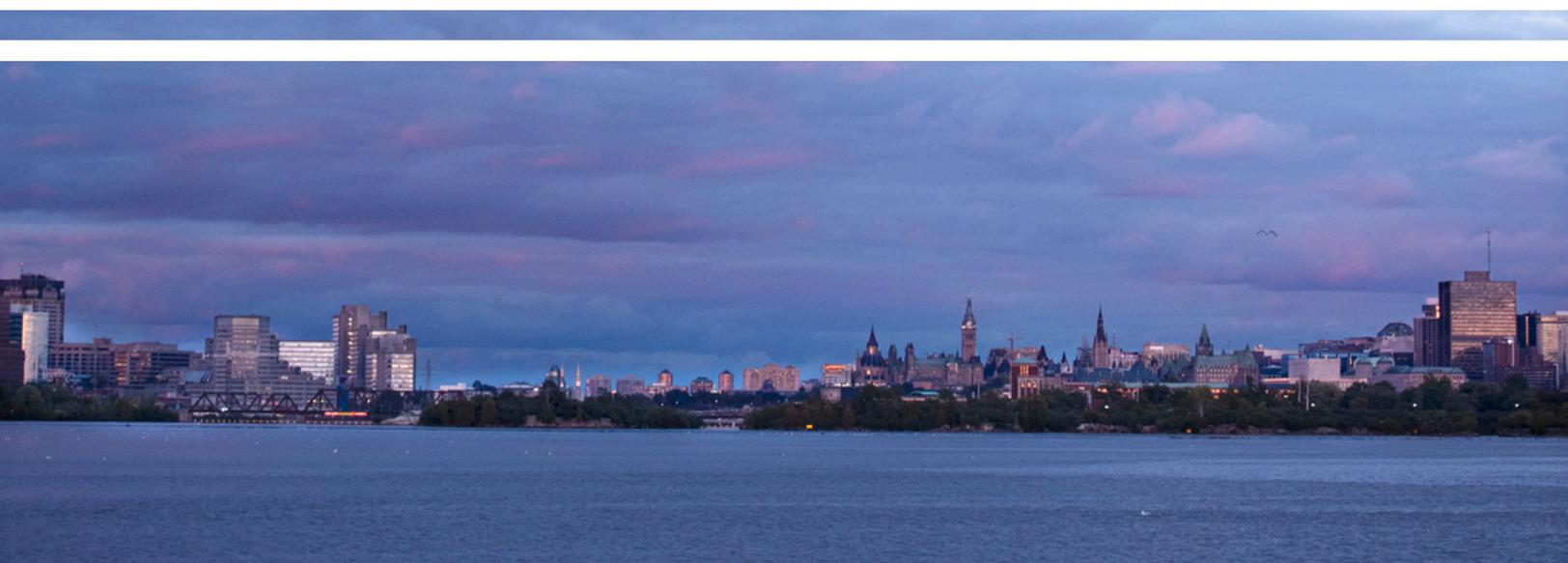


2018–19

PUBLIC SERVICES AND PROCUREMENT CANADA

DEPARTMENTAL RESULTS REPORT



Anita Anand, PC, MP

Minister of Public Services and
Procurement



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Minister's message

I am proud to present Public Services and Procurement Canada's (PSPC) Departmental Results Report for 2018 to 2019, which highlights the department's achievements in delivering on its diverse and complex mandate.

Ensuring that public servants are paid accurately and promptly continues to be the Department's top priority. PSPC decreased the Pay Centre queue by 31% between April 1, 2018 and March 31, 2019. Despite such progress, the Phoenix pay system remains a complex challenge and pay issues continue to create stress and hardship for employees. PSPC has taken significant steps to reduce and resolve pay issues and will continue working with all stakeholders, including unions and employees, on solutions to help stabilize the Phoenix Pay system.

This past year, PSPC introduced the Pay Pod model, an employee-led initiative that assigns compensation advisors and assistants to specific departments and agencies. The teams work closely together to process incoming transactions and address outstanding cases. By March 2019, PSPC had implemented Pay Pods for 34 departments and agencies, supporting approximately 150,000 employees. By May 30, 2019, all the

organizations served by the Pay Centre had transitioned to Pay Pods.

Supporting climate action and sustainability is a priority for the Government of Canada as it transitions to low-carbon and climate-resilient operations. Under the Smart Buildings Initiative, the Department implemented green technology in 103 buildings across the country. This resulted in energy cost savings of \$3.38 million and reduced carbon emissions by 5,545 tonnes between April 1, 2018 and March 31, 2019. The Department also installed 96 electric vehicle charging stations on the properties it services.

PSPC's long-term plan to modernize Canada's parliamentary buildings reached two important milestones with the completion of work on the West Block and the Senate of Canada Building (formerly known as the Government Conference Centre). PSPC transferred the restored and modernized spaces to Parliamentarians in time for the January 2019 parliamentary session. These newly restored spaces support parliamentary operations, provide barrier-free access and include unique and innovative sustainability features to lower energy consumption and reduce greenhouse gas emissions. The first phase of the new Visitor Welcome Centre was also completed: the first new building on Parliament Hill in over 100 years.

With all its restoration and modernization projects, PSPC focused on making facilities more inclusive and accessible. The Department's enhanced guidelines for its building projects now exceed existing minimum accessibility codes and standards for government and industry.

PSPC has piloted tools to help persons with visual impairments navigate in and

2018–19 Departmental Results Report

around its buildings and continues to work with accessibility experts to conduct building audits.

The Department continued work to modernize and improve procurement processes in support of its clients and suppliers. In July 2018, PSPC awarded a contract to implement and manage a web-based electronic procurement platform to automate and streamline procurement. This year, PSPC also expanded its outreach to Indigenous businesses and those owned and operated by underrepresented groups, including women and visible minorities. The Department participated in over 610 outreach events targeting these communities and reached nearly 11,000 people.

PSPC continues to support Canada's defence policy, Strong, Secure, Engaged, and the National Shipbuilding Strategy, ensuring the Canadian Armed Forces and Canadian Coast Guard have the equipment they need.

A modern fighter jet is essential to defending Canada and our sovereignty. In December 2017, PSPC launched a competition to replace Canada's fighter fleet with 88 advanced jets. As an interim measure, 18 F-18 fighter aircraft were purchased from Australia, the first two of which were received in February 2019.

PSPC held engagement activities for eligible suppliers of the future fighter jets in 2018 and early 2019. In July 2019, the Department released the formal Request for Proposals to eligible suppliers.

The National Shipbuilding Strategy is rejuvenating Canada's marine industry. Contracts awarded through the National Shipbuilding Strategy between 2012 and March 2019 are estimated to contribute

\$12.7 billion (1.2 billion annually) toward Canada's gross domestic product while creating or maintaining 10,904 jobs annually between 2012 and 2022. The Government of Canada awarded \$2.6 billion in new contracts to Canadian companies from April 2018 to March 2019. More than \$165 million was directed to small businesses with fewer than 250 full-time employees.

At Seaspan, early block construction of the Royal Canadian Navy's first Joint Support Ship started in June 2018. Additionally, sea trials began for the first of three Offshore Fisheries Science Vessels for the Canadian Coast Guard.

In February 2019, PSPC awarded a contract for the design of Canada's 15 new Canadian Surface Combatants, which will incorporate Canadian systems and equipment. This project is the largest, most complex procurement undertaken by the Government of Canada. Through the Industrial and Technological Benefits Policy, both Irving Shipbuilding Inc. and Lockheed Martin Canada will invest an amount equal to their contract value back into Canada's economy.

These are just some of the highlights of PSPC's achievements over the past year. I encourage you to read the report to learn more about the Department's role in delivering services to Canadians and building an economy and society that are inclusive, innovative, accessible and sustainable. The successes outlined in this report are owed to the hard work and dedication of PSPC employees, whose efforts I greatly appreciate. Together, they continue to deliver high-quality service and value to Canadians. 🍁

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



There have been significant advancements in projects across all pillars of the National Shipbuilding Strategy (NSS) including large and small vessels as well as vessel repair, refit and maintenance.

Results at a glance

What funds were used?

Public Services and Procurement Canada (PSPC)'s actual spending (authorities used) for 2018–19: \$3,879,076,634

Who was involved?

PSPC's actual full-time equivalents (FTE) number for 2018–19: 14,628.82

Key achievements

Purchase of Goods and Services

Key Priorities	Achievements
Continue to advance PSPC's initiatives to modernize procurement practices and develop simpler and less burdensome processes, policies and tools.	To modernize procurement, PSPC continues to leverage digital technologies, open data, agile and iterative approaches, enabling policies, accessibility initiatives, and a professional workforce. The Department is working on making procurement processes simpler, faster and more accessible for suppliers and buyers, and using procurement to contribute to socio-economic benefits for Canadians, increase competition in procurements and foster innovation in Canada.
Begin the implementation of the e-Procurement solution that will make it faster and easier for clients to procure the goods and services they need to deliver their programs, and for suppliers to do business with the Government.	In July 2018, PSPC awarded a contract to implement and manage an electronic procurement solution, which is a key element in the government's plans to modernize procurement. This solution will shift the focus away from administering paper-based and burdensome processes, enabling digital services to deliver better outcomes for Canadians.
Conduct outreach activities with underrepresented small and medium enterprises, to prepare them for doing business with the Government of Canada, with the aim of increasing the diversity of bidders on government contracts.	PSPC increased activities to diversify its supplier base by engaging with Indigenous businesses as well as with businesses owned by underrepresented communities in procurement, such as women and visible minorities. In 2018–19, the Department participated in 616 events across Canada targeting these communities, reaching 10,884 individuals. PSPC has also established partnerships with key national business associations that provide services to these communities.
Support our military by: delivering the right equipment to the Canadian Armed Forces and Coast Guard in a timely manner.	<p>Key advancements of major defence procurements included the delivery of the final Tactical Armoured Patrol Vehicle in December 2018, the launch of a supplier pre-qualification process for the procurement of future aircrew training services, delivery of the first two interim fighter aircraft under an agreement between Canada and Australia, and engagement with suppliers on a draft Request for Proposal for the future fighter aircraft procurement.</p> <p>PSPC launched a pilot project that will better position the Department to deliver on planned investments under Canada's defence policy, Strong, Secure, Engaged. The pilot project, which resulted from collaboration between PSPC, the Treasury Board Secretariat (TBS) and the Department of National Defence (DND), provides for risk-based contract approvals to enable a simplified and faster process to be applied to low risk and lower complexity procurements on behalf of DND.</p>

Purchase of Goods and Services (continued)

Key Priorities	Achievements
Continue to prioritize the National Shipbuilding Strategy in order to support the renewal of the Canadian Coast Guard and the Royal Canadian Navy fleets.	There have been significant advancements in projects across all pillars of the National Shipbuilding Strategy (NSS) including large and small vessels as well as vessel repair, refit and maintenance. In addition, the NSS continues to generate substantial economic benefits across the country. From April 2018 to March 2019, the Government of Canada awarded approximately \$2.6 billion in new contracts to Canadian companies under the strategy.

Payments and Accounting

Key Priorities	Achievements
Address the recommendations from the 2017 Fall Report of the Auditor General on the Phoenix Pay Problems to ensure the pay system is stabilized and able to perform within service standards.	In 2018–19, PSPC created an outcomes framework and developed and implemented an HR-to-Pay Integrated Plan which addressed the recommendations from the 2017 Fall report of the Auditor General of Canada on Phoenix pay problems.
Work to stabilize the pay system linking Human Resources (HR) processes to the pay environment.	In 2018–19, PSPC made clear progress on stabilizing pay. The Department decreased the Pay Centre queue by 31% for the period of April 1, 2018 to March 31, 2019 (excluding cases resulting from collective agreement implementation) and managed a weekly average of 10,000 calls at the Client Call Centre. Over 1,500 employees were hired in pay operations at the Pay Centre and in the regional offices. PSPC successfully issued tax slips in both 2017 and 2018 tax years and worked with the Treasury Board Secretariat (TBS) and Canada Revenue Agency (CRA) to establish a new approach to recovering overpayments from prior tax years.
Integrate innovative solutions in order to increase program efficiency and effectiveness, expand self-service options to employees and retirees; and ensure that pension transactions are processed within established timeframes.	The Department integrated innovative solutions to increase program efficiency and effectiveness, such as the Pay Pod service delivery model, introduced in May 2018, which groups together compensation advisors and assistants assigned to a specific department/agency resulting in queue reduction. PSPC has improved communication with pension plan members by modernizing and transforming the Pension Centre's online user experience by delivering client-centric services that are designed and delivered considering client needs and feedback, and that are progressively e-enabled.

Property and Infrastructure

Key Priorities	Achievements
<p>Reduce greenhouse gas emissions and lowering operation costs and energy consumption of federal buildings through the ongoing implementation of the Smart Buildings Initiative.</p>	<p>PSPC implemented Smart Building technology in 103 buildings across the country. The technology has resulted in savings of over 27,555 MWh of energy, \$3.38 million in cost savings and 5,545 tonnes of CO₂.</p> <p>To reduce gas emissions and lower energy consumption, PSPC has constructed 96 Electric Vehicle Charging Stations (EVCS) locations on properties that fall under its portfolio as a service provider.</p>
<p>As part of the Long Term Vision and Plan for the Parliamentary Precinct, complete work on the West Block and the Government Conference Centre, in order to begin the rehabilitation of the Centre Block, the Department's largest and most complex heritage project to date.</p>	<p>PSPC completed major projects in the Parliamentary Precinct: the rehabilitation of the West Block and Senate of Canada Building (formerly known as the Government Conference Centre), as well as the construction of the first phase of the new Visitor Welcome Centre. In fall 2018, the Department transferred these restored and modernized spaces to Parliamentarians. With Parliament operating from its new interim spaces starting in the winter 2019 session, PSPC commenced preparations for the historic rehabilitation of the Centre Block.</p>
<p>Support the Minister of Science to bring forward a new vision for federal science infrastructure, through investments in federal science laboratories.</p>	<p>PSPC, in partnership with the federal science community, developed a 25-year Long Term Vision and Plan to revitalize the Government of Canada's science laboratories. The objective of the Plan is to build a world class, national network of modern, multipurpose, collaborative federal science and technology laboratories that are accessible and environmentally sustainable. The Plan will be implemented with a whole of government approach and the engagement of the science community. Through the Plan, PSPC will be enabling a stronger, more collaborative science capacity to support Government of Canada priorities and evidence-based decision making.</p>
<p>In close collaboration with the industry sector, develop terms of payment, adjudication processes and the right legislation to support prompt payment for all construction contracts.</p>	<p>PSPC engaged the national construction industry and developed legislation to support prompt payment for federal construction projects. The legislation will help ensure that payments flow down the construction supply chain promptly and includes a mechanism to resolve payment issues.</p>

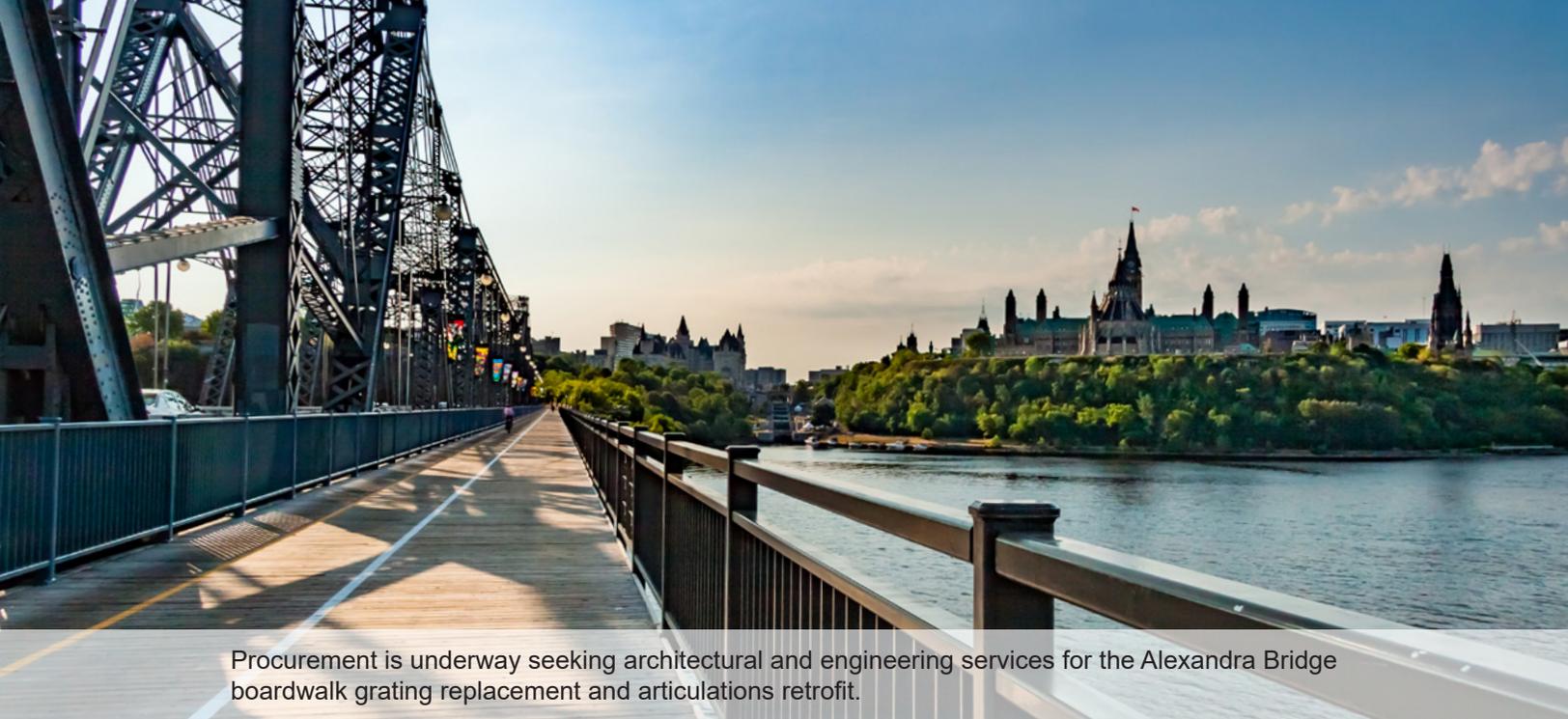
Government-Wide Support

Key Priorities	Achievements
Continue to reinforce the implementation of business processes and incorporate technological tools, such as modern applications, accessible through mobile devices.	PSPC launched a pilot project to help automate the paper-based and manual business processes that exist within the current Taxi Management Program.
Improve the quality of the Translation Bureau Services, which includes implementing a more rigorous quality-control system, enabling a process to recruit world-class employees, as well as offering effective training programs.	The language industry is undergoing a rapid digital transformation. To assess how the Translation Bureau can position itself to ensure the Government of Canada continues to benefit from quality language services, the Bureau led a foresight exercise with Policy Horizons Canada. The Bureau worked closely with the industry to ensure the vitality of language professions, and tested several artificial intelligence translation tools to assess quality and measure efficiency gains. The Bureau also worked to strengthen relationships with its clients, the language industry and the academic community.

Procurement Ombudsman

Key Priorities	Achievements
Examine and share information on effective practices to encourage positive initiatives in the field of procurement.	To raise awareness of the Office of the Procurement Ombudsman's (OPO) services by Canadian businesses and federal departments, the Procurement Ombudsman wrote to 83 federal organizations asking them to include clauses referencing OPO in their procurement documents. As of March 31, 2019, 72 organizations responded and 71 of them (99% of respondents) agreed to include one, two or all three clauses. OPO expects an increase in the number of dispute resolution services requests received over the next five years as a result of this initiative.

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



Procurement is underway seeking architectural and engineering services for the Alexandra Bridge boardwalk grating replacement and articulations retrofit.

Results: what we achieved

Core Responsibilities

Purchase of Goods and Services

Description

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

The Prime Minister mandated the Minister of Public Services and Procurement and Accessibility to:

- Modernize procurement practices so that they are simpler, less administratively burdensome; deploy modern comptrollership; encourage greater competition, and include practices that support economic policy goals, including innovation, as well as green and social procurement considerations.
- Work with the Minister of National Defence, the Minister of Innovation, Science and Economic Development, and the Minister of Fisheries, Oceans and the Canadian Coast Guard to ensure the women and men of the Canadian Armed Forces and the Canadian Coast Guard get the equipment they need on time and on budget, as outlined in the government's new defence policy—Strong, Secure, Engaged—and under the National Shipbuilding Strategy (NSS).
- Ensure that procurement processes reflect modern best practices.
- Deliver procurement practices that reflect public expectations around transparent, open, and citizen-centered government.

Results

Canada's leader in procurement

PSPC managed the procurement of goods and services valued at approximately \$15.3 billion on behalf of our client departments and agencies in 2018–19. PSPC provided effective, efficient, competitive and fair procurement services in support of Government of Canada institutions fulfilling their respective mandates, while contributing to the country's socio-economic goals.

Innovation in procurement

To modernize government-wide procurement of goods and services, PSPC took significant strides towards implementing an electronic procurement solution. In July 2018, following a competitive procurement process, PSPC awarded a contract for the configuration, deployment and management of a globally adopted, high-performance enterprise cloud-based solution. This solution will simplify procurement and reduce administrative burden for suppliers. It will be implemented first within PSPC to ensure a smooth transition, with pilot activities beginning in late 2019–20.

The Department continues to leverage digital technologies, open data, agile and iterative approaches, and a professional workforce. PSPC is working on making procurement processes simpler, faster and more accessible for suppliers and buyers, and using procurement to contribute to socio-economic benefits for Canadians, increase competition in procurements and foster innovation in Canada, consistent with recommendations of the Standing Committee on Government Operations and Estimates (OGGO) in

its report entitled "Modernizing Federal Procurement for Small and Medium Enterprises, Women-Owned and Indigenous Businesses".

PSPC implemented two new tools on its buyandsell.gc.ca platform in 2018–19 to streamline processes. The first is a secure, self-serve, user-friendly application that allows suppliers to use publicly-available contracting information to create a letter of certification of contracts awarded to them by PSPC to use as a reference when bidding on work. The second is an enhanced, modern application, the Standing Offer and Supply Arrangement Application (SOSA App), which allows procurement officers across government to manage, publish and view standing offers and supply arrangements. In addition, PSPC proceeded with the full national implementation of electronic bid submission services using Canada Post's epost Connect.

Following extensive engagement with its clients and industry, PSPC developed a draft Vendor Performance Management (VPM) policy. Better vendor management tools will allow the Government of Canada to incentivize vendors to deliver high-quality goods and services, while holding them accountable for their work, particularly in large scale procurements. Pilot projects supporting the gradual implementation of the policy are underway within PSPC.

In November 2018, PSPC launched an 18-month pilot project to implement a new risk-based approach to contract approvals, resulting in a simplified and faster process for low risk and lower complexity procurements on behalf



Professional Services Hackathon at Bayview Innovation Centre.

of DND. Work was undertaken to increase DND's delegated authority to purchase goods and services from \$1,000,000 to \$5,000,000 as of April 1, 2019.

PSPC continued the implementation of the sustainment initiative in collaboration with its partner departments: DND and Innovation, Science and Economic Development Canada (ISED). DND spends about \$2.5 billion annually to sustain equipment and fleets for the Canadian Army, the Royal Canadian Navy, the Royal Canadian Air Force,

and Special Operations Forces. Under the initiative, specific sustainment needs are assessed against four strategic objectives: performance, value for money, flexibility and economic benefits.

Increasing outreach activities

PSPC's Office of Small and Medium Enterprises (OSME) continued to assist suppliers and individuals interested in selling goods and services to the Government of Canada, through their supplier engagement outreach program. The OSME participated in

1,493 outreach events across Canada, reaching 43,625 individuals.

The OSME initiated a service design exercise, to evaluate how the Program currently reaches and assists small and medium enterprises, and explore options to improve outreach service over the next few years. The Service redesign project includes a review of the current outreach activities and will result in the development of a service delivery framework. This project is focused on using user-centered design tools and methodologies to evaluate and improve the effectiveness of the outreach service.

As part of the Canadian Collaborative Procurement Initiative (CCPI)ⁱⁱ, PSPC joined together with provinces, territories and entities from the municipal, academic, social services and hospital sectors, to increase our buying power and generate meaningful economic benefits for suppliers and Canadians. In 2018–19, the number of participating entities increased from 35 to 55, and the number of procurement instruments available to CCPI partners increased from 56 to 86. In addition, CCPI partners were provided access to PSPC’s new SOSA App, which makes it easier to access the procurement instruments available to them.

PSPC continues to work closely with international governments, particularly the United States and the United Kingdom, as a means to ensure that Government of Canada procurement processes reflect modern best practices and to share lessons on shared priorities, such as electronic procurement systems and social procurement.

Supporting Canada’s economic, environmental, and social policy goals

The Government took steps to provide Indigenous businesses with additional opportunities to participate in federal contracts by increasingly incorporating requirements for benefits for Indigenous Peoples and businesses in procurement processes. In collaboration with Crown-Indigenous Relations and Northern Affairs Canada, PSPC is encouraging departments that procure more than \$1 million annually to increase the value of contracts awarded to Indigenous businesses, and to set targets for the next 5 years.

PSPC also developed an action plan to address barriers and increase the participation of women-owned businesses in federal procurement, and launched a number of pilot projects to promote supplier diversity. These include procurements for catering and hospitality services in the National Capital Region and the Atlantic Region, as well as the renewal of a supply arrangement for temporary help services.

PSPC continued to engage with clients and industry on the broader inclusion of environmental criteria in procurements, and provide clients with opportunities to reduce their environmental footprints. More than 40% of PSPC’s standing offers and supply arrangements currently include green goods and services that have a reduced environmental impact.

In collaboration with ISED, PSPC continued to support the consolidation of the Build in Canada Innovation Program (BCIP) into Innovative Solutions Canada. At the same time, the Department continued to strengthen

the program by awarding more than \$42 million in contracts to Canadian innovators. Over its nine year history with PSPC (2010 to 2019), the BCIP awarded 398 contracts valued at \$170.9 million, and helped over 80% of participating businesses to commercialize their innovations with 12 months of contract completion.

Defence and marine procurement

PSPC continued to support Canada's defence policy, Strong, Secure, Engaged, and the NSS by ensuring the Canadian Armed Forces and the Canadian Coast Guard receive the equipment they need on time and on budget.

The last tactical armoured patrol vehicle was delivered in December 2018. Deliveries of upgraded Cyclone helicopters were completed as part of the iterative delivery strategy. Deliveries of medium capacity logistics trucks commenced and a Request for Proposal was posted for the Tactical Control Radar Modernization Project. An Invitation to Qualify resulted in a list of qualified suppliers for the Future Aircrew Training Program, who then participated in a series of engagement activities.

A modern fighter jet fleet is essential to defending Canada and Canadian sovereignty. Since launching an open and transparent competitive procurement process in December 2017 to replace Canada's fighter aircraft, the government has been continuously engaging with suppliers and working hard to address their feedback. In October 2018, a draft Request for Proposal was released to eligible suppliers for their review and feedback. Supplier engagement continued until

the final Request for Proposal was released in summer 2019.

In November 2018, to meet immediate needs, the government signed a procurement agreement with Australia for 18 F/A-18 fighter aircraft, associated spare parts and equipment. These additional aircraft will help ensure that the Canadian Armed Forces has the equipment it needs to continue to meet its obligations until the arrival of a new fleet. The first two Australian aircrafts arrived in Canada in February 2019. Additional information on the progress of defence procurement in 2018–19 is available on the [Defence Procurement Strategy](#)ⁱⁱⁱ page.

Through the National Shipbuilding Strategy (NSS), the government continued to deliver on its commitment to renew the fleets of the Royal Canadian Navy and the Canadian Coast Guard, create jobs and opportunities for Canadians and revitalize the marine industry.



Members of NRU ASTERIX and HMCS REGINA's Air Detachment conduct a training exercise with BRONCO, the CH-148 Cyclone helicopter during Operation PROJECTION in the Pacific Ocean on July 7, 2019.

The first Arctic and Offshore Patrol Ship was launched, and a sub-contractor was selected for the design of 15 new Canadian Surface Combatant ships. Sea trials for the first Offshore Fisheries Science Vessel and the construction on the second and third vessels continued. The Government of Canada announced a change in the sequence of construction of the Joint Support Ships and the Offshore Oceanographic Science Vessel. The new sequence will see the shipyard move from early-block construction to full production on the first Joint Support Ship, followed by construction of the Offshore Oceanographic Vessel, then the second Joint Support Ship. Two new search and rescue lifeboats were delivered, as were two new Channel Survey and Sounding Vessels. The first of three medium commercial icebreakers was delivered to provide interim icebreaking capability for the Canadian Coast Guard, and the government also began the process to acquire a light icebreaker to further support operational requirements. Irving Shipbuilding, Chantier Davie Canada, and Seaspan's Victoria Shipyards were selected for maintenance support services through to the end of life for Canada's Halifax-Class frigates. As well, a contract was awarded for a three-year lease of two emergency offshore towing vessels and both vessels entered into service.

The NSS continues to generate significant economic benefits across the country. Between 2012 and March 2019, the Government of Canada had awarded more than \$11.18 billion of NSS-related contracts across the country, of which more than \$5.72 billion was awarded to shipyards other than the two shipyards selected to build Canada's

large vessels, Irving Shipbuilding Inc. and Vancouver Shipyards Co. Ltd. These NSS contracts are estimated to have contributed \$12.7 billion (\$1.2 billion annually) to the gross domestic product, and are expected to create or maintain 10,904 jobs in the Canadian economy annually during the period of 2012 to 2022.

Experimentation

The local transportation modernization initiative is a project to modernize the way federal Government of Canada employees use and pay for local ground transportation while also examining the capacity to pay for a wider range of local ground transportation services (for example ride-sharing) in the National Capital Region (NCR) and in other regions across Canada. Over the course of 2018–19, PSPC engaged with the NCR taxi industry to begin the development of a smartphone taxi application for use by government employees with a virtual method of payment as an alternative to the present



PSPC engaged with the NCR taxi industry to begin the development of a smartphone taxi application for use by government employees with a virtual method of payment as an alternative to the present paper-based and manual business processes.

paper-based and manual business processes. In addition, a ride-sharing pilot program was established to give employees an alternate method of local transportation.

In 2018, PSPC began piloting a Qualification-Based Selection (QBS) process to procure architecture and engineering services. QBS is a competitive process requiring firms to compete for contracts on the basis of their experience and technical expertise, and where price is negotiated

with the top technically ranked firm for the scope of services. This process is expected to emphasize quality, and support the completion of real property projects on time and on budget, generating savings in construction, operations and maintenance. Two procurements are underway as part of the pilot project, seeking architectural and engineering services for the Alexandra Bridge boardwalk grating replacement and articulations retrofit, and the Valour Building roof replacement.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
Federal organizations have the products and services they need, when they need them, at the best value.	Percentage of overall client satisfaction with PSPC procurement services.	80%	March 31, 2019	82%	84%	84%
	Average number of days to award a contract (Level 1 complexity).	N/A ¹	March 31, 2019	51	52	53
	Average number of days to award a contract (Level 2 complexity).	N/A ²	March 31, 2019	87	88	91
	Cost of procurement services per \$100 of contract value.	\$1.75	March 31, 2019	\$0.47 ³	\$0.58 ⁴	\$1.65
	Percentage of dollar value awarded through competitive contracting processes.	80%	March 31, 2019	80.5%	80%	84%
	Percentage of contracts awarded through PSPC standing offers and/or supply arrangements.	40%	March 31, 2019	39.8%	30%	Data will be available in April 2020.
	Percentage of competitive procurement processes versus sole source.	80%	March 31, 2019	82%	62%	81%
	Percentage of complex competitive procurement processes for which at least two bids were received (Level 3-5).	TBD ⁵	March 31, 2019	N/A	N/A	N/A ⁶
	Average number of qualified bidders on complex competitive procurement processes.	TBD ⁷	March 31, 2019	N/A	N/A	N/A ⁸
Government purchasing is simpler and easy to access, fair and transparent for suppliers.	Percentage of suppliers that rate the purchasing process as simpler and easy to access.	TBD ⁹	March 31, 2019	N/A	N/A	72% ¹⁰
	Percentage of contracts awarded for which a valid complaint was filed.	1%	March 31, 2019	0.07%	0.00%	0.07%
	Percentage of suppliers that rate the purchasing process as fair and transparent.	TBD ¹¹	March 31, 2019	N/A	N/A	56% ¹²
	Number of agile digital procurements.	1	March 31, 2019	N/A	N/A	3

Results achieved (continued)

Departmental results	Performance indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
Government Purchasing supports Canada's economic, environmental, and social policy goals.	Percentage of contract value awarded to small and medium businesses.	40%	March 31, 2019	47.5%	67%	49%
	Percentage of innovation contracts awarded by PSPC for which products and services are commercialized within one year after contract completion.	N/A ¹³	March 31, 2019	78%	79%	80%
	Percentage of PSPC contracts, standing offers and supply arrangements that include "green" goods and services.	40%	March 31, 2019	15%	13.5%	40%
	Percentage increase in participation to procurement processes by businesses owned by Indigenous peoples.	TBD ¹⁴	March 31, 2019	N/A	N/A	N/A ¹⁵
	Percentage increase in participation to procurement processes by businesses owned by women.	TBD ¹⁶	March 31, 2019	N/A	N/A	N/A ¹⁷

- There is no set target as this is a metric (measurement) only and not an indicator of performance. The "average number of days" is a descriptive metric because, as an average, it cannot indicate performance due to outliers which distort performance values and have caused wide variances. Rather, the Acquisitions Program has service standards in place which measure the percentage of contracts, by level of complexity, awarded within a target number of days.
- Ibid.
- In 2016–17, the target was \$0.80 as a different methodology was used.
- In 2017–18, the target was \$0.80 as a different methodology was used.
- At the beginning of the year, a full fiscal year of baseline data was not yet available for this indicator, therefore it was not possible to set a target at that time.
- Results are not available for this indicator, as current procurement data management systems, such as the Supplier Registration Information (SRI) and the Automated Buying Environment (ABE), primarily focus on contract volumetrics (i.e. contract award data), and bid information is not systemically captured.
- At the beginning of the year, a full fiscal year of baseline data was not yet available for this indicator, therefore it was not possible to set a target at that time.
- Results are not available for this indicator, as current procurement data management systems, such as the Supplier Registration Information (SRI) and the Automated Buying Environment (ABE), primarily focus on contract volumetrics (i.e. contract award data), and bid information is not systemically captured.
- At the beginning of the year, a full fiscal year of baseline data was not yet available for this indicator, therefore it was not possible to set a target at that time.
- PSPC is implementing a number of initiatives to streamline and simplify procurement processes, reduce barriers to federal procurement faced by suppliers, and provide greater opportunities for diverse groups of suppliers.
- At the beginning of the year, a full fiscal year of baseline data was not yet available for this indicator, therefore it was not possible to set a target at that time.
- PSPC is implementing a number of initiatives to streamline and simplify procurement processes, reduce barriers to federal procurement faced by suppliers, and provide greater opportunities for diverse groups of suppliers.
- There is no set target as this is a metric (measurement) only and not an indicator of performance.
- A full fiscal year of data was not yet available for this indicator, therefore it was not yet possible to set a target (which is to be developed in 2019), or provide a result. As well, current procurement data management systems, such as the Supplier Registration Information (SRI) and the Automated Buying Environment (ABE), primarily focus is on "contract volumetrics" (i.e. contract award data) and only collect socio-economic data as related to size (i.e. Small and Medium Enterprises) and Indigenous-owned businesses. Bid information is not systemically captured.
- Ibid.
- Ibid.
- Ibid.

With regard to the indicators measuring the percentage of suppliers that rate the purchasing process as simpler and easy to access, and as fair and transparent, PSPC is implementing a number of initiatives planned to streamline and simplify procurement processes, reduce barriers to federal procurement faced by suppliers, and provide greater opportunities for diverse groups of suppliers.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (Actual spending minus Planned spending)
117,494,195	117,494,195	202,142,459	184,354,499	66,860,304

The difference between planned and actual spending is mainly related to the renewal of funding received for Build in Canada Innovation Program to support Canadian innovators, as well as new funding received through Budget 2018 for E-Procurement Solution for simpler and better procurement.

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
1,651.00	1,693.80	42.80

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

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

Payments and Accounting

Description

PSPC collects revenues and issues payments, maintains the financial accounts of Canada, issues Government-wide financial reports, and administers payroll and pension services for the Government of Canada.

The Prime Minister mandated the Minister of Public Services and Procurement and Accessibility to:

- Ensure that public servants are paid accurately and promptly for the highly valued work they do on behalf of Canadians. Working with the President of the Treasury Board, the Privy Council Office, and our public service union partners, the Minister of PSPC will help ensure that over time the Government of Canada pay administration is stabilized (e.g. Phoenix system, Pay Centre processes, Call Centre client support) and performing within service standards.

Results

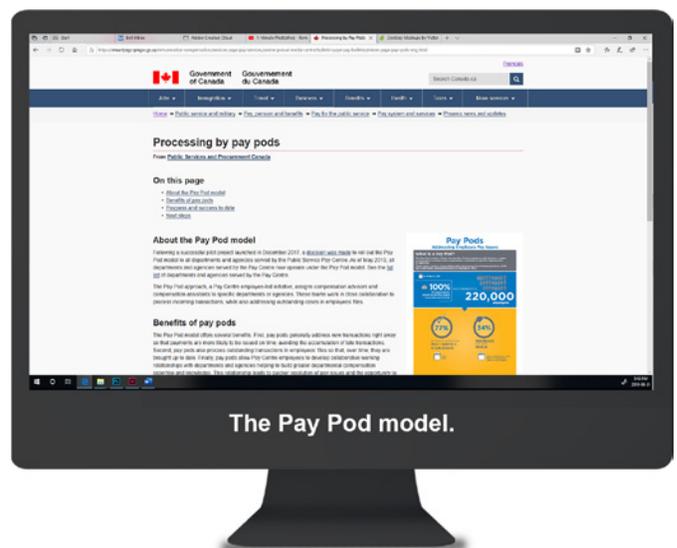
Pay administration

Following a successful pilot project launched in December 2017, a decision was made to roll out the Pay Pod model to all departments and agencies served by the Public Service Pay Centre. As of May 2019, all departments and agencies served by the Pay Centre now operate under the Pay Pod model.

The Pay Pod approach, a Pay Centre employee-led initiative, assigns compensation advisors and compensation assistants to specific departments or agencies. These teams work in close collaboration to process incoming transactions, while also addressing outstanding cases in employees' files.

The Pay Pod model offers several benefits. First, pay pods generally address new transactions right away so that payments are more likely to be issued on time, avoiding the accumulation of late transactions. Second, pay pods also process

outstanding transactions in employees' files so that, over time, they are brought up to date. Finally, pay pods allow Pay Centre employees to develop collaborative working relationships with departments and agencies, which helps to build greater departmental compensation expertise and knowledge. This relationship leads to quicker resolution of pay issues and the opportunity to develop organization-specific strategies, such as those used to address backlog cases.



As of May 2019, all departments and agencies served by the Pay Centre have transitioned to the Pay Pod model, representing approximately 220,000 employees.

Across departments and agencies served by the Pay Centre, the overall queue of transactions waiting to be processed has decreased by 31% for the period of April 1, 2018 to March 31, 2019, while the backlog of transactions with financial implications has decreased by 33% over the same period. The Pay Pod model has helped us achieve these results. Progress towards reducing the number of outstanding pay transactions is reported regularly through the [monthly public Dashboard](#)^v, the Pay Bulletin and other online content to ensure transparency and accountability. At the same time, a significant number of collective agreements were processed, providing more than \$1.6 billion in retroactive payments to employees.

In support of the stabilization efforts, the government is seeking private sector expertise and innovative strategies. For example, PSPC issued requests for proposals in 2018–19 to automate Pay Centre processes (Robotics), and lower the queue. These two streams will focus specifically on finding innovative ways, such as leveraging artificial intelligence, to help stabilize the pay system. A contract was awarded for Robotics to Accenture and KPMG.

Stabilization effort included a large emphasis on increasing capacity to reduce the number of outstanding transactions. For example, PSPC hired more than 1,500 employees in pay operations at the Pay Centre and in regional offices in 2018–19 to maintain

productivity. PSPC also mobilized resources to work on priority files, such as parental leave, disability leave, student pay issues, and collective agreements.

The Government has enhanced the Client Contact Centre (CCC) to provide more real-time, accurate information to public servants and resolution of minor pay issues. At the CCC, employees managed a weekly average of 10,000 calls, with a total of 657,341 enquiries received between April 1, 2018 and March 31, 2019. The CCC Client Satisfaction Survey indicated that 87% of clients were satisfied with their overall experience with the CCC. In addition, for tax inquiries, the CCC received 9,254 calls in 2019, compared to 5,851 in 2018. The CCC resolved 62% of these enquiries at first point of contact.

PSPC processed and issued pay bi-weekly, for a total of \$25 billion in 9.8 million payroll payments to over 330,000 employees. The number of T4 amendments issued for both 2017 and 2018 tax years was also reduced.

Also, as part of the effort to stabilize pay, the Client Service Bureau (CSB) is supporting the Pay Centre by providing services to employees facing financial hardship situations and long-standing pay issues that are waiting to be resolved. In 2018–19, the CSB addressed transaction types such as pay increments, promotions, acting assignments, and benefits, alongside the collective agreement implementation and complex hardship files. The capacity of the CSB increased to more than 300 employees. Other capacity improvement efforts include the renewal of IBM's contract with PSPC to provide functional and

operational support to help ensure pay is delivered in a timely and accurate manner to employees.

In addition, in 2018–19, PSPC created an outcomes framework and an HR-to-Pay Integrated Plan, which help to track progress on all initiatives and activities that are in place to support stabilization through the Government’s Priority Actions website. PSPC has also improved the identification and tracking of risks related to the stabilization of pay.

PSPC also focused on testing new approaches for overpayments and transfers in addition to implementing over 100 system updates and changes related to issues such as tax updates, new rates of pay and processing of retroactive payments. PSPC successfully completed issuance of 2018 tax slips, with over 528,000 tax slips produced on time.

As part of its commitment to engage with departments and agencies and work more closely together, in December 2018, PSPC launched an HR-to-Pay “playbook”, an information resource on HR-to-Pay operations built by departments and agencies. The playbook, which will be expanded, captures case studies on specific operational improvements that these departments have implemented to help stabilize HR-to-Pay.

Recovery of overpayments

Amendments to legislation for the recovery of overpayments were announced in fall 2018 and Phoenix was updated accordingly in March 2019. When certain conditions are met, the overpayments are no longer on a gross basis but are net of deductions.

Amendments to the TBS Directive on the Terms and Conditions of Employment were also announced, which indicated that overpayments would not be recovered until certain conditions are met.

Receiver General and pension administration

Receiver General

PSPC has advanced the Receiver General (RG)’s modernization initiative to improve the services provided to government departments, key stakeholders and Canadians. The Automated Funds Transfer initiative increases same day direct deposit up to three times per day and reduces the need for priority cheques. New banking services including Remote Deposit Capture (the electronic transmission of deposits for departments), and Image Capture Exchange (the electronic transmission of the RG warrants to the Cheque Redemption Control Directorate) are now in the second Request for Information procurement stage.

The Receiver General Treasury met all service standards including 99.9% timely and accurate payments, managed over \$2.2 trillion in cash flow and issued 325.3 million payments, of which 67% were for social benefits.

In collaboration with other departments such as the Canada Revenue Agency (CRA), PSPC has increased the level of direct deposit to reach its target of 90%.

For the 20th consecutive year, the Consolidated Financial Statements of the Government of Canada received a clean audit opinion from the Auditor

General, giving assurance that they are correct, which makes the RG a world leader in terms of government accounting and reporting.

For the first time, PSPC published all formats of the Public Accounts simultaneously, allowing Canadians with disabilities to access reliable information at the same time as other stakeholders, contributing to our commitment to a more responsive, accessible and transparent government.

PSPC has initiated a number of innovative proofs of concept to automate the production of the Public Accounts and monthly statements. To publish data in an open and timely manner, PSPC has initiated a proof of concept for Robotic Process Automation, a software that can automate standardized and routinized tasks and manual Public Accounts production processes. It has also established a proof of concept for a portal to capture Crown corporation financial information to ensure a uniform process.

Pension administration

In 2018–19, PSPC delivered the high level plan for the Pension multi-year Web Renewal Initiative to enhance pension web tools, improve the user experience, and improve accessibility for retired members. Progress has been made with the completion of phase 1 of the pension web renewal project, which reduced the length of the login process.

The Pension Centre, in order to safeguard the integrity of the pension program, has put in place measures including additional resources to correct data errors caused by Phoenix.



For the first time, PSPC published all formats of the Public Accounts simultaneously, allowing Canadians with disabilities to access reliable information at the same time as other stakeholders, contributing to our commitment to a more responsive, accessible and transparent government.

For the 18th consecutive year, the pension program received an unqualified review from the Auditor General, indicating that accounting policies are applied adequately and that the organization is in good economic health. The Government of Canada Pension Administration is the largest in Canada serving 904,000 active and retired members. In 2018–19, the Department administered 4.9 million payments valued at \$13 billion.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
Canadians have timely access to reliable information on Canada's finances.	The Public Accounts of Canada are posted on the Department's website within 24 hours of tabling in the House of Commons.	100%	March 31, 2019	100%	100%	100%
	Information presented in the Consolidated Financial Statements of the Government of Canada is accurate.	99%	March 31, 2019	99%	99%	100%
In collaboration with government departments, employees receive timely and accurate pay and benefits.	Percentage of pay transactions processed that are accurate and on time.	95%	March 31, 2019	36%	46%	55%
Members of federal pension plans receive timely and accurate pension payments, benefits and support services to which they are entitled.	Percentage of pension payments processed that are accurate and on time.	95%	March 31, 2019	97.6%	96.9%	98%
Canadians, businesses and organizations receive payments on time and revenues are collected for government services in an efficient manner.	Percentage of payments issued within established timeframes.	99%	March 31, 2019	99.74%	99.99%	99.99%
	Percentage of money paid to Government of Canada that is reconciled within two business days.	95%	March 31, 2019	100%	99.6%	100%
	Percentage of payments made instead of property taxes to taxing authorities within established timeframes.	95% ¹	March 31, 2019	98.5%	99.7%	99%

1. Based on historical results, PSPC has determined that a higher target of 95% (from 90%) is more appropriate.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (Actual spending minus Planned spending)
215,382,307	215,382,307	517,637,567	469,877,329	254,495,022

The difference between planned and actual spending is related to additional funding received to help stabilize the Phoenix pay system and increase pay service delivery capacity.

Human Resources (full-time equivalents)

2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
3,886.75	3,878.53	(8.22)

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

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

Property and Infrastructure

Description

PSPC provides federal employees and Parliamentarians with workspace; builds, maintains and manages federal properties and other public works such as bridges and dams; and provides associated services to federal organizations.

The Prime Minister mandated the Minister of Public Services and Procurement and Accessibility to:

- Support the Minister of Science to bring forward a new vision for federal science infrastructure, including recapitalization, taking into account the advice of the Chief Science Advisor.
- Support the Minister of Crown-Indigenous Relations and Northern Affairs, along with First Nations, Inuit, and Métis Nation leadership, as well as local stakeholders, to develop the vision for a national space for Indigenous Peoples at 100 Wellington.
- In close collaboration with the industry sector, terms of payment, adjudication processes and the right legislation will be developed to support prompt payment for all federal construction contracts.
- Ensure the timely and orderly transition of Parliamentary operations as part of the renewal of the Parliamentary Precinct, as well as ensure we not only meet but exceed standards for accessibility, and environmental sustainability.

Results

The Government's Centre for Real Property Services

PSPC's Real Property Services program fulfills both a legislative and policy requirement to provide services to federal custodians of real property. These services are essential to support the ongoing maintenance and repair required throughout a property's life cycle, ensuring that government departments are able to carry out their mandates in a safe and environmentally sustainable manner. PSPC is the mandatory provider of office space to 99 federal departments and agencies, serving approximately 260,000 federal employees. The total Government of Canada portfolio is made up of more than 37,000 buildings (including leases), and covers approximately 27 million m².

Greening government

The Smart Buildings initiative leverages big data analytics in real time to improve the energy performance of buildings, using modern and innovative environmental technologies. As of March 31, 2019, Smart Buildings technology was deployed in 103 of PSPC's Crown-owned buildings. To date, savings of over 27,555 MWh of energy, \$3.38 million in cost savings and 5,545 tonnes of CO₂ have been achieved. This is equivalent to 1,109 cars off the road.

In supporting the overarching goals established as part of the Pan Canadian Framework on Clean Growth and Climate Change, PSPC has already achieved 54% 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 credits.

PSPC completed the PSPC Real Property Carbon Neutral Portfolio Implementation Plan, which will inform the Department's investment strategies by identifying GHG emission reduction impacts, permitting PSPC to identify best value solutions that balance environmental and financial considerations.

Since 2005, GHG emissions from the NCR district energy system managed by the Energy Service Acquisition Program (ESAP), have been reduced by approximately 30% through a variety of measures including building improvements and changes to the system itself. In June 2019, the government announced that it will partner with Innovate Energy to modernize the system and ESAP estimates that by 2025, when the project is completed, total emissions will be 63% less than in 2005.

In 2018–19, the Department participated on various TBS-led interdepartmental working groups on waste diversion, single-use plastics and plastic procurement, undertook a review of waste auditing and drafted new reporting requirements for lease agreements. Based on the work undertaken in 2018–19, new programs and initiatives are being implemented to manage construction and operational waste. Actions include the renewal of requirements for waste auditing, increased frequency of audits, updated information to building occupants on waste reduction and plastics diversion and more detailed national reporting. Also planned is the inclusion in lease agreements requirements to report on waste generation, including data on plastic disposal and diversion from landfill. Data

collected from PSPC and leased properties will be used to improve monitoring and to inform ongoing actions to manage waste and increase plastics diversion. The focus will remain on aligning with the federal government's commitments on plastics.

PSPC supported the Global Affairs Canada-led horizontal initiative for 2018 Canadian G7 Presidency with a multi-disciplinary teams of employees, ranging from translation, interpretation, event and conference management, real estate transactions, procurement and project management services. PSPC innovated by delivering an eco-friendly G7 which included, water and energy-saving measures in the leases, as well as socially and ecologically responsible clauses in procurement activities.

Sound investments in infrastructure projects

PSPC delivered approximately \$2,155 million in projects on behalf of many client departments, including \$301 million in funding for PSPC initiatives. The inter-provincial bridge crossings in the NCR are critically important to the flow of people and goods in the region. As the steward for major engineering assets across Canada, PSPC is working with the National Capital Commission to ensure sound governance and oversight for the replacement of the Alexandra Bridge and the maintenance and repair of the MacDonald-Cartier Bridge, the



Chaudiere Bridge flood.

Chaudière Crossing, and commissioned a studies refresh for a sixth crossing in the NCR. PSPC also established an integrated project team with staff from both organizations to work collaboratively.

The Real Property Services (RPS) Program evaluation was completed in 2018–19. The report confirmed that the program continues to meet PSPC’s strategic outcome of sound stewardship as well as the department’s priorities to ensure value-for-money, innovative solutions and service excellence. Results of the evaluation also found that the program is responding to a continuing need for real property services as the demand for RPS services has increased in recent years with 86% of clients expecting to have an increased demand in the future, especially for advisory services and workplace solutions. The evaluation noted that there is potential for improvement in both the tracking of time, budget, and scope for projects under \$1 million as well as in ensuring clients are in agreement with project plans. RPS implemented an interactive reporting tool for all projects in the NCR to support consistency in project reporting and improve overall client satisfaction across each RPS Line.

GCworkplace initiative

PSPC tested innovative workplace design approaches for office fit-up as part of a two-year pilot program from 2016–17 to 2018–19. This pilot featured 19 projects, including 11 Activity Based Working (ABW) projects. Two of these fit-ups received awards: 9A1 Place du Portage III, Gatineau, Quebec, received a 2018 CoreNet REmmy award and Suite 226 Les Terrasses de la Chaudière, Gatineau, Quebec, received the 2018 Best Offices Ottawa award.



GCworkplace initiative.

ABW is a way of working in which employees make shared use of a variety of work settings designed to support different kinds of activities. The Government of Canada Workplace Fit-up Standards were updated in 2018 to include the ABW design approach.

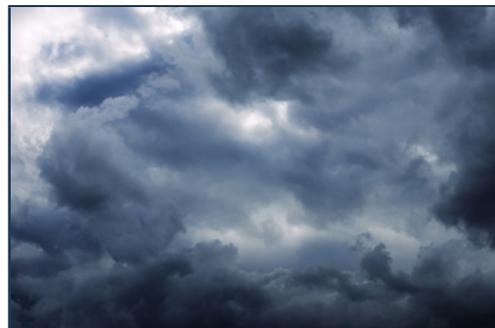
PSPC continues to take a proactive approach to removing barriers to persons with disabilities and is committed to providing inclusive, accessible work environments. In 2018–19, PSPC began planning to undertake accessibility technical assessments of its buildings as part of a strategy to efficiently deliver on the government-wide Accessible Government of Canada Agenda.

Rehabilitation and renovation projects

In 2018–19, PSPC successfully provided almost \$2 billion in project management and construction management services to other federal custodians. For example, as part of PSPC’s enterprise-wide approach for the federal office portfolio, the Lester B. Pearson Building in Ottawa, Ontario, is undergoing an important renovation. The final design was advanced in 2018–19 to align with the Department’s objectives of achieving a carbon-neutral portfolio by 2030, modernizing the space to GCWorkplace standards, making it information technology (IT) enabled, and including the latest accessibility and wellness design elements exceeding standards and building codes for the initial and subsequent phases of the project. By increasing the overall performance of the building systems and envelope and reducing the operation and maintenance costs for the building, the Lester B. Pearson Building renovation project will achieve the LEED Gold (Leadership in Energy and Environmental Design) standard. The rehabilitation of the Arthur Meighen Building in Toronto, Ontario, is another project that demonstrates our commitment to the environment, incorporating elements such as high-efficiency building systems, geothermal system, and photovoltaic panels, estimated to provide an 80% reduction in carbon emissions. Other major rehabilitation, renovation or refit projects underway include the Supreme Court of Canada Building, the Carling Campus and the West Memorial Building in Ottawa, Ontario; the CRA’s National Verification and Collections Centre in Shawinigan, Quebec; and Les Terrasses de la Chaudière and Place du Portage Phase III in Gatineau, Quebec.

In 2018–19, PSPC developed a National Portfolio Strategy and accompanying National Portfolio Plan that will allow the Department to address the office accommodation requirements of its federal clients. Investment and risk analyses were carried out to ensure the best services to clients and the best value to the Crown from a portfolio approach, while also taking into account key priorities such as modernizing the workplace, greening, digital government, affordable housing, and Indigenous reconciliation.

Key fact



Established in 2017, the national real property operations centre promotes an integrated approach to operational and emergency situational reporting on over 1,500 locations across Canada, housing 260,000 public servants. An example of the centre’s ability to support timely communications to client departments within PSPC buildings was effectively illustrated when tornadoes hit the National Capital Region in September 2018. Real time situational assessment and operational responsiveness led to over 99% of PSPC buildings being operationally restored for government programs by the following Monday morning. When a local Gatineau high school was damaged by this severe weather event, PSPC immediately prioritized resources to repurpose the nearby Centre Asticou into a temporary high school, a project that was delivered within the following 8 weeks in close partnership with federal and provincial partners and stakeholders.

Parliamentary accommodations and services for Canada

As part of its stewardship role, PSPC continued advancing the Long Term Vision and Plan (LTVP) for the Parliamentary Precinct in order to address the deteriorated state of heritage buildings in Canada's Parliamentary Precinct, and restore them to ensure they meet the needs of a 21st century Parliament.

2018–19 was a pivotal year for the LTVP, with the completion of three major projects representing key objectives of the program: the rehabilitation of the West Block and the Senate of Canada Building (formerly called the Government Conference Centre), and the construction of the first phase of the new Visitor Welcome Centre. These restored and modernized spaces were transferred to the Parliamentary Partners in the fall of 2018 following many years of rehabilitation and construction, to act as the interim home of Parliament while the Centre Block undergoes major rehabilitation. PSPC worked collaboratively with Parliament staff to ensure a seamless and phased transition of operations into the interim spaces, and completed the move in time for the January 2019 parliamentary session.

Now that the Centre Block has been fully vacated, preparations to rehabilitate the Centre Block are underway. PSPC has commenced many enabling projects addressing work that needs to occur before the start of major construction activities. This includes a comprehensive assessment program which will extend the lifecycle of the building beyond the 21st century. The assessments and enabling projects that are underway will help define the cost,

scope, and schedule for the Centre Block Rehabilitation Program.

Along with the work being done on Centre Block, PSPC continued advancing the first phase of the East Block Rehabilitation Project. Rehabilitation work has started on targeted areas to address the more pressing health and safety issues: the South West tower, the South East entrance (Agricultural entrance), the South entrance and the Governor General's entrance. In addition, PSPC has continued to implement an enhanced maintenance program to provide targeted repair activities, and an ongoing screening and investigation program to identify urgent issues that need to be addressed before the building's full rehabilitation. This full rehabilitation is at the core of the second phase of the East Block project for which early planning activities continued this year.

PSPC has also advanced the planning for the transformation of the Precinct into an integrated parliamentary campus. This includes preparing for the redevelopment of aging and underutilized assets along Sparks and Wellington streets, as well as other key assets such as the Confederation Building. PSPC has also launched a review and update to the LTVP that will incorporate the evolving conditions and requirements of the Precinct, and reflects current government and parliamentary priorities. The LTVP update is taking a campus approach to facilitate more effective planning and development, and to support Parliamentary operations.

In 2018–19, PSPC continued to work with Crown-Indigenous Relations and

Key fact



Designed to blend perfectly with the historical structures and natural surroundings of Parliament Hill, Phase 1 of the Visitor Welcome Centre is the first new building to be built on the Hill in over 100 years. This modern, multi-level underground facility not only provides enhanced secure access for Parliamentarians and staff, as well as visitor screening outside the footprint of the main Parliament buildings, but also improves the visitor experience to one of Canada's most important heritage sites and popular tourist attractions.

Northern Affairs Canada (CIRNA), National Indigenous Organizations, and the Algonquin Nation to transform the former United States Embassy located at 100 Wellington into the Indigenous Peoples' Space. This work consisted of a short-term use project as well as preliminary work in support of the development of the long-term vision and use of the Space. Together with

CIRNA and Indigenous partners, PSPC continues its work in order to advance the project from both these short- and long-term use perspectives and is committed to ensuring that the Indigenous Peoples' Space project fulfills the promise and potential as a national and historic symbol of reconciliation situated in the heart of Canada's Parliamentary Precinct.

Key fact

PSPC is making the buildings on and around Parliament Hill, and the areas around them, more accessible for the people that use them, including Parliamentarians, staff and visitors. Several improvements have been made in recent years to permit barrier-free access throughout the Precinct, including: lowering of curbs, and the installation of automatic door openers, hand rails and accessible ramps at building entrances.

The newly rehabilitated West Block and Senate of Canada Building provide barrier-free paths of travel on all floors (except for service rooms)—including the public viewing galleries in the Chambers, elevators sized to accommodate power-assisted wheelchairs, and barrier-free stalls within washrooms. Measures were also implemented for the visually impaired, such as braille signage and stairs with contrasting edge strips.

Key fact



Sustainability targets built into Parliamentary Precinct projects include a 25% energy consumption reduction over and above the national energy code, and recycling well over 90% of materials from all major projects. The department has already reduced GHG emissions below 2005 levels by 56% and is on track to an 80% reduction by 2030.

In addition, rehabilitated buildings in the Precinct include unique and innovative sustainability features. For instance, the interim House of Commons Chamber in the newly rehabilitated West Block has a number of environmentally friendly design features, which include a triple-glazed glass roof with controls to manage sunlight levels and to capture and reuse heat, and LED lights, which also helps save energy.

Key fact

The newly renovated House of Commons and the Senate interim Chambers are equipped with broadcast capabilities that allow for simultaneous interpretation for English, French and other languages including Indigenous languages. In fact, video broadcasting of Senate Chamber proceedings is a new feature of the Interim Chamber available for the first time in Senate history, enabling Canadians to regularly watch the senators at work in the Chamber in the official language of their choice and further engage in Canadian democracy.

Investments in federal science laboratories

In 2018–19, PSPC, in partnership with federal science partners, advanced a 25-year Long Term Vision and Plan to address the aging federal science and technology infrastructure and to enable and foster greater collaboration among the federal science community. PSPC initiated the early planning and design activities, with a focus on developing accessible, repeatable, flexible, and multi-purpose designs that will make federal science facilities more dynamic and conducive to increased collaboration with federal partners. Through investments in federal science laboratories, federal scientists will have access to modern facilities, as well as the tools, equipment and technology needed to position Canada as a world leader in science and technology.

Prompt Payment Initiative

Following the annual meeting of the Canadian Construction Association (CCA) and the Government of Canada at Meech Lake in April 2016, PSPC, Defence Construction Canada (DCC) and the CCA created a government-industry working group to consider ways to improve the speed of payment on federal construction jobs. A 14-point action plan was developed, of which ten actions have been completed to date. In January 2018, it was announced that the Government had engaged independent experts to seek input from the construction industry and to prepare a report identifying the key elements required to develop a robust federal prompt payment regime.

Independent experts completed the engagement process with the construction industry and developed

Key fact

In Canada, science and technology play a central role in creating a thriving, safe and healthy society. Scientific research and development, as well as related science activities drive discovery, foster economic growth and deliver environmental, health and social benefits—creating jobs and opportunities, enhancing citizens' well-being, and generating new knowledge and innovations.

The government has committed to developing a modern, collaborative federal science ecosystem to be more responsive, agile and drive economic growth and prosperity for all Canadians. Working horizontally in collaboration with core federal science partners, PSPC identified science clusters, in priority areas such as security and regulation, health and safety, resource management and a low carbon economy, transportation safety, and cultural heritage preservation that will work on shared government priorities.

PSPC also continues to be an active member and chair of the International Network of Parliamentary Properties (INPP)—a forum for the exchange of knowledge, lessons learned and best practices with a global community of organizations sharing a common mandate and with expertise in the operation, restoration and rehabilitation of parliamentary real property assets. As chair of the Network, PSPC has led a sustainability benchmarking exercise, initiated an Architecture community of practice, launched a working group exchange focused on Operations and has provided an on-line forum for the exchange of ideas pertaining to current practices and innovative approaches in the field of heritage renewal. The Network continues to be an asset in gaining valuable insight as well as enable the Department to showcase its accomplishments and expertise on the international stage.

a recommendations report for federal government consideration. The recommendations report was used to inform the development of an effective legislation solution that responds to prompt payment concerns related to

federal construction contracts, with a focus on terms of payment and an adjudication process. The *Federal Prompt Payment for Construction Work Act* received royal assent in June 2019.

Cape Breton Operations: Portfolio Management

Cape Breton Operations (CBO) has implemented an innovative portfolio-based approach to consultation with the First Nations of Nova Scotia in support of surplus real property disposals. These consultations included a review of the Mi'kmaq Ecological and Knowledge Study for five distinct selected areas within the geographical bounds of the CBO portfolio as well as additional information regarding prior Mi'kmaq use and occupation and archeological evidence within the subject areas of the study. Based on this work, an agreement was made to transfer land in exchange for recognition that appropriate duty to consult and accommodate had taken place. The formal Consultation and Accommodation Agreement, which is a legal document developed to confirm and support Indigenous claims to the surplus portfolio, was voted on and received approval through a resolution by the Nova Scotia Assembly of First Nation Chiefs on February 1, 2019. This agreement satisfies an important due diligence step in support of reconciliation and the disposal process for CBO's surplus portfolio. To date, over 50% of available surplus properties have been transferred, or are under agreement to be transferred, to Environment and Climate Change Canada, the Nova Scotia Department of Natural Resources, and the Cape Breton Region Municipality.

Experimentation

The Smart Tools Initiative

PSPC's smart tools initiative was created to help building operators and maintenance personnel conduct their activities and reporting using more modern, innovative and digitally-enabled solutions. The smart tools initiative will provide the necessary business intelligence needed to make informed decision-making. In 2018–19, PSPC undertook the procurement and testing of mobility devices to help improve maintenance management, provide remote access using departmental mobility tools, and provide mobile capabilities to maintenance personnel. Overall, the initiative will allow the Department to implement strategies in order to achieve IT-integration for operational assets.

Youth, Innovation, and Partnerships in the Parliamentary Precinct

In restoring and modernizing the Parliamentary Precinct, PSPC has established partnerships with Canadian universities and colleges, including the Universities of Alberta, Calgary, Carleton, Manitoba, and Montreal. These partnerships are enabling PSPC to leverage unique research capacity and expertise to strengthen the 19th century heritage buildings to meet the needs of 21st century users and building codes. The Department is now using 3D imaging to improve the design, construction and operations of the Parliament Buildings, and technology, such as 3D printing and robotic stone cutting, to restore them. These partnerships are providing multiple benefits for government, universities and students, and creating opportunities for hundreds of students to hone the skills and practical experience they need to succeed.



Youth, Innovation, and Partnerships in the Parliamentary Precinct.

PSPC maintained its ongoing partnership with Carleton University Immersive Media Studio (CIMS), affiliated with their Azrieli School of Architecture and Urbanism, which researches new and emerging digital technologies for the conservation and rehabilitation of heritage buildings. Collaboratively, multiple Building Information Models (BIM) of heritage buildings were developed. The preliminary source of information for the construction of these models was laser scanning and photogrammetric point cloud data which provided detailed datasets that engineers,

architects and craftspeople are using in the rehabilitation of buildings. This technology was used for Parliament’s Visitor Welcome Centre, West Block, as well as the major rehabilitation of Centre Block. Other outcomes of the partnership included the exchange of expertise via workshops, co-op placements and classroom presentations. In 2018–19, PSPC linked Carleton University with partners in the Netherlands to leverage the CIMS lab team to support the branch’s international partnerships and create opportunities for students and youth abroad.

Gender-based analysis Plus (GBA+)

Parliamentary Precinct Long Term Vision and Plan

In 2017, PSPC commissioned a third-party to conduct a GBA+ for the Long Term Vision and Plan for the Parliamentary Precinct. The report identified potential impacts and outcomes of the program on men and women, and sub-groups, and how to monitor the impacts. It concluded that the LTVP will significantly benefit diverse user groups by improving accessibility and increasing the availability of space to meet their needs, which include single-use/wheelchair accessible washrooms, prayer spaces, and infant nursing rooms, and that such changes are in line with changing Canadian demographics. The report notes that the greatest challenge will be in the short term while buildings are being rehabilitated, but that PSPC is well positioned to adapt and lead during this time, by putting in place, for example, accessibility routes, washrooms, signage, security screening, and other measures aimed at ensuring a positive visitor experience. PSPC has implemented the findings of this GBA+ in its current and future projects to ensure an equitable experience in the Precinct for all visitors, Parliamentarians, and staff alike. The recently completed West Block and Senate of Canada Building include barrier-free access and improved accessibility features in the Chambers, public galleries, offices, meeting places, washrooms and corridors to ensure Parliament is accessible to all Canadians. The Visitor Welcome Centre offers visitors an improved and barrier-free gateway to the Parliament buildings.

Investment in federal science laboratories

The GBA+ conducted by ISED and PSPC identified impacts and outcomes of the program on men, women, and sub-groups. The analysis determined that while accessibility standards exist in science facilities, their reach and effectiveness may be limited.

The Government's Long Term Vision and Plan (LTVP) for investments in federal science laboratories will significantly benefit diverse user groups by improving the design of science facilities and ensuring they are accessible, modern, inclusive and collaborative—from accessible laboratories to gender neutral washrooms—by accounting for these factors in the early design and planning stages.



PSPC is well positioned to adapt and lead during this time, by putting in place, for example, accessibility routes, washrooms, signage, security screening, and other measures aimed at ensuring a positive visitor experience.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
Federal infrastructure spending supports Canada's social, economic, and environmental priorities.	Percentage of PSPC-managed building locations that provide features to support universal accessibility.	N/A ¹	March 31, 2019	77%	76%	N/A ²
	Operating expenses per square metre of Crown-owned office space.	N/A ³	March 31, 2019	N/A	N/A	\$142.41 per m ²
	Percentage of reduction in greenhouse gases in PSPC Crown-owned building portfolio, excluding housing.	40%	March 31, 2030	14.7%	54%	54.3%
National heritage assets are preserved on behalf of Canadians.	Percentage of Crown-owned heritage buildings that are in fair or better condition.	N/A ⁴	March 31, 2019	N/A	N/A	N/A
	Percentage of PSPC-managed heritage asset projects that are completed on time, on scope and on budget.	90%	March 31, 2019	95%	95%	99%
Federal real estate and associated services meet the needs of federal government clients and/or Parliamentarians and ensure best value for Canadians.	Percentage of Crown-owned buildings that are in fair or better condition.	N/A ⁵	March 31, 2019	N/A	N/A	53% ⁶
	Percentage of PSPC-managed office space that is modernized each year to meet the current Government of Canada Workplace Fit-up Standards.	≥4%	March 31, 2019	2%	3.5%	2.1%
	Percentage of real property projects that meet the needs of clients as defined in the project scope, and are completed on time and on budget.	95%	March 31, 2019	96%	95%	98%
	Percentage of time that essential property management services are fully available and functional.	≥99%	March 31, 2019	99%	99.78%	99.78%
	Percentage of PSPC Crown-owned surplus properties that are sold or transferred to non-federal entities. ⁷	N/A	March 31, 2019	78.3%	50%	92%

1. While a baseline has been established, the methodology and target are still under development. The Canadian Standards Association standard B-651/18 was issued in 2018, and the Treasury Board of Canada Secretariat Accessibility Standard for Real Property is expected to be updated in 2019. It is too early to establish a target in light of the fact that we have committed to conduct assessments over the next 5 years in anticipation of the 2019 legislation.
2. The 2018–19 result is not available for this indicator given that the methodology was revised in order to ensure its alignment with the 2018 version of the CSA B651 standard.
3. The O&M/m² indicator remains unchanged at this time. The methodology review timeline is moved to March 2020 and a target will be assessed at that time.
4. This indicator is being revised and as such the methodology remains under development.
5. Due to the ongoing revisions to the indicator “Percentage of Crown-owned heritage buildings that are in fair or better condition”, this indicator remains under development. In the interim, the previous methodology continues to apply.
6. Only 208 buildings out of a total of 366 have an Fair Condition Index (FCI) value (57% of the total portfolio). Out of the 208 buildings with an FCI, 53% are in fair or better condition.
7. A target for this indicator is not applicable as there is a Treasury Board policy process dealing with the sale of surplus properties which does not support targeting any particular outcome. The surplus real property is sold or transferred following an established process tailored to its characteristics and best value to the Crown and Canadians.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (Actual spending minus Planned spending)
2,540,948,328	2,540,948,328	2,956,439,600	2,829,166,463	288,218,135

The difference between planned and actual spending is mainly related to the additional funding received for the repair, maintenance and operation of federal buildings, offset by the revised schedules for the rehabilitation of engineering assets such as dams and bridges.

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
3,916.01	3,999.01	83.00

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

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

Government-Wide Support

Description

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

The Prime Minister mandated the Minister of Public Services and Procurement and Accessibility to:

- Continue to implement reforms that will: enhance the quality and capacity of services delivered by the Translation Bureau and promote the economic vitality of Canada's translation and interpretation community as the government and industry adapt to rapid digital transformation.
- Support the President of the Treasury Board in the development of a new service strategy that aims to create a single online window for all government services with new performance standards.

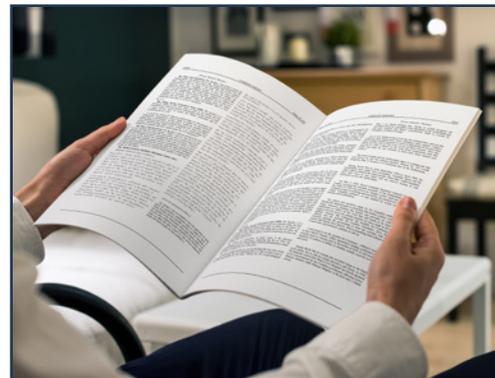
Results

Government linguistic and translation services

In order to reposition the Translation Bureau (the Bureau) as a centre of excellence, the government implemented a new vision that seeks to improve quality of services. More specifically, the vision includes strengthening relationships with professional associations, universities and clients; and ensures effective resource management and planning, and that linguistic tools satisfy the needs of employees who were involved in the development of the platform.

In 2018–19, the Bureau took a number of steps to enhance the quality and capacity of its translation and interpretation services. On August 1, 2018, the Bureau launched a new Supply Arrangement for Translation Services which places greater emphasis on quality over price and tightens the quality requirements for suppliers. The Bureau has also increased its internal quality control capacity and training,

Key fact



In January 2019, for the first time in the history of Parliament, the Translation Bureau began offering Indigenous language interpretation services to the House of Commons, including in Oneida sign language. This marks the first time Indigenous languages were translated and included in the Hansard—the official record of the House of Commons. In addition to helping to preserve Indigenous languages, PSPC is integrating reconciliation considerations, the engagement and involvement of Indigenous peoples into day to day activities across the full scope of its mandate. This also includes the development of an Indigenous recruitment and retention strategy; advancing opportunities for Indigenous businesses to participate in federal procurement and collaborating with Indigenous organizations and communities in the area of real property.

and will introduce additional measures to enhance the quality of its linguistic services. On February 15, 2019, the Bureau launched an open contracting process on buyandsell.gc.ca for conference interpretation focused on quality, after extensive consultations with the interpretation industry.

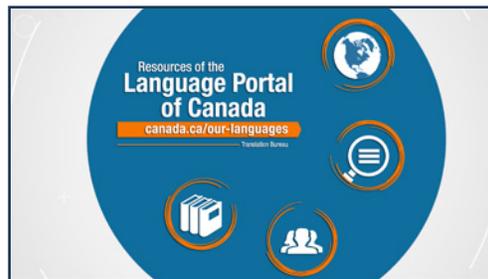
Following the June 2018 report of the Standing Committee on Procedure and House Affairs on the use of Indigenous languages in the proceedings of the House of Commons and committees, the Bureau, in January 2019, began providing Indigenous language interpretation services to the House of Commons, including in Oneida sign language on one occasion, a historic milestone.

To increase economic vitality, the Bureau led a robust foresight exercise with Policy Horizons Canada, to better understand the future of work for language specialists and how the Bureau can position itself to ensure the Government of Canada can continue to benefit from quality language services. This work shed light on how to adapt to the rapid digital transformation in the language industry and led the Bureau to test several artificial intelligence translation tools to evaluate their quality and measure efficiency gains.

Over the last two years, the Bureau implemented a recruitment strategy, which yielded over 100 hires in terminology, translation and interpretation, both for services to Parliament and to departments and agencies. In 2018–19, the Bureau also offered 157 student internships.

The Bureau also concluded five new partnerships with the Canadian

Key fact

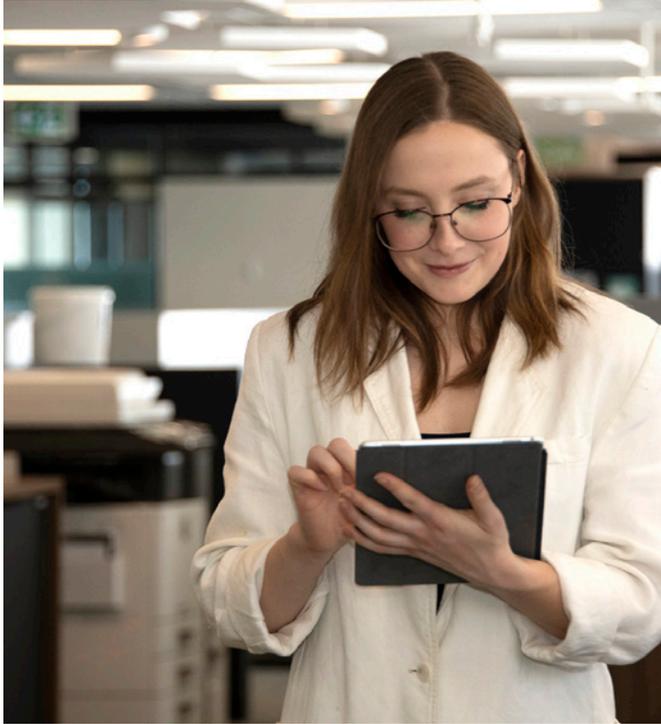


The Language Portal of Canada, a website managed by the Translation Bureau, provides a host of free resources to help Canadians write well in both official languages. A short video^{viii} was created to give an overview of all this site has to offer. Grammar, punctuation, solutions to common language problems, vocabulary used in specialized fields: the Portal has thousands of pages with language-related answers and tips.

Association of Schools of Translation, the University of Saint-Boniface and the Association of Translators, Terminologists and Interpreters of Manitoba, the University of Ottawa and the Ordre des traducteurs, terminologues et interprètes agréés du Québec to strengthen relationships with professional associations and universities.

Government-wide support services and tools

Since 2017–18, the government has been working towards an “omni-channel” approach to service delivery, going beyond a single window to offer Government of Canada services to Canadians anywhere, anytime and on any device. In 2018–19, significant progress was made on the foundational elements of this approach with PSPC working with Shared Services Canada (SSC) to develop requirements and leverage technology for an integrated Service Management initiative. Additionally,



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PSPC partnered with SSC to expand its pilot project to improve horizontal service delivery by providing clients with a centralized point of contact for accessing information and services offered by each department.

Government-wide communications

PSPC supported the government-wide communication activities through the Government Information Sector which specializes in delivering accessible information to Canadians and providing services and advice to departments. In 2018–19, the Government of Canada publications added 50,000 publications to the publications.gc.ca website which received 2.8 million visits and 2 million downloads. The website now hosts approximately 490,000 publications. The Department reported on approxi-

mately \$43 million of advertising activities and ensured that government advertising managers had the necessary training and tools for well-managed campaigns. The Copyright Media Clearance Program coordinated access to approximately 70 Canadian media sources to 80 participating organizations. In 2018–19, PSPC coordinated, planned and contracted 147 public opinion research projects for the Government worth \$15.3 million.

Document imaging and data service

Document Imaging Service helped departments and agencies work more efficiently by providing front-end mailroom service and document imaging capture services such as image processing, indexing and secure archiving of electronic records. In 2018–19, the service captured over 40 million images.

Asset Management Services

By managing the sale and disposal of surplus moveable assets and assets obtained in relation to criminal seizures, PSPC generated over \$100 million in gross revenue for the federal government, provinces and participating foreign jurisdictions. Assets treated by the sector range from vehicles, to controlled goods, to cryptocurrencies.

National Standards Development and Certification

The Canadian General Standards Board (CGSB) develops national standards in support of Government of Canada initiatives. In 2018–19, standards developed included personal protective equipment for dismantling clandestine drug laboratories for Defence Research

and Development Canada, radon mitigation for existing low-rise residential buildings for Health Canada and organic agriculture for Agriculture and Agri-Food Canada. CGSB has placed its active collection of standards online and has removed fees previously charged for access to standards.

Security Management Services for the Government of Canada

PSPC contributes to Canada’s economic and national security agenda through the Contract Security Program (CSP) and Controlled Goods Program (CGP).

Contract Security Program

PSPC helps protect government information and assets by security screening private sector organizations and individuals who work on sensitive, Government of Canada or foreign government contracts. In 2018–19, PSPC focussed its efforts on engaging its clients, both industry and other government departments, to improve its services. PSPC conducted public opinion research to gauge satisfaction with the CSP. While the report’s findings were generally positive, there were areas identified for improvement, such as the accessibility of PSPC services and the length of time to obtain a response. As a result, the client service centre was improved with the implementation of a call back feature to directly connect clients with a PSPC representative rather than be placed on hold. New webinars and training presentations were developed to provide a better understanding of contract security requirements for its clients.

PSPC continues to negotiate bilateral security instruments which allow for international contracting involving

sensitive information and opening new markets for Canadian suppliers. Arrangements were concluded with Germany and Latvia for a total of 23 such bilateral instruments in place.

An evaluation completed for the CSP in 2018–19 found that the program is meeting its security requirements for domestic and foreign government contracts, that government information



The client service centre was improved with the implementation of a call back feature to directly connect clients with a PSPC representative rather than be placed on hold.

is safeguarded and that clients reported to be generally satisfied with the program services. While challenges were noted by the evaluation in the delivery of timely and cost-effective personnel screenings, the CSP has since seen significant, sustained performance improvement in this area.

PSPC continued to process over 125,000 personnel security screening applications and achieved the service standard of 7 days for simple reliability application 97% of the time. The service standard for a secret security clearance application of 75 days was met 98% of the time. Streamlining initiatives have decreased the need for face-to-face security interviews leading to faster resolution—out of 1,822 files, 373 were conducted by telephone. While out of country verifications (OCV) remain challenging, process improvements have led to a 40% resolution rate of out of country verifications without the need for a security screening interview. PSPC also continues to work with its partners in the security community to find solutions to accelerate the processes related to OCV. PSPC's CSP has now registered more than 23,000 organizations and processes more than 12,000 contracts annually.

In support of greening government, PSPC introduced paperless processes which, along with e-signature for security screening applications, resulted in an estimated reduction of paper consumption by over 2 million pages.

Controlled Goods Program

The CGP protects controlled goods, which are primarily goods, including technical data, with military or

national security significance. It ensures the compliance of more than 4,000 registrants (including individuals and organizations) who examine, possess or transfer controlled goods in Canada.

In 2018–19, an evaluation of the CGP was completed, examining its relevance and performance. During the time period assessed by the evaluation, improvements were made to the program to ensure the timely and effective authorizations of Canadian companies, individuals, temporary workers, and visitors. The CGP effectively identified and rectified violations of the *Defence Production Act* and its regulations and addressed the gaps identified in its threat and risk assessment. Some challenges were noted with the timeliness of completing compliance inspections, as well as the robustness of the security assessment process for temporary workers, visitors, and foreign students. Additionally, a formal risk-based approach had not been developed for foreign ownership, control, and influence assessments. These issues are being addressed by the program through its Management Action Plan.

Additionally, PSPC has streamlined its decision-making processes by introducing a designation of authority instrument that ensures the decision-making level is commensurate on the level of risk.

Protecting integrity of transactions for the Government of Canada

The Government of Canada's Integrity Regime is a policy-based debarment system designed to protect the integrity



Controlled Goods Program (CGP).

of the Government of Canada's contracts and real property transactions. Over the course of the year, the Department completed over 26,000 checks to assist federal departments and agencies in verifying supplier compliance, surpassing the target of answering 80% of requests within 4 hours.

In March 2018, the Government announced that it intended to enhance the Integrity Regime by making it more robust, while at the same time introducing greater flexibility and consideration of proportionality in debarment decisions. These enhancements, along with earlier feedback received from stakeholders and the public, were incorporated into a draft updated Ineligibility and Suspension Policy, which was posted for comment in the fall of 2018. This public consultation sought feedback on the administration of the draft updated Ineligibility and Suspension Policy and any of its requirements. Due to increased public discourse regarding corporate wrongdoing and government's response to such misconduct, the Government announced it was taking additional time to consider elements of the Regime and feedback received to date.

The Fairness Monitoring (FM) Program supports PSPC's commitment to integrity and excellence by providing a formal oversight mechanism for obtaining independent assurance that departmental procurement activities are conducted in a fair, open and transparent manner. In 2018–19, the FM Program managed 77 multi-year FM engagements. Of these engagements, 20 were new. A total of 35 fairness monitoring reports were posted on PSPC's website in 2018–19.

The Business Dispute Management (BDM) Program, through its *Prevent*, *Educate*, and *Intervene* strategic objectives, supports the integrity mandate by ensuring a coordinated, consistent and effective approach to preventing and managing business disputes at the lowest level and cost possible. This year, BDM initiated 56 new files and delivered 12 skill building workshops to 173 government employees in 4 regions. The majority of BDM services provided were at the request of PSPC employees (79%), followed by suppliers (21%).

PSPC, through the Forensic Accounting Management Group, provides professional forensic accounting services to law enforcement and other government clients (OGDs) including consultation and expert testimony. In 2018–19, PSPC provided forensic accounting services, ensuring that all forensic accounting reports (over 252) met the Investigative and Forensic Accounting (IFA) standards and were delivered according to the established requirements.

PSPC continues its work to assess the risk of fraud within departmental business, and to enhance existing procedures and incorporate new mechanisms to detect and prevent fraud. In addition, the Department explored ways to further strengthen its work with the Competition Bureau and the Royal Canadian Mounted Police on the Federal Contracting Tip Line and on initiatives to analyze information received, conduct investigations and introduce due diligence measures, where required, to ensure the integrity of contracts and real property agreements.

Establishing the Office of the Ombudsman of Mental Health and Well-being for Small Departments and Agencies

In 2018–19, PSPC continued to demonstrate its commitment to mental health, internally to its own employees through the corporate Office of the Ombudsman for Mental Health, and externally as well to federal client organisations through a shared services

approach. In response to the [Clerk's 2018 report on Safe Workplaces^{ix}](#), PSPC's Digital Services Branch created the Office of the Ombudsman of Mental Health and Well-being for Small Departments and Agencies (SDA). As a common service provider, this new service offers a coordinated approach that recognizes the needs of SDA employees on a cost recovery basis.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
Federal organizations have access to high quality linguistic services and tools.	Percentage of translation, interpretation and terminology services that comply with established quality standards: Target 1 (Translation).	TBD	March 31, 2019	N/A	N/A	79%
	Percentage of translation, interpretation and terminology services that comply with established quality standards: Target 2 (Interpretation).	TBD ¹	March 31, 2019	N/A	N/A	N/A
	Percentage of translation, interpretation and terminology services that comply with established quality standards: Target 3 (Terminology).	95%	March 31, 2019	N/A	N/A	95.6%
	Percentage of overall user satisfaction with the Translation Bureau's language tools and services.	90%	March 31, 2019	N/A	N/A	85.6% ²
	Percentage of translation, interpretation and terminology services provided to Government of Canada by Translation Bureau.	TBD ³	March 31, 2019	N/A	N/A	N/A
The government does business with ethical suppliers and ensures that sensitive information is handled appropriately.	Percentage of business integrity verification requests answered within the four-hour client service standard.	80%	March 31, 2019	98.5%	99%	99%
	Percentage of security screenings processed within 7 business days for contractors and sub-contractors requiring access to protected information.	85%	March 31, 2019	89%	96%	97%
Federal organizations have the support services and tools they need to deliver their programs to Canadians.	Percentage of overall client satisfaction with PSPC support services and tools.	87%	March 31, 2019	89%	90%	N/A ⁴
	Percentage of PSPC service standards met.	87%	March 31, 2019	90.4%	82%	74%

1. The Translation Bureau is developing a quality evaluation framework for interpretation. The target will be established after its baseline year 2020–21.
2. The client satisfaction survey was extended to cover linguistic tools in 2018–19. Users remain very satisfied with the services, but they wanted to see improvements in the tools.
3. Translation Bureau management is reviewing this indicator and its methodology.
4. PSPC changed its client measurement practices in 2018–19. As a result, data for 2018–19 is not available.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (Actual spending minus Planned spending)
122,059,813	122,059,813	137,387,187	106,721,614	(15,338,199)

The difference between planned and actual spending is mainly due to less investments than anticipated in the Linguistic Services Request Management System.

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
2,328.80	2,292.20	(36.60)

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

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

Procurement Ombudsman

Description

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

Results

In 2018–19, OPO received a total of 377 procurement-related contacts. Of these contacts, 282 (75%) came from suppliers, while 74 (20%) came from federal government officials. In all instances, OPO either provided direct assistance or pointed the client to the appropriate authority. Two of the complaints received by OPO regarding the award of federal contracts met the prescribed criteria in the *Procurement Ombudsman Regulations*, and formal reviews were launched and completed. OPO also completed two reviews that were launched in the previous fiscal year.

OPO continued to encourage suppliers and federal organizations to resolve procurement-related issues informally, and offered formal alternative dispute resolution (ADR) services when required. In 2018–19, OPO received four requests for formal ADR services. Two of the requests met the requirements set out in the Regulations, and ADR processes were launched. One of the ADR requests was resolved between the supplier and federal organization prior to the start of a formal process and the other continued into 2019–20. OPO also provided ADR services on two cases started the previous year.



OPO continued to encourage suppliers and federal organizations to resolve procurement-related issues informally.

Part of the Procurement Ombudsman’s mandate is to review the procurement practices of federal organizations for acquiring materiel and services to assess their fairness, openness and transparency, and make recommendations for improvement. In 2018–19, OPO completed two procurement practice reviews launched the previous year and started two others. All four reviews were completed and reported

2018–19 Departmental Results Report

within the legislated timelines. The reports are available on the [OPO website](#)^{xi}.

OPO also undertook two studies to look deeper into significant and recurring issues in federal procurement, and to provide meaningful guidance for federal procurement stakeholders. The studies—one on low dollar value contracting and the other on dispute resolution in vendor performance management—will be published in 2019–20.

In March 2019, OPO hosted its first Diversifying the Federal Supply Chain Summit in Ottawa. This event attracted over 165 participants from Ottawa and beyond. It connected underrepresented Canadian business owners with representatives from Government of Canada programs and private sector organizations who can help them understand the federal procurement process. The summit is a step in the right direction towards an inclusive federal supply chain that reflects this diverse nation.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
Raise awareness of procurement issues and exchange of information (education).	Number of educational events per year with small and medium-sized businesses and federal officials.	10	March 31, 2019	60	63	79
	Number of geographical locations where these educational events are held.	5	March 31, 2019	6	5	8
Procurement-related issues are addressed through facilitation (alternative dispute resolution).	Percentage of alternative dispute resolution processes that result in settlement agreements agreed to by both parties.	90%	March 31, 2019	100%	100%	N/A ¹
Procurement-related issues are addressed through investigation.	Percentage of supplier complaint reviews completed within 120 working days as per legislative requirements.	100%	March 31, 2019	100%	100%	100%
	Percentage of recommendations made by the Ombudsman acted upon by federal organizations.	100%	March 31, 2019	100%	100%	100%

- In 2018–19, OPO received four requests for formal ADR services. Two of the requests met the requirements set out in the Regulations, and ADR processes were launched. One of the ADR requests was resolved between the supplier and federal organization prior to the start of a formal process and the other continued into 2019–20. OPO also provided ADR services on two cases started the previous year.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (Actual spending minus Planned spending)
4,109,731	4,109,731	4,863,016	4,398,757	289,026

The difference between planned and actual spending is mainly related to the relocation of the Office of the Procurement Ombudsman.

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
17.67	24.91	7.24

The difference between planned and actual full-time equivalents is mainly due to the staffing of vacant positions and the recruitment of students as a result of business volume growth following the appointment of the Procurement Ombudsman in April 2018.

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

Internal Services

Description

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

The 10 service categories are:

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

Results

Management and Oversight Services

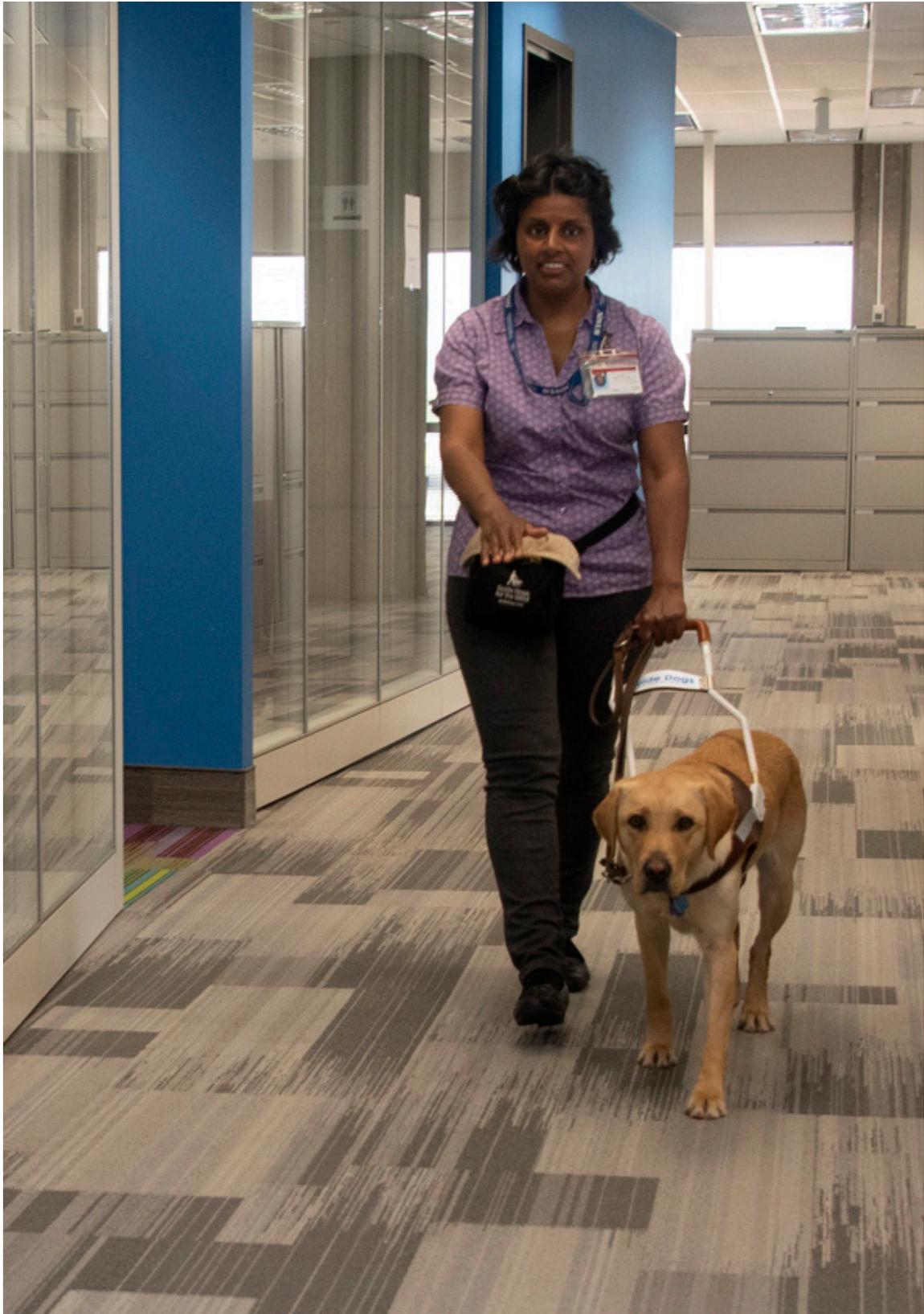
Through the Accessibility Office, PSPC oversaw the Department's efforts to strengthen accessibility and inclusion by removing barriers to full participation in the way PSPC works and in the services it provides. The Department developed and implemented a multi-level engagement strategy with persons with disabilities and created strategic partnerships with departments such as Employment and Social Development Canada (ESDC) and the Treasury Board of Canada Secretariat (TBS) to help

create a barrier-free accessible Canada, as per Bill C-81—*The Accessible Canada Act*.

PSPC organized and carried out the government-wide celebrations surrounding the United Nations 26th annual International Day of Persons with Disabilities, including the coordination of events across the country and the delivery of the Purple Light Up campaign to promote and support the economic empowerment and inclusion of persons with disabilities.

PSPC's Security and Emergency Management Sector (SEMS) completed its preliminary series of consultations and revisions to the PSPC Departmental Security Policy as well as drafted a variety of security-related operating procedures, directives and guidelines to comply with upcoming changes to the TBS Policy on Government Security. In its enterprise-wide role for Base Building Security, engagement activities through the Departmental Security Community set the stage for national implementation of a Threat and Risk Assessment process in future years. SEMS contributed to Activity Based Workplace solutions by providing security expertise and innovative solutions in support of PSPC workplace renewal initiatives. Also, it coordinated PSPC's response and provided support to multi-jurisdictional emergency events addressed under the Federal Emergency Response Plan.

PSPC's Special Investigations and Internal Disclosure (SIID) conducts administrative investigations into



Through the Accessibility Office, PSPC oversaw the Department's efforts to strengthen accessibility and inclusion by removing barriers to full participation in the way PSPC works and in the services it provides.

all types of employee misconduct, including wrongdoing under the *Public Service Disclosure Protection Act*, privacy breaches, fraud, collusion, gross mismanagement, conflict of interest and unauthorized leaks of information. It reviews all complaints received from vendors and the public regarding procurement activities. PSPC liaises with banks, police services, and Canada Post regarding theft or fraud related to Receiver General for Canada payments. During the past year, SIID continued to undertake investigations as required. SIID was also instrumental in the delivery of an on-line training course on prevention of fraud and wrongdoing.

Financial Management Services

PSPC established the foundational elements for the implementation of an integrated and departmental approach to managing investments in PSPC. As a result of the work undertaken, Budget 2019 announced Predictable Capital funding for PSPC that will improve the management of the Department's portfolio of assets. This new funding will permit the Department to improve the quality of its assets for the benefit of all Canadians.

PSPC also continued to expand standardized reporting to improve timeliness of financial information and ease decision-making.

Materiel Services

In accordance with the 2017 to 2020 Departmental Sustainable Development Strategy, PSPC improved the energy efficiency of its fleet operations by promoting alternative fuel, reviewing the effectiveness of the departmental vehicles, and encouraging sustainable

driver behavior changes such as anti-idling and car sharing initiatives.

PSPC continued to implement its objective of purchasing the most fuel-efficient vehicles for each vehicle class type available in the standing offer agreement for the operational requirements while giving priority to electric and hybrid gas-electric vehicles.

PSPC's materiel services developed disposal guidelines in order to enable timely and informed decisions and support program delivery. These guidelines standardized and clarified how the Department disposes of its assets and supports a more effective and efficient monitoring practice.

Information Management

The Department continued its commitment to fulfill its engagement, under the Directive on [Open Government](#)^{xiii}, to deliver data sets to provide Canadians with easy-access to data through Canada's [Open data portal](#)^{xiv}.



PSPC improved the energy efficiency of its fleet operations by promoting alternative fuel, reviewing the effectiveness of the departmental vehicles, and encouraging sustainable driver behavior changes such as anti-idling and car sharing initiatives.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (Actual spending minus Planned spending)
235,396,731	235,396,731	293,241,231	284,557,972	49,161,241

The difference between planned and actual spending is due to the increased demand for communication services, the technology revitalization and to support information management initiatives such as Open Government. Additional resources were invested in initiatives such as the Accessibility Office, the workplace renewal and to improve response time to access to information requests.

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
2,838.60	2,740.37	(98.23)

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



Analysis of trends in spending and human resources

Actual expenditures

The departmental spending trend graph presents trends in the Department’s planned and actual spending over time. The data represents actual spending (2016–17 to 2018–19) and planned spending (2019–20 to 2021–22) broken down between Statutory and Voted Expenditures.

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

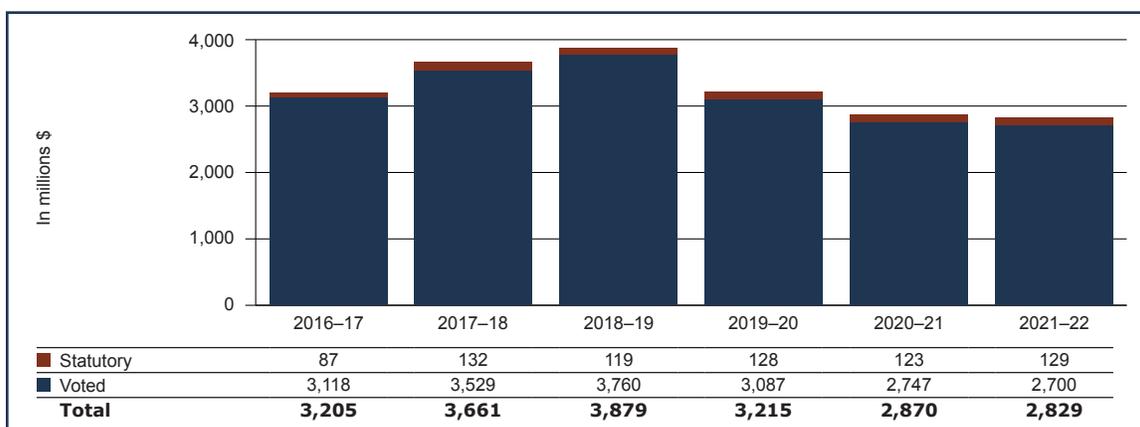


Figure 1. Departmental spending trend graph.

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

Core Responsibilities and Internal Services	2018–19 Main Estimates	Planned spending			2018–19 Total authorities available for use	Actual spending (authorities used)		
		2018–19	2019–20	2020–21		2018–19	2017–18	2016–17
Purchase of Goods and Services	117,494,195	117,494,195	176,577,120	160,438,946	202,142,459	184,354,499	175,626,248	137,880,348
Payments and Accounting	215,382,307	215,382,307	248,642,394	226,923,727	517,637,567	469,877,329	338,203,919	301,215,323
Property and Infrastructure	2,540,948,328	2,540,948,328	2,425,572,214	2,119,542,945	2,956,439,600	2,829,166,463	2,710,895,329	2,397,668,818
Government-Wide Support	122,059,813	122,059,813	130,276,919	129,446,942	137,387,187	106,721,614	136,782,441	102,179,995
Procurement Ombudsman	4,109,731	4,109,731	4,122,297	4,122,297	4,863,016	4,398,757	3,776,030	3,257,831
Subtotal	2,999,994,374	2,999,994,374	2,985,190,944	2,640,474,857	3,818,469,829	3,594,518,662	3,365,283,967	2,942,202,315
Internal Services	235,396,731	235,396,731	229,893,087	229,513,700	293,241,231	284,557,972	295,624,358	262,556,577
Total	3,235,391,105	3,235,391,105	3,215,084,031	2,869,988,557	4,111,711,060	3,879,076,634	3,660,908,325	3,204,758,892
Greening of Government Operations*	-	-	-	-	-	-	-	667,815
Grand Total	3,235,391,105	3,235,391,105	3,215,084,031	2,869,988,557	4,111,711,060	3,879,076,634	3,660,908,325	3,205,426,707

Totals may not add up due to rounding.

*The Greening of Government Operations sub-program has been transferred to Treasury Board of Canada Secretariat as of October 31, 2016.

As part of the present Departmental Results Report, PSPC is informing parliamentarians and Canadians of the budgetary performance achieved for 2018–19. This performance is measured against the planned spending defined in PSPC's 2018–19 Departmental Plan.

The budgetary performance summary table above provides the following:

- Main Estimates and Planned spending for 2018–19, as reported in the 2018–19 Departmental Plan;
- Planned spending for 2019–20 and 2020–21, as reported in the 2019–20 Departmental Plan;
- Total Authorities to Date in 2018–19 which reflects the Main Estimates as well as the other authorities available for the year, including the Supplementary Estimates and the Budget implementation vote; and,
- Actual spending for 2016–17, 2017–18 and 2018–19 as reported in the Public Accounts of Canada.

The variances observed are explained as follows:

- The difference of **\$643.7 million** between the **2018–19 Actual Spending** and the **2018–19 Planned Spending** is mainly due to:
 - Additional funding received for Build in Canada Innovation Program to bolster innovation and promote economic growth by supporting Canadian innovators.

- As well as funding received through Budget 2018 for:
 - E-Procurement Solution that will modernize the government’s procurement function, improve efficiency and help Canadian small and medium-sized businesses better access opportunities to work with the Government;
 - Repair, maintenance and operation of federal buildings to maintain current office accommodation and related real property service levels to federal departments and agencies; and,
 - Stabilization of the Phoenix pay system to continue to stabilize operations, enhance technology, support employees, as well as to increase the pay service delivery capacity and to offer better client service support.
- The increase of **\$673.6 million** in the **Actual Spending** from **2016–17** to **2018–19**, is primarily related to:
 - Additional investments made for repairs and maintenance of federal buildings;
 - Rehabilitation of major public infrastructures, to continue the implementation of the Parliamentary Precinct rehabilitation; as well as,
 - Enhanced measures to help stabilize the Phoenix pay system and increase pay service delivery capacity.

While PSPC transitioned to the Departmental Results Framework beginning in 2018–19, the Expenditures for 2016–17 and 2017–18 that were previously reported based on the Program Alignment Architecture, were restated to comply with the presentation of this DRR.

Human resources

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

Core Responsibilities and Internal Services	2016–17 Actual FTEs	2017–18 Actual FTEs	2018–19 Planned FTEs	2018–19 Actual FTEs	2019–20 Planned FTEs	2020–21 Planned FTEs
Purchase of Goods and Services	1,622.89	1,560.00	1,651.00	1,693.80	1,724.00	1,706.00
Payments and Accounting	2,460.38	2,384.42	3,886.80	3,878.53	4,605.59 ¹	2,155.59 ²
Property and Infrastructure	3,443.51	3,452.58	3,916.00	3,999.01	4,317.60	4,228.73
Government-wide Support	2,145.00	2,113.00	2,328.80	2,292.20	2,480.24	2,536.24
Procurement Ombudsman	23.37	24.00	17.67	24.91	18.00	18.00
Subtotal	9,695.15	9,534.00	11,800.27	11,888.45	13,145.43³	10,644.56⁴
Internal Services	2,700.40	2,646.35	2,838.60	2,740.37	2,854.89	2,942.89
Total	12,395.55	12,180.35	14,638.87	14,628.82	16,000.32⁵	13,587.45⁶

1. The number provided for full-time Equivalents (FTEs) for the Federal Pay Administration program for fiscal year 2019–20 is an estimate and remains to be determined based on funding approval.
2. FTEs for the Federal Pay Administration program for fiscal year 2020–21 are to be determined based on future funding approval.
3. The number provided for FTEs for the Federal Pay Administration program for fiscal year 2019–20 is an estimate and remains to be determined based on funding approval.
4. FTEs for the Federal Pay Administration program for fiscal years 2020–21 are to be determined based on future funding approval.
5. The number provided for FTEs for the Federal Pay Administration program for fiscal year 2019–20 is an estimate and remains to be determined based on funding approval.
6. FTEs for the Federal Pay Administration program for fiscal years 2020–21 are to be determined based on future funding approval.

Expenditures by vote

For information on PSPC's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2018–19^{xv}](#).

Government of Canada spending and activities

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

Financial statements and financial statements highlights

Financial statements

Public Services and Procurement Canada's Financial Statements (unaudited) for the year ended March 31, 2019, are available on the [Department's Reports web page](#)^{xvii}.

Financial Statements Highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2019 (dollars)

Financial information	2018–19 Planned results	2018–19 Actual results	2017–18 Actual results (restated)	Difference (2018–19 Actual results minus 2018–19 Planned results)	Difference (2018–19 Actual results minus 2017–18 Actual results [restated])
Total expenses	5,532,688,494	6,255,713,131	6,024,341,094	723,024,637	231,372,037
Total revenues	2,976,220,801	3,045,847,219	3,027,807,677	69,626,418	18,039,542
Net cost of operations before government funding and transfers	2,556,467,693	3,209,865,912	2,996,533,417	653,398,219	213,332,495

Expenses

Actual over Planned

The 2018–19 expenses were \$723 million higher than planned (planned: \$5,532.7 million; actual: \$6,255.7 million). The increase is mainly attributable to the **Property and Infrastructure** and **Payments and Accounting** core responsibilities due to:

- additional funding received for the repair, maintenance and operation of federal buildings as well as for the operational and maintenance support to the Parliamentary Precinct buildings; and,
- additional funding received to help stabilize the Phoenix pay system and increase pay service delivery capacity.

Actual Year over Year

The increase in expenses of \$231 million (2018–19: \$6,255.7 million; 2017–18: \$6,024.3 million) is mainly attributable to the **Property and Infrastructure** and **Payments and Accounting** core responsibilities due to:

- increased business volume related to construction and repair work performed as part of the government's commitment to build and renew infrastructure across Canada for other government departments;
- an increase in repair and maintenance of federal buildings to provide a safe, healthy and secure workplace; and,
- an increase related to additional funding received to help stabilize the Phoenix pay system and increase pay service delivery capacity.

Revenues

Actual over Planned

The 2018-19 revenues were \$70 million higher than planned (planned: \$2,976.2 million; actual: \$3,045.8 million), and this is due to higher than anticipated business volume for accommodation services.

Actual Year over Year

The increase in revenues of \$18 million (2018–19: \$3,045.8 million; 2017–18: \$3,027.8 million) is mainly attributable to an increase in business volume related to Vaccine Procurement Service and Translation Services.

Condensed Statement of Financial Position (unaudited) as of March 31, 2019 (dollars)

Financial Information	2018–19	2017–18 (restated)	Difference (2018–19 minus 2017–18 [restated])
Total net liabilities	3,710,738,914	3,843,086,143	(132,347,229)
Total net financial assets	1,342,506,314	1,264,807,911	77,698,403
Departmental net debt	2,368,232,600	2,578,278,232	(210,045,632)
Total non financial assets	7,934,369,647	7,360,509,434	573,860,213
Departmental net financial position	5,566,137,047	4,782,231,202	783,905,845

Net Liabilities

The decrease in total net liabilities of \$132 million is mainly attributable to a decrease in Lease obligations for tangible capital assets as a result of payments made during the year.

Net Financial Assets

The increase in total net financial assets of \$78 million is mainly attributable to an increase in Accounts receivable and advances mostly due to the sale of real property.

Non-Financial Assets

The increase in total non-financial assets of \$574 million (assets with a physical substance that are used to deliver services and have a useful life extending beyond an accounting period), such as real property, equipment or machinery that have been purchased, built or leased. The increase is mainly attributable to an increase in Buildings mainly related to the rehabilitation of the West Block, the Senate of Canada Building (formerly known as Government Conference Centre) and the Centre Block, as well as the Construction of the Visitor Welcome Centre, as part of Parliamentary Precinct's Long Term Vision and Plan Project.

This increase is offset by the amortization of Tangible Capital Assets (physical assets held on a continuing basis). 🍁



Supplementary information

Corporate information

Organizational profile

Appropriate minister: Carla Qualtrough, PC, MP

Institutional head: Bill Matthews

Ministerial portfolio: Public Services and Procurement Canada

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

Year of incorporation/commencement: 1841

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

- *Shared Services Canada Act*^{xix}
- *Expropriation Act*^{xx}
- *Defence Production Act*^{xxi}
- *Seized Property Management Act*^{xxii}
- *Surplus Crown Assets Act*^{xxiii}
- *Financial Administration Act*^{xxiv}

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^{xxv}](#).

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

Operating context and key risks

Information on operating context and key risks is available on [Public Services and Procurement Canada's website^{xxvii}](#).



Reporting framework

Public Services and Procurement Canada’s Departmental Results Framework and Program Inventory of record for 2018–19 are shown below.

Departmental Results Framework and Program Inventory

Core Responsibility	1. Purchase of Goods and Services	2. Payments and Accounting	3. Property and Infrastructure	4. Government-Wide Support	5. Procurement Ombudsman
<p>Description</p> <p>PSPC purchases goods and services on behalf of the Government of Canada.</p>	<p>PSPC collects revenues and issues payments, maintains the financial accounts of Canada, issues financial reports, and administers payroll and pension services for the Government of Canada.</p>	<p>PSPC provides federal employees and Parliamentarians with work space; builds, maintains and manages federal properties and other public works such as bridges and dams; and provides associated services to federal organizations.</p>	<p>PSPC provides administrative services and tools to federal organizations that help them deliver programs and services to Canadians.</p>	<p>The Office of the Procurement Ombudsman operates at arm’s-length from federal organizations. It is legislated to review the procurement practices of federal organizations, review complaints from Canadian suppliers, and provide dispute resolution services.</p>	
<p>Departmental Results and Departmental Results Indicators</p>	<p>1.1 Federal organizations have the products and services they need, when they need them, at the best value.</p> <p>1.1.1 Percentage of overall client satisfaction with PSPC procurement services</p> <p>1.1.2 Average number of days to award a contract (Target 1—Level 1 Complexity)</p> <p>1.1.3 Average number of days to award a contract (Target 2—Level 2 Complexity)</p> <p>1.1.4 Cost of procurement services per \$100 of contract value</p> <p>1.1.5 Percentage of dollar value awarded through competitive contracting processes</p>	<p>2.1 Canadians have timely access to reliable information on Canada’s finances.</p> <p>2.1.1 The Public Accounts of Canada are posted on the Department’s website within 24 hours of tabling in the House of Commons</p> <p>2.1.2 Information presented in the Consolidated Financial Statements of the Government of Canada is accurate</p> <p>2.2 In collaboration with government departments, employees receive timely and accurate pay and benefits.</p> <p>2.2.1 Percentage of pay transactions processed that are accurate and on time</p>	<p>3.1 Federal infrastructure spending supports Canada’s social, economic and environmental priorities.</p> <p>3.1.1 Percentage of PSPC-managed building locations that provide features to support universal accessibility</p> <p>3.1.2 Operating expenses per square metre of Crown-owned office space</p> <p>3.1.3 Percentage of reduction in green-house gases in PSPC Crown-owned building portfolio, excluding housing</p> <p>3.2 National heritage assets are preserved on behalf of Canadians.</p> <p>3.2.1 Percentage of Crown-owned heritage buildings that are in fair or better condition</p>	<p>4.1 Federal organizations have access to high quality linguistic services and tools.</p> <p>4.1.1 Percentage of translation, interpretation and terminology services that comply with established quality standards: Target 1 (Translation)</p> <p>4.1.2 Percentage of translation, interpretation and terminology services that comply with established quality standards: Target 2 (Interpretation)</p> <p>4.1.3 Percentage of translation, interpretation and terminology services that comply with established quality standards: Target 3 (Terminology)</p>	<p>5.1 Raise awareness of procurement issues and exchange information (education).</p> <p>5.1.1 Number of educational events per year with small and medium-sized businesses and federal officials</p> <p>5.1.2 Number of geographical locations where these educational events are held</p> <p>5.2 Procurement related issues are addressed through facilitation (alternative dispute resolution).</p> <p>5.2.1 Percentage of alternative dispute resolution processes that result in settlement agreements agreed to by both parties</p>

Departmental Results Framework and Program Inventory (continued)

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

Departmental Results Framework and Program Inventory (continued)

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

Supporting information on the Program Inventory

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

Supplementary information tables

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

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

Federal tax expenditures

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

Organizational contact information

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

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



Appendix: definitions

appropriation (*crédit*)

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

budgetary expenditures (*dépenses budgétaires*)

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

Core Responsibility (*responsabilité essentielle*)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan (*plan ministériel*)

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

Departmental Result (*résultat ministériel*)

A Departmental Result represents the change or changes that the department seeks to influence. 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)

Consists of the department’s Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report *(rapport sur les résultats ministériels)*

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

experimentation *(expérimentation)*

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

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 help identify the potential impacts of policies, Programs and services on diverse groups of women, men and gender differences. We all have multiple identity factors that intersect to make us who we are; GBA+ considers many other identity factors, such as race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities *(priorités pangouvernementales)*

For the purpose of the 2018–19 Departmental Results Report, those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada’s Strength; and Security and Opportunity.

horizontal initiative *(initiative horizontale)*

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

non-budgetary expenditures *(dépenses non budgétaires)*

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

performance *(rendement)*

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator *(indicateur de rendement)*

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

performance reporting (*production de rapports sur le rendement*)
The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

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

planned spending (*dépenses prévues*)
For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in Main Estimates.

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

priority (*priorité*)
A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s) or Departmental Results.

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.

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.

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 Modernizing Federal Procurement for Small and Medium Enterprises, Women-Owned and Indigenous Businesses, Report of the Standing Committee on Government Operations and Estimates, <https://www.ourcommons.ca/Content/Committee/421/OGGO/Reports/RP9996115/oggorp15/oggorp15-e.pdf>
- ii Canadian Collaborative Procurement Initiative, <https://www.tpsgc-pwgsc.gc.ca/app-acq/app-collaborat-procur/index-eng.html>
- iii Defence Procurement Strategy, <https://www.tpsgc-pwgsc.gc.ca/app-acq/amd-dp/samd-dps/index-eng.html>
- iv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- v 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>
- vi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
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