accomplished through program transformation initiatives or leading innovative projects taking into account the evolving security landscape.

In support of its implementation of the TBS Policy on Service and Digital, PSPC will continue engaging with the service providers within PSPC Branches to establish service management, service delivery practices, communities of practice, governance as well as systems that will enable the Department to access its "one PSPC" vision in a predominantly digital and cloud ready landscape.

### **Key risks**

There are a number of risks that could impact the successful delivery of internal services.

#### **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. To mitigate this risk, PSPC will implement the required data repositories like data warehouses, and will continue to invest in other data analytics capacity tools and related strategies. In addition, PSPC's Digital Services will implement its recently-developed Human Resources Strategy, which will focus on developing capacities within data analytics, data science and artificial intelligence.

#### **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 and support a culture of "One PSPC". To mitigate this risk, PSPC will continue strengthening its department-wide integrated planning process, which includes the Integrated Business Plan. This will improve PSPC's common approaches to strategic and operational planning, budgeting, resource allocation, and performance monitoring and reporting. PSPC will also take advantage of opportunities for increased collaboration by strengthening its strategic policy function, promoting and reinforcing the "one PSPC" approach in planning and communication, and continuing to adapt training and governance structures. This will ensure a better alignment of resources with core priorities and more consistency in client service experiences.

#### **Departmental risk management culture**

There is a risk that PSPC's departmental risk management culture change initiative will not foster the adaptability

needed to seize opportunities and minimize threats in an integrated manner, while also maintaining the resilience required to safeguard trust in its ongoing ability to deliver. To mitigate this risk PSPC has undertaken a number of important initiatives. These include developing a coherent and strong risk management framework, regularly renewing the Department's risk profile in order to communicate key strategic risks, and developing a new risk tolerance approach, which will be progressively implemented across PSPC through stakeholder and partner engagement on pilot projects.

PSPC will continue building collaborative relationships between its integrated risk management and integrated business planning units, as well as business line specialists, in order to capture and communicate opportunities and threats to the Department's operational priorities, as well as in managing risks linked to shared accountabilities with other departments.

### **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 much increased full-time and department-wide reliance on telework. To mitigate this risk, the Department has implemented new virtual team environments and collaborative tools, including Teams and other Microsoft 365 applications. PSPC also created the Cloud Competency Centre, and is

currently engaging with the private sector in order to establish delivery systems that will enable the Department to acquire the in-house expertise needed to improve cloud readiness. PSPC will also implement the recently developed Digital Services Human Resources Strategy, the IT Project Management Framework, and a cybersecurity management action plan to adapt to the changing digital environment.

### **Recruitment and retention**

There is a risk that PSPC will not be able to attract and retain the specialized, skilled and diverse workforce needed to deliver timely and quality services to its clients. To mitigate this risk, PSPC has implemented a cohesive, department-wide People Management Plan that is aligned with the Department's integrated planning processes. This plan is helping to prioritize human resources programs and strategies, and to integrate leadership development and succession planning. Maintaining and refreshing the People Management Plan, as well as continuing the implementation of other staffing and talent management modernization initiatives, will enable PSPC to attract and retain the specialized and diverse staff required to deliver on its plans and priorities. These initiatives, along with ongoing efforts by the Office of the Mental Health Ombudsman as well as regular check-ins with staff, seek to mitigate impacts of a work environment currently experiencing rapid and frequent changes. PSPC continues to take steps to address challenges around workload management and promote work/life balance.

**Planned budgetary financial resources for Internal Services**

2021 to 2022 budgetary spending (as indicated in Main Estimates)	2021 to 2022 planned spending	2022 to 2023 planned spending	2023 to 2024 planned spending
355,047,666	355,047,666	325,120,316	301,764,354

The decrease in net planned spending is mainly due to the completion of information technology projects and a decrease in spending for some projects in subsequent years such as the GC Trusted Platform project and the Digital Convergence project. The net decrease is also due to the end of incremental funding for human resources services to employees for the pay administration initiative. Funding will be adjusted should future approvals be received.

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

**Planned human resources for Internal Services**

2021 to 2022 planned full-time equivalents	2022 to 2023 planned full-time equivalents	2023 to 2024 planned full-time equivalents
3,336.67	3,373.76	3,383.76



Minister Anand on site for the delivery of Moderna vaccines.

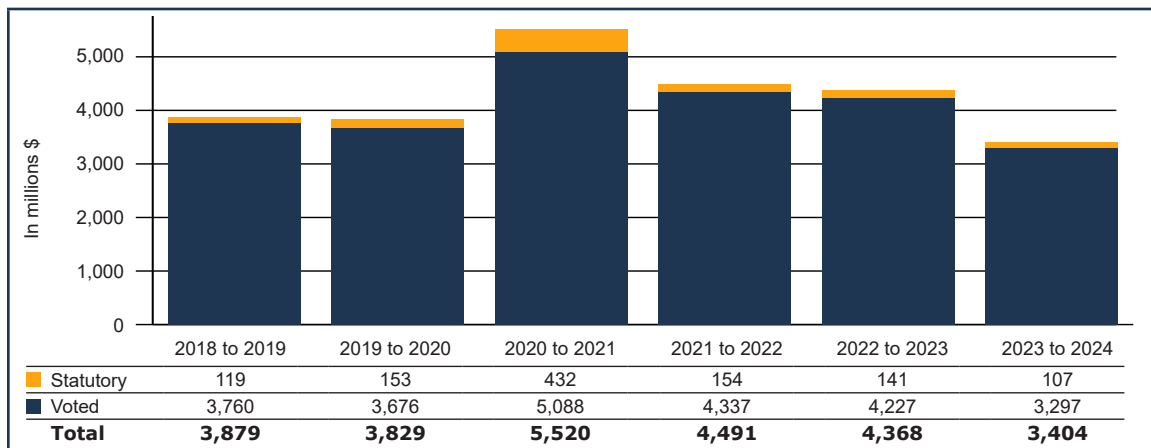
## Spending and human resources

This section provides an overview of the Department’s planned spending and human resources for the next three consecutive fiscal years, and compares planned spending for the upcoming year with the current and previous years’ actual spending.

### Planned spending

#### Departmental spending 2018 to 2019 to 2023 to 2024

The following graph presents planned (voted and statutory) spending over time.



The Departmental spending trend graph presents trends in the Department's planned and actual spending over time. The data representing actual spending (2018 to 2019 to 2019 to 2020), forecast spending (2020 to 2021) and planned spending (2021 to 2022 to 2023 to 2024), is broken down between Statutory and Voted Expenditures.

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

### Budgetary planning summary for core responsibilities and Internal Services (dollars)

The following table shows actual, forecast and planned spending for each of Public Services and Procurement Canada's core responsibilities and to Internal Services for the years relevant to the current planning year.

Core responsibilities and Internal Services	2018 to 2019 expenditures	2019 to 2020 expenditures	2020 to 2021 forecast spending	2021 to 2022 budgetary spending (as indicated in Main Estimates)	2021 to 2022 planned spending	2022 to 2023 planned spending	2023 to 2024 planned spending
Purchase of Goods and Services	184,354,499	160,744,972	1,198,392,386	165,373,648	165,373,648	147,238,024	132,106,964
Payments and Accounting	469,877,329	547,993,891	645,205,248	564,223,848	564,223,848	451,510,069	228,605,504
Property and Infrastructure	2,829,166,463	2,626,433,017	3,097,107,307	3,244,445,160	3,244,445,160	3,298,786,358	2,607,869,222
Government-Wide Support	106,721,614	151,289,700	180,349,125	157,928,212	157,928,212	141,388,957	129,768,766
Procurement Ombudsman	4,398,757	3,987,055	4,421,563	4,211,647	4,211,647	4,214,453	4,214,463
<b>Subtotal</b>	<b>3,594,518,662</b>	<b>3,490,448,635</b>	<b>5,125,475,629</b>	<b>4,136,182,515</b>	<b>4,136,182,515</b>	<b>4,043,137,861</b>	<b>3,102,564,919</b>
Internal Services	284,557,972	338,238,741	394,510,098	355,047,666	355,047,666	325,120,316	301,764,354
<b>Total</b>	<b>3,879,076,634</b>	<b>3,828,687,376</b>	<b>5,519,985,727</b>	<b>4,491,230,181</b>	<b>4,491,230,181</b>	<b>4,368,258,177</b>	<b>3,404,329,273</b>

Totals may not add up due to rounding.

The variances observed are explained as follows:

- For 2020 to 2021, the Department plans to spend approximately **\$1,641 million** more than in 2018 to 2019. The increase is due to a broad suite of initiatives including:
  - Funding received for activities related to the Department's COVID-19 response which includes the procurement of critical goods and services, such as personal protective equipment and health supplies.
  - Increased funding for the Department to deliver on its infrastructure projects which includes the retrofit of federal office buildings and the modernization of scientific laboratories supported by the Laboratories Canada initiative.
  - Additional funding to stabilize the pay operations and decrease the backlog of pay issues.

- For 2021 to 2022, the planned spending is approximately **\$1,029 million** less than the 2020 to 2021 forecasted spending. The decrease is due primarily to the end of funding received for activities related to the Department's COVID-19 response which included the procurement of critical goods and services, such as personal protective equipment and health supplies.
- For 2023 to 2024, the Department plans to spend **\$1,087 million** less than in 2021 to 2022. The decrease is due to the end or winding down of funding in a broad suite of initiatives including:
  - The Department's current funding approval to deliver on its infrastructure projects which includes the retrofit of federal office buildings and the modernization of scientific laboratories supported by the Laboratories Canada initiative. Funding will be adjusted should future approvals be received.
  - The end of incremental funding received in order to stabilize the pay operations and decrease the backlog of pay issues. Funding will be adjusted should future approvals be received.

### 2021 to 2022 Budgetary planned gross spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2021 to 2022.

Core responsibilities and Internal Services	2021 to 2022 planned gross spending	2021 to 2022 planned revenues netted against expenditures	2021 to 2022 planned net spending
Purchase of Goods and Services	468,384,337	303,010,689	165,373,648
Payments and Accounting	704,337,229	140,113,381	564,223,848
Property and Infrastructure	6,102,720,620	2,858,275,460	3,244,445,160
Government-Wide Support	468,524,358	310,596,146	157,928,212
Procurement Ombudsman	4,211,647	0	4,211,647
<b>Subtotal</b>	<b>7,748,178,191</b>	<b>3,611,995,676</b>	<b>4,136,182,515</b>
Internal Services	427,645,597	72,597,931	355,047,666
<b>Total</b>	<b>8,175,823,788</b>	<b>3,684,593,607</b>	<b>4,491,230,181</b>

The Department's major sources of revenues netted against expenditures are collected through the Real Property Federal Accommodation and Infrastructure program as well as through its three active Revolving Funds.

The Real Property Services Revolving Fund (RPSRF) collects most revenues by providing real property services such as project delivery, facility management and advisory services. The Real Property Federal Accommodation and Infrastructure program generates revenues mainly through the provision of spaces, conference rooms and parking, the preparation of spaces for occupancy and the production and distribution of utilities.

Revenues are also collected through the Optional Services Revolving Fund (OSRF) which provides communications, travel and vaccines procurement services, as well

as through the Translation Bureau Revolving Fund (TBRF) which provides translation, interpretation and other linguistic services.

## Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each core responsibility in Public Services and Procurement Canada's departmental results framework and to Internal Services for the years relevant to the current planning year.

### Human resources planning summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2018 to 2019 actual full-time equivalents	2019 to 2020 actual full-time equivalents	2020 to 2021 forecast full-time equivalents	2021 to 2022 planned full-time equivalents	2022 to 2023 planned full-time equivalents	2023 to 2024 planned full-time equivalents
Purchase of Goods and Services	1,693.80	1,798.00	1,860.30	1,857.00	1,822.00	1,795.00
Payments and Accounting	3,878.53	4,537.16	2,399.05	4,748.20	4,722.74	2,514.48 <sup>1</sup>
Property and Infrastructure	3,999.01	4,145.84	4,423.02	4,521.29	4,566.15	4,563.37
Government-wide Support	2,292.20	2,470.33	2,511.54	2,622.12	2,599.30	2,603.39
Procurement Ombudsman	24.91	24.86	20.89	21.17	21.17	21.17
<b>Subtotal</b>	<b>11,888.45</b>	<b>12,976.19</b>	<b>11,214.90</b>	<b>13,769.78</b>	<b>13,731.36</b>	<b>11,497.41<sup>2</sup></b>
Internal Services	2,740.37	3,007.75	3,018.52	3,336.67	3,373.76	3,383.76
<b>Total</b>	<b>14,628.82</b>	<b>15,983.94</b>	<b>14,233.42</b>	<b>17,106.45</b>	<b>17,105.12</b>	<b>14,881.17<sup>3</sup></b>

1. Full Time Equivalents (FTEs) for the Federal Pay Administration program for fiscal year 2023 to 2024 are to be determined based on future funding approval.

2. Ibid.

3. Ibid.

## Estimates by vote

Information on Public Services and Procurement Canada's organizational appropriations is available in the [2021 to 2022 Main Estimates](#)<sup>xxvii</sup>.

## Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of Public Services and Procurement Canada's operations for fiscal year 2020 to 2021 to fiscal year 2021 to 2022.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on [Public Services and Procurement Canada's website](#)<sup>xxviii</sup>.



**Future-oriented condensed statement of operations for the year ending March 31, 2022 (dollars)**

<b>Financial information</b>	<b>2020 to 2021 forecast results</b>	<b>2021 to 2022 planned results</b>	<b>Difference (2021 to 2022 planned results minus 2020 to 2021 forecast results)</b>
Total expenses	8,106,115,715	6,949,095,131	(1,157,020,584)
Total revenues	3,113,984,384	3,209,929,445	95,945,061
Net cost of operations before government funding and transfers	4,992,131,331	3,739,165,686	(1,252,965,645)

The net cost of operations is forecasted to decrease by \$1,253 million in 2021 to 2022 compared to 2020 to 2021. This decrease is primarily attributable to the end of funding received for activities related to the Department's COVID-19 response which included the procurement of critical goods and services, such as personal protective equipment and health supplies. 🍁





Minister Anand at Irving Shipbuilding Inc. in Halifax, December 27, 2019.

# Corporate information

## Organizational profile

**Appropriate minister:** Anita Anand, PC, MP

**Institutional head:** Bill Matthews

**Ministerial Portfolio:** Public Services and Procurement Canada

**Enabling Instrument(s):** The *Department of Public Works and Government Services Act*<sup>xxxix</sup> establishes the Department of Public Services and Procurement Canada.

**Year of incorporation/commencement:** 1841

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

- *Canada Post Corporation Act*<sup>xxx</sup>
- *National Capital Act*<sup>xxxix</sup>
- *Expropriation Act*<sup>xxxii</sup>
- *Defence Production Act*<sup>xxxiii</sup>
- *Seized Property Management Act*<sup>xxxiv</sup>
- *Surplus Crown Assets Act*<sup>xxxv</sup>
- *Financial Administration Act*<sup>xxxvi</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>xxxvii</sup>](#).

For more information on the Department's organizational mandate letter commitments, see the [“Minister's mandate letter”<sup>xxxviii</sup>](#).

## Operating context

Information on the operating context is available on [Public Services and Procurement Canada's website<sup>xxxix</sup>](#).

## Reporting framework

Public Services and Procurement Canada's approved Departmental Results Framework and Program Inventory for 2021 to 2022 are as follows.

## Core Responsibilities

Description
<b>1. Purchase of Goods and Services</b> PSPC purchases goods and services on behalf of the Government of Canada.
<b>2. Payments and Accounting</b> 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.
<b>3. Property and Infrastructure</b> PSPC provides federal employees and Parliamentarians with work space; builds, maintains and manages federal properties and other public works such as bridges and dams; and provides associated services to federal organizations.
<b>4. Government-Wide Support</b> PSPC provides administrative services and tools to federal organizations that help them deliver programs and services to Canadians.
<b>5. Procurement Ombudsman</b> 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

#### 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

## Departmental Results and Departmental Results Indicators (continued)

### 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

### 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 known as the GCworkplace approach
- 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

## Departmental Results and Departmental Results Indicators (continued)

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

- 3.2.1 Percentage of PSPC Crown-owned and lease purchase assets assessed against the 2018 Canadian Standards Association standard for Accessibility (CSA B651-2018)
- 3.2.2 Total compliance score of PSPC owned and lease purchase buildings assessed against the 2018 Canadian Standards Association standard for Accessibility (CSA B651-2018)
- 3.2.3 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

## **5. Procurement Ombudsman**

### **5.1 Raise awareness of procurement issues and exchange information.**

- 5.1.1 Number of awareness-building activities per year with Canadian suppliers, primarily small and medium-sized businesses and federal officials and other stakeholders
- 5.1.2 Number of provinces/territories where outreach activities are held
- 5.1.3 Year-over-year percentage increase of new visits to OPO's website

### **5.2 Procurement related issues are addressed through alternative dispute resolution.**

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

## Departmental Results and Departmental Results Indicators (continued)

### **5.3 Procurement-related issues are addressed through the review of complaints and procurement practice reviews.**

- 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

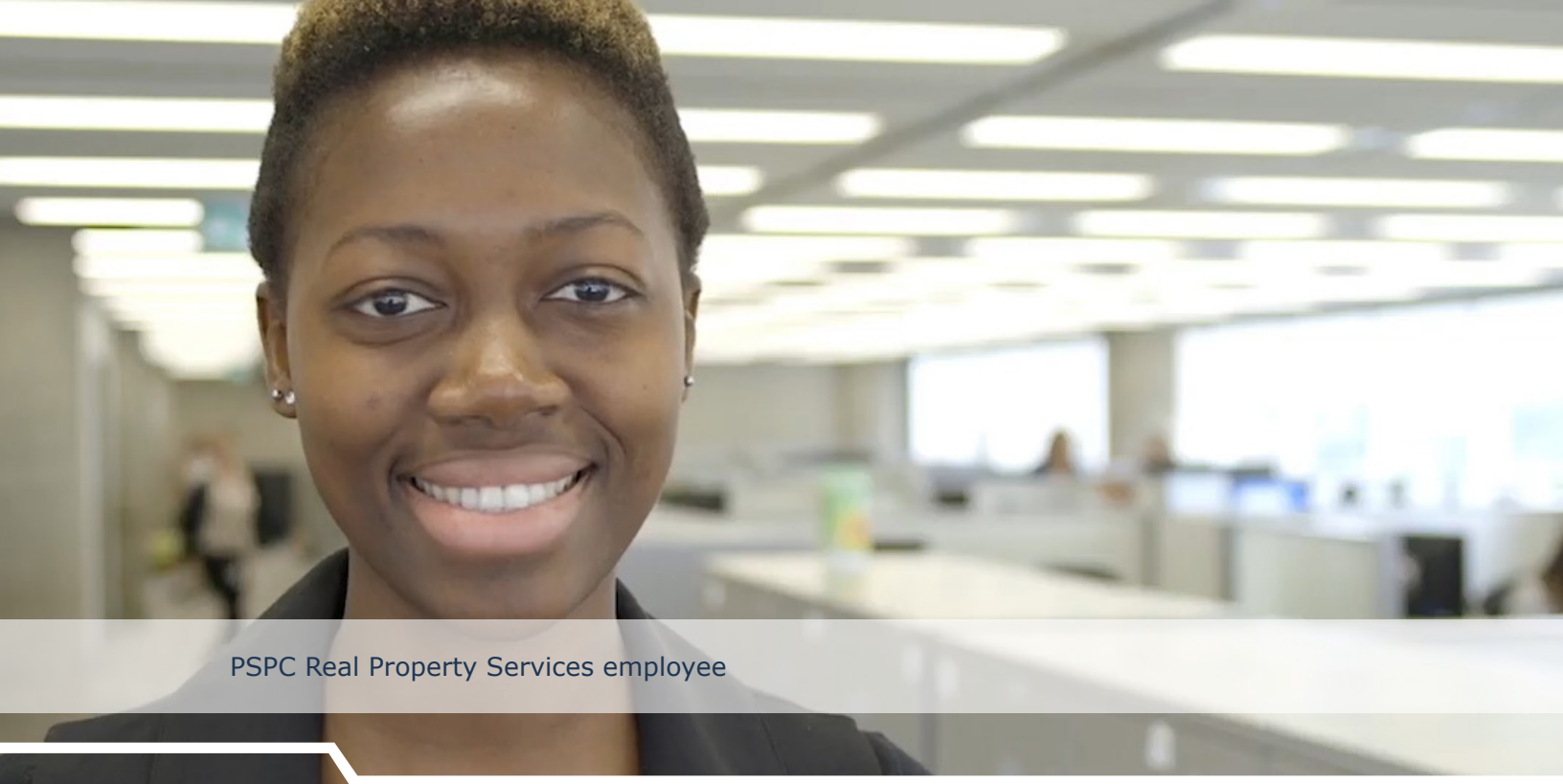
### **5. Procurement Ombudsman**

- Procurement Ombudsman

## Changes to the approved reporting framework since 2020 to 2021

PSPC made only minor amendments to its 2021 to 2022 Departmental Results Framework. Minor amendments constitute changes at the departmental result and indicator level. As such, PSPC's core responsibilities and program inventory remain unchanged.





PSPC Real Property Services employee

## Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase](#)<sup>x1</sup>. 🇨🇦





## Supplementary information tables

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

- [Departmental Sustainable Development Strategy](#)<sup>xlii</sup>
- [Details on transfer payment programs](#)<sup>xliii</sup>
- [Gender-based analysis plus](#)<sup>xliv</sup> 🇨🇦





PSPC employee, Yueshaung Zhu, Project Manager


## Federal tax expenditures

Public Services and Procurement Canada's Departmental Plan does not include information on tax expenditures that relate to its planned results for 2021 to 2022.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#)<sup>xlv</sup>.

This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance. 🍁





PSPC employee, Mélanie Provost, Coordinator of the Centre for GCworkplace Innovation

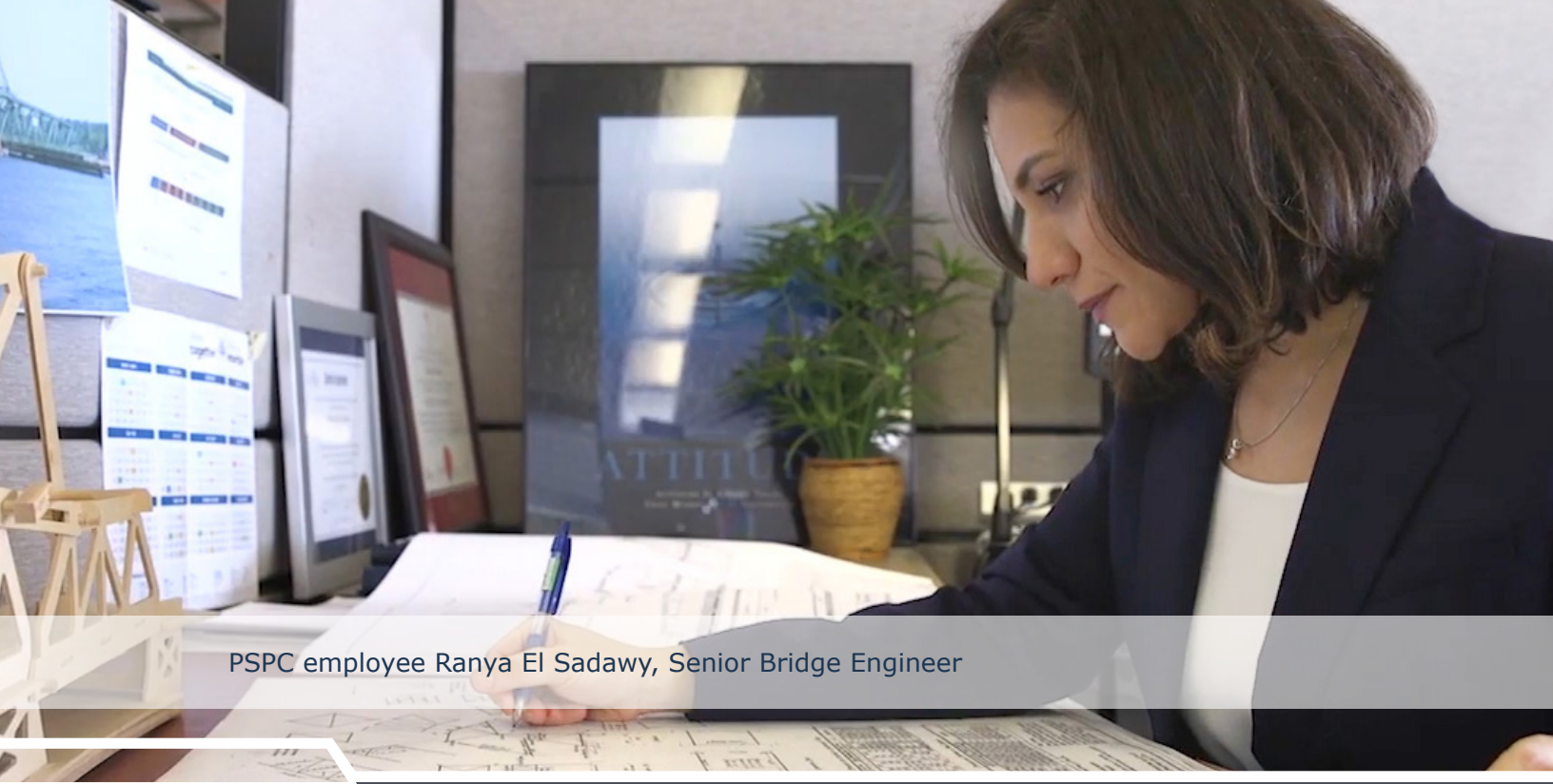
## Organizational contact information

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

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







PSPC employee Ranya El Sadawy, Senior Bridge Engineer

## Appendix: definitions

### **appropriation** (*crédit*)

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

### **budgetary expenditures** (*dépenses budgétaires*)

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

### **core responsibility** (*responsabilité essentielle*)

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

### **Departmental Plan** (*plan ministériel*)

A report on the plans and expected performance of a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

### **departmental priority** (*priorité ministérielle*)

A plan or project that a department has chosen to focus and report on during the planning period. Departmental 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 factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

**departmental results framework**

*(cadre ministériel des résultats)*

A framework that consists of the department's core responsibilities, 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 and what doesn't. 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. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

**gender-based analysis plus (GBA+)**

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

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

**government-wide priorities** *(priorités pangouvernementales)*

For the purpose of the 2021 to 2022 Departmental Plan, 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—a resiliency agenda for the middle class; The Canada we're fighting for.

**horizontal initiative** *(initiative horizontale)*

An initiative in which two or more federal organizations 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 the 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 of the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

**result** *(résultat)*

An external 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.

**strategic outcome** (*résultat stratégique*)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

**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

- i Unites Nations Sustainable Development Goals, <https://www.un.org/sustainabledevelopment/>
- ii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- v GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vi Public Service Pay Centre dashboard, <https://www.tpsgc-pwgsc.gc.ca/remuneration-compensation/services-paye-pay-services/centre-presse-media-centre/mise-a-jour-update-eng.html>
- vii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- viii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- x GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xi Federal Sustainable Development Strategy, <https://www.fsds-sfdd.ca/index.html#/en/goals/>
- xii Greening Government Strategy, <https://www.canada.ca/en/treasury-board-secretariat/services/innovation/greening-government/strategy.html>
- xiii Unites Nations Sustainable Development Goals, <https://www.un.org/sustainabledevelopment/>
- xiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xvi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xvii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xviii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xx GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxiii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxvi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxvii Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xxviii Consolidated departmental financial statement of operations, <https://www.tpsgc-pwgsc.gc.ca/rapports-reports/index-eng.html>
- xxix *Department of Public Works and Government Services Act*, <https://laws-lois.justice.gc.ca/eng/acts/P-38.2/>
- xxx *Canada Post Corporation Act*, <https://laws-lois.justice.gc.ca/eng/acts/c-10/index.html>
- xxxi *National Capital Act*, <https://laws-lois.justice.gc.ca/eng/acts/n-4/>
- xxxii *Expropriation Act*, <https://laws-lois.justice.gc.ca/eng/acts/D-1/>

- xxxiii *Defence Production Act*, <https://laws-lois.justice.gc.ca/eng/acts/D-1/>
- xxxiv *Seized Property Management Act*, <https://laws-lois.justice.gc.ca/eng/acts/S-8.3/>
- xxxv *Surplus Crown Assets Act*, <https://laws-lois.justice.gc.ca/eng/acts/S-27/>
- xxxvi *Financial Administration Act*, <https://laws-lois.justice.gc.ca/eng/acts/f-11/>
- xxxvii Raison d'être, mandate and role : who we are and what we do, [www.tpsgc-pwgsc.gc.ca/rapports-reports/pm-dp/2021-2022/renseignements-information-eng.html#a2](http://www.tpsgc-pwgsc.gc.ca/rapports-reports/pm-dp/2021-2022/renseignements-information-eng.html#a2)
- xxxviii Minister's mandate letter, <https://pm.gc.ca/en/mandate-letters>
- xxxix Operating context, <https://www.tpsgc-pwgsc.gc.ca/rapports-reports/pm-dp/2021-2022/renseignements-information-eng.html#a3>
- xl GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xli Supplementary information tables, <https://www.tpsgc-pwgsc.gc.ca/rapports-reports/pm-dp/2021-2022/supplementaires-supplementary-eng.html>
- xlii Departmental Sustainable Development Strategy, <https://www.tpsgc-pwgsc.gc.ca/rapports-reports/smdd-dsds/smdd-dsds-2020-2023-eng.html>
- xlili Details on transfer payment programs, <https://www.tpsgc-pwgsc.gc.ca/rapports-reports/pm-dp/2021-2022/ppt-tpp-eng.html>
- xliv Gender-based analysis plus, <https://www.tpsgc-pwgsc.gc.ca/rapports-reports/pm-dp/2021-2022/acs-gba-eng.html>
- xlv Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
- xlvi General enquiries, <https://www.tpsgc-pwgsc.gc.ca/comm/cn-cu-eng.html#general>

