



Report on Plans and Priorities - In Brief

This document is based on the 2004-2005 Estimates: Part III - Report on Plans and Priorities. It summarizes the plans and activities that Public Works and Government Services Canada (PWGSC) is undertaking over the current year to deliver the best services to our clients.





Canada

Public Works and Travaux publics et **Government Services** Services gouvernementaux Canada

Canadä





independent and influential foreign policy.

Minister's Message

I am pleased to present this year's Report on Plans and Priorities (2004-2005) for Public Works and Government Services Canada (PWGSC), outlining the key priorities and challenges for the department over the next year.

Our government recently announced an ambitious agenda to deliver real progress on the issues that matter most to Canadians – issues such as better health care, a nationwide childcare and early childhood development program, a new deal for communities, environmental protection, and a new partnership with aboriginal Canadians. In addition, our government is committed to preserving our strong economy, delivering sound financial management and pursuing an

As the country's largest provider of common services, my department has a key role to play in implementing this national agenda. For instance, by effectively and efficiently providing our many services, we provide the government with the vital infrastructure it needs at the best possible value for every dollar. In addition, we play a crucial role in helping the government ensure a clean and healthy environment for all Canadians through our many sustainable development initiatives.

As we move this agenda forward, we will continue to transform the way we do business to generate savings that can be directed to the government's other priority areas. This means, among other things, that we will manage our activities in a transparent and accountable way. It also means that we will operate using sound business management practices, and that we will work to earn the trust of Canadians by demonstrating a day-to-day respect for their hard-earned tax dollars.

Canadians are expecting more from their government, and PWGSC intends to play a vital role in meeting those raised expectations. We will measure our success against three key indicators: quality services, sound stewardship and sound management. When we achieve these objectives, I am fully confident that we will provide to Canadians a citizens' dividend - lasting social, economic and environmental benefits.

The Honourable Scott Brison P.C. Minister of Public Works and Government Services Receiver General for Canada



Our Raison d'être

Our Raison d'être is to ensure optimum value to government and to Canadians in the provision of modern, efficient, and effective common, central and shared services. PWGSC provides these services in a professional and performance driven manner, while safeguarding major government administrative expenditures through transparent and independent checks and balances. The Department has a key role in providing the common infrastructure and services needed for the delivery of the government's agenda and in enabling the government to respond to the evolving needs and expectations of Canadians.

PWGSC has changed. We are transforming the way we do business, realigning our organization, and strategically positioning ourselves to maximize the transfer of dividends to government and to Canadians for other priorities; social, environmental, health care... Our Citizens' Dividend.

Our Vision

Our vision is to become the Government of Canada's centre of excellence for the development and delivery of common, central and shared services, and, to become the most respected and well-managed department in government.

We are committed to innovative, professional and results-oriented services, focused on creating a citizens' dividend to support government's responses to the evolving social, environmental, economic, and security priorities of Canadians. We are committed to reducing the cost of procurement of goods and services, and of the management of real property as well as reducing dramatically the time to provide our services. We are committed to developing open and collaborative relationships with our colleague departments, other levels of government, and Canadians.

Our Strategic Outcomes

PWGSC has identified three strategic outcomes in support of our vision; these are Quality Services, Sound Stewardship, and Sound Management:

Quality Services are at the core of PWGSC's strategic outcomes driving us to be providers and enablers of common, central and shared services to our colleague departments and agencies. Quality services require us not only to provide effective support to our customers, but also to secure savings and overall performance on a government-wide basis.

Sound Stewardship lies at the heart of PWGSC's role. We must ensure that we respond to government priorities while safeguarding those services and assets for which our department is responsible (such as real property, communications, procurement, IT infrastructure, consulting, audit, and translation services). We undertake the necessary planning to ensure that we have the resources, skills, organization and culture to discharge our responsibilities effectively.

Sound Management is the comprehensive approach to decision making for the planning, direction and comptrollership of our money, people, information, partnerships, and risks, within accepted government laws, policies and fiscal frameworks. Sound management requires clear accountabilities and governance, highest standards of ethical conduct, integrated management frameworks, and commitment to the overall strategic directions of the department and government. It enables us to mobilize our resources and capacity, achieve meaningful results and add value to government operations.



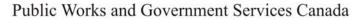
Our Activities

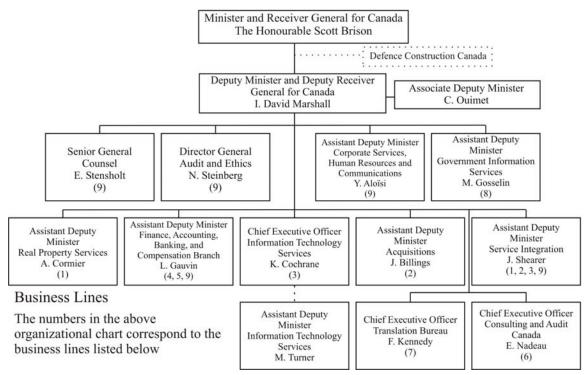
In addition to maintaining the ongoing commitments to quality services for each of the PWGSC Business Lines for the planning period, our goal for 2004-2007 will be to transform the way we do business to meet Canadians' expectations.

To succeed in the transformation of PWGSC over the coming planning period, we have established five corporate priorities:

- Strengthening public confidence;
- Achieving savings and performance improvements;
- Increasing support for the government's strategic agenda;
- Delivering major projects of national importance; and
- Delivering on ongoing commitments for quality services.

Our People







Our Spending

2004-2005 Departmental C					, 20.0		ns of dollars)
Business Line / Vote	Vote 1 Operating	Vote 5 Capital	Vote 10 Transfer Payments	Revolving Funds (Statutory)	Other Statutory (1)	Total	Full Time Equivalents (FTEs)
1. Real Property Services	1,797	473	6	841	3	3,120	5,016
2. Supply Operations Services	171	-	-	110	23	304	1,873
3. Telecommunications and Informatics Common Services	117	-	-	131	2	250	351
4. Receiver General	118	-	-	-	5	123	467
5. Public Service Compensation	50	-	-	-	10	60	800
6. Consulting and Audit Canada	-	-	-	99	-	99	400
7. Translation Bureau ⁽²⁾	49	-	-	228	-	277	1,734
8. Government Information Services	91	-	2	-	-	94	401
9. Operational Support	298	-	-	-	38	337	2,689
Total Gross Spending for the Department	2,692	473	8	1,410	81	4,664	
Less: Respendable Revenue	505			1,422		1,927	
Total Net Spending for the Department	2,187	473	8	(12)	81	2,737	13,731

The gross spending represents the business volume of PWGSC. Parliament annually approves the net spending authorities via the Main Estimates.

⁽¹⁾ Includes Contribution to Employee Benefits and Minister's car and salary allowance.

(2) The Bureau's revolving fund provides services to Parliament and collects the related revenues from its own operating vote. Accordingly, the revolving fund's gross expenditures and respendable revenue include \$49 millions reported in the planning period under the operating vote's gross expenditures.

Our Business

PWGSC is the government's chief real property manager, purchasing agent and advisor, banker and accountant, and, provider of government online, information technology, translation, audit and consulting services. We also offer services directly to Canadians in the areas of communication and access to government programs and information, in addition to being government's payroll and pensions administrator.

Our Business Lines

Real Property

provides departments and agencies with office and common use accommodation, a full range of real property services and contributes to policy priorities that support the Government of Canada in the delivery of programs for Canadians.

Acquisitions

provides Canadians and the federal government with value-added service that is relevant and timely in the management of acquisitions and related common services.

Telecommunications and Informatics Common Services

provides electronic infrastructure and professional services, upon request, to all departments and agencies in the areas of network and computer services, telecommunications, and application



development, as well as leadership in supporting government-wide initiatives such as the Secure Channel, IM/IT community renewal and Government On-Line.

<u>Receiver General</u>

manages the operations of the federal treasury, including issuing payments and managing revenue collection for major government programs, to prepare the Public Accounts, and produces the government's Monthly Statements of Financial Operations.

Public Service Compensation

provides payroll, benefits and pension plan administration services for the public service of Canada.

Consulting and Audit Canada

makes a leading contribution, through staff and services provided, to the improvement of public sector management and operations in Canada and abroad while balancing operating costs with the revenues received from charging customers for services. This is in direct support of the Quality Services departmental strategic outcome.

Translation Bureau

assists the Government of Canada in providing services to, and communicating with, Canadians in the official language of their choice and in more than 100 other languages, helping to implement the government's bilingualism and multiculturalism policies and programs.

Government Information Services

provides Canadians with multichannel access to information on Government of Canada (GOC) programs and services and coordinating the Government of Canada's communications.

Operational Support

provides support services that include audit and ethics, information technology, policy and planning, communications, security, financial, administrative, human resources, as well as other related services, promoting efficient and cost-effective program delivery throughout the Department.

Our Commitments – by Business Line

<u>Real Property</u>

In developing a comprehensive model for real property service delivery, we will be focusing aggressively on how best to address challenges in five key areas:

• **Portfolio Management:** Improving our abilities in long-term planning and assessing opportunities to optimize the portfolio. We will modernize the investment framework emphasizing portfolio-based management. We will also develop and have approved a new Accommodation Strategy and related own-to-lease ratios.

• Service Delivery: We must ensure that we balance customer demands for customized accommodation solutions and quick turn-around times with government affordability and cost-efficiency.

• **Demand Management:** Forecasting demand for accommodation is key to effective long-term strategic planning and optimizing the cost effectiveness of accommodation.

• **Management Practices:** We will be clarifying our accountability structure, improving our reporting tools and processes, and introducing a robust risk management process for projects.



• Workforce Capacity: An HR strategy will be developed as a component of the real property renewal initiative.

Acquisitions

We are repositioning the Acquisitions Branch through an aggressive business transformation agenda. Our business transformation plan is expected to result in government savings at the end of three years and to further mature beyond the three-year planning horizon.

Acquisition Renewal – To improve procurement management, we will: reinforce contract management practices; undertake commodity reviews and a review of the commodity management framework; develop standardized service menus as well as a comprehensive costing/charging framework for services to our customers; and adopt standard contract templates and simplified processes for high volume/low dollar purchases.

E-Procurement – We will continue to leverage information technology and promote electronic procurement as a convenient and economical way of doing business.

Government-Wide Review of Procurement – A multi-disciplinary Review Task Force has been established to examine the government-wide process of acquisition, including goods, services and construction projects. Based on that review and analysis, recommendations will be made on how best to carry out federal procurement.

Greening Federal Procurement – We continue to pursue our Greening Federal Procurement initiatives through green procurement and the expansion of product profiles offered on the Green Procurement Network.

Human Resources Capacity and Renewal – To meet the business line's transformation from managing transactions to providing procurement project management services, we will provide professional development opportunities and strategic recruitment to meet specific organizational needs.

Telecommunications and Informatics Common Services

Change management resulting from the implementation of recommendations from external and internal reviews and restructuring will be a major management focus for the planning period. One of the main strategic outcomes will be to launch a business initiative to evolve into an excellent provider of shared IT services. To this end, this business line is considering a number of business models to effectively and efficiently deliver its services to the Government of Canada.

TICS will now be setting overall targets for the GOL agenda, while delivering specific initiatives such as Secure Channel, Gateways and Clusters, and providing strategic leadership and guidance to departments and agencies to shape their plans to meet the 2005 government-wide objectives, accessible government programs and services to Canadians. As part of its transformation agenda, this business line will establish a long-term IT investment strategy for the Government of Canada.

We will be also working at attracting, developing and retaining employees with appropriate technical and professional skills. We will also face the challenge of establishing succession-planning initiatives.

<u>Receiver General</u>

The Receiver General's operational focus is on maintaining the integrity of the Consolidated Revenue Fund (CRF) and the Accounts of Canada. A Disaster Recovery Site is planned which will



result in the ability to resume operations within 24 hours with minimal impact on the Canadian public, the government and departments and agencies in the event of a disaster.

In addition, the Receiver General has initiatives planned to respond to, influence and leverage required changes in the Canadian payments system, such as implementation of cheque imaging systems, online payments by consumers and companies, and electronic remittance processing. Included in these initiatives is a complete review and re-assessment of the security required to protect Receiver General cheques against attempted fraud.

Public Service Compensation

Challenges facing Public Service Compensation include:

Dated Systems and Aging Technology – Renewal of the compensation systems and business processes is required to maintain PWGSC's ability to deliver quality compensation administration and to enable greater flexibility and functionality in service delivery.

Two initiatives will serve to address these challenges:

- The Government of Canada Pension Modernization Project will provide a modern pension administration infrastructure.
- The Pay Modernization Project will replace aging technology and implement best practices with respect to service delivery and business processes to meet increasingly complex needs.

Consulting and Audit Canada

CAC has established the following strategic objectives:

- Contribute to the improvement of public sector management and operations;
- Work with central agencies and other government organizations to support government priorities and needs;
- Facilitate public sector access, with an emphasis on small and medium sized enterprises, to consulting and audit business opportunities;
- Ensure the long-term sustainability of the Agency by being financially self-sufficient and maintaining a knowledgeable work force.

To achieve this, CAC will over the course of 2004-2005 focus on:

- Updating external knowledge sharing strategy;
- Ensuring awareness of new emerging issues of Public Services agenda
- Maintaining a critical mass of skilled resources in areas relevant to the PS agenda.
- Targeting its marketing efforts at organizations that will contribute the most to CAC's mission;
- Initiating a new product or service development approach to address government objectives;
- Ensuring active engagement with SMEs and Public Services community;
- Developing a greater awareness of CAC capabilities and ease of access, across the Public Service;
- Strengthening CAC's approach to Information Management;
- Ensuring security and reliability of systems;
- Ensuring sound management of CAC's Human Resources;
- Enhancing CAC's Professional Development Program.
- Ensuring the completion of CAC's reorganization exercise.



Translation Bureau

The Translation Bureau will continue to maintain fiscal balance during the planning period, while making specific investments in its technology infrastructure, its management information system and technological tools for translators in order to improve the effectiveness and efficiency of operations.

Ensure Best-Value Service_– Aligning our costs with our revenue stream and achieving efficiencies while bringing more value to our clients through technology and customized solutions will be crucial.

Over the next three years, the Bureau will implement integrated planning, management and reporting, strengthen its contract monitoring system and strengthen the culture of ethics and values through various initiatives. The Bureau will also reinforce its professional and management capacity through continuous learning and the establishment of a manager pre-qualification program.

Maintain Capacity to Effectively Deliver on the Bureau's Terminology Standardization Mandate – Continue to expand the content of TERMIUM[®] and to regularly update its other linguistic tools. The Bureau also intends to reinforce Canada's representation and leadership in terminology in international fora. The Bureau will innovate by launching a new version of TERMIUM[®] that will extend access to department-specific terminologies.

Leverage the Bureau's Unique Expertise – The Bureau will help ensure the security of translation supply, supporting the implementation of the Official Languages Action Plan and further helping the government's agenda. Partnering with the industry, the Bureau will work on three fronts: rebuilding the human resources capacity, helping restructure the industry and supporting the development of language technologies.

The Bureau will initiate discussions with key industry partners to put in place a shared training infrastructure and offer professional development programs. We will use our buying power to encourage the creation of larger, financially sustainable translation companies.

Government Information Services

GISB will conduct a review to determine a division of responsibilities and work with other PWGSC's branches, federal departments and central agencies. In addition it will:

Review and Integration of GISB Activities Within PWGSC – GISB's first short term priority is to successfully complete its program review and achieve integration within PWGSC.

Building Capacity and Sharing Expertise – GISB intends to create government-wide communications efficiencies by building capacity, demonstrating sound stewardship and sharing expertise and best practices in numerous business areas. To achieve these goals, GISB needs to:

- Determine client priorities for GISB expert advice and guidance on government communications and on information access and sharing;
- Implement an external communications plan that includes a consultative component for clients; and
- Develop an HR Strategy to recruit/retain qualified employees.

Delivering Quality Services to Canadians and to the Government of Canada – GISB will review its programs and services with a view to increasing its efficiencies and identifying savings that can be reallocated to GISB priorities.



Operational Support

We will provide leadership and develop the right tools to enhance our management capacity across the department. Our focus will be to: clarify accountabilities; integrate strategic planning, priority setting and financial management; foster a results-based orientation for management; replace critical skills that are being lost; and, move towards more pro-active internal and external communications.

We are committed to:

- Support the transformation of PWGSC to deliver the government's agenda;
- Set strategic priorities and develop tools for sound, integrated management practices;
- Enhance human resources management and maintain strong labour relations;
- Build our department's credibility through enhanced communications with Canadians, central agencies and Parliamentarians; and
- Set service standards and report on service levels for Corporate Services.

We will continue to provide and enhance cost-effective, reliable and secure telecommunications and computing services to support the evolving technological requirements of PWGSC's business lines.

We will **develop an IM/IT strategy** to better align our IM/IT services with PWGSC's business requirements and set out priorities for IM/IT investment. PWGSC will undertake measures to upgrade its aging technology infrastructure in face of increasing demand and changing technology.

PWGSC is also **renewing its Financial Management Strategy** in support of its renewal and management strategy. The Financial Management Strategy will set the stage for work to be done in PWGSC over the next 18 months.

Our Key Initiatives

Standing Committee on Public Accounts (SCOPA)

The Standing Committee on Public Accounts considered Chapter 8 of the December 2002 Report of the Auditor General of Canada (AG) which dealt with office space acquisition and the PWGSC Action Plan to respond to the report's recommendations. SCOPA conducted hearings on this matter with PWGSC and AG officials on March 24, 2003, and tabled its 19th Report in the House of Commons on June 6, 2003. In all, the Nineteenth Report contains seven recommendations pertaining to the acquisition of office space. The Government tabled its Response to the SCOPA Report in Parliament on November 3, 2003. Further information on this subject may be found on the website located at: http://www.pwgsc.gc.ca/reports/text/rpp_2004-2005_annexB_a-e.html

Government-Wide Review of Procurement (GWRP)

The purpose of this review is to make recommendations to the government on how best to carry out procurement on a government-wide basis. The Review is being carried out by the Task Force composed of staff from PWGSC, National Defence, Treasury Board Secretariat, and Justice: operating funds are provided by PWGSC. The final Report and Recommendations of the Task Force are due in December 2004. Further information on this subject may be found on the website located at: <u>http://www.pwgsc.gc.ca/reports/text/rpp_2004-2005_annexB_b-e.html</u>



Government of Canada Marketplace (GoCM)

The Government of Canada Marketplace (GoCM) is a project of the Electronic Supply Chain (ESC) Program. This new end-to-end purchasing service will allow participating departments and agencies to shop for, buy and report on their purchases. In addition, it will support the payment, settlement and assets management requirements of participating departments and agencies. It will generate savings by delivering volume price discounts, consolidating procurement instruments, such as standing offers, allowing for increased credit-card rebates, and improving and simplifying procurement processes. Further information on this subject may be found on the website located at: http://www.pwgsc.gc.ca/reports/text/rpp_2004-2005_annexB_c-e.html

Government On-Line (GOL)

Government On-Line (GOL) is the expression of the Government of Canada's vision to connect Canadians with government, each other and the world. For PWGSC, GOL means both serving Canadians directly and helping other federal departments and agencies make the government's vision a reality. Drawing on our expertise and experience, we are creating the technological solutions our clients need for secure on-line service delivery and e-commerce services. We also provide technical support for the Government of Canada Portal, which is the focal point of the federal government's presence on the World Wide Web. Further information on this subject may be found on the website located at: <u>http://www.pwgsc.gc.ca/reports/text/rpp_2004-2005_annexB_d-e.html</u>

The Secure Channel (TSC)

The Secure Channel is at the centre of the GoC's common infrastructure and, as such, forms the foundation of the Government On-line (GOL) initiative. The Secure Channel provides citizens and businesses with secure and private access to all federal government on-line services, thereby helping to realize the GoC's Service Vision of client-centric, cross-government service delivery anytime, anywhere and in both official languages. The migration of over 100 departments and agencies to the Secure Channel Network (SCNet) was completed in the Fall of 2003. Continuing enhancements to this common infrastructure is enabling more departments to deliver applications on-line, improving integrated service delivery to Canadians. Further information on this subject may be found on the website located at: http://www.pwgsc.gc.ca/reports/text/rpp_2004-2005_annex8_e-e.html

Alternative Service Delivery (ASD)

Alternative Forms of Delivery in Property and Project Management Delivery Services are important components of the transformation of PWGSC into a client centred department of government delivering cost savings to Canadians. Further information on this subject may be found on the website located at: <u>http://www.pwgsc.gc.ca/reports/text/rpp_2004-2005_annexB_f-e.html</u>

Parliamentary Precinct Project (PPP)

The Long-Term Vision and Plan for the Parliamentary Precinct, approved in 2001, is a detailed blueprint that provides direction for the renewal of Canada's seat of government. During the 25-year implementation period, an extensive preservation program will restore the magnificent appearance of the buildings, while bringing them up to modern standards by renovating their electrical, mechanical and safety systems and providing more functional offices and committee rooms in existing buildings. At the same time, approximately 28,000 m² of new construction will be undertaken in the Precinct to meet the space requirements identified by the Senate, House of Commons and Library of Parliament, which cannot be met in existing facilities.



The Plan will unfold as a series of 15 major projects implemented in five phases, over a period of approximately 25 years. The first project, the renovation of the Library of Parliament, is already underway. Other projects, including the Bank Street Building (new construction), the Wellington Building (renovation) and other possible projects are in the planning stage. Further information on this subject may be found on the website located at: <u>http://www.pwgsc.gc.ca/reports/text/rpp_2004_2005_annexB_g-e.html</u>

Shared Travel Services Initiative (STSI)

The STSI project is a multi-million dollar initiative (\$ 275M). The contract was awarded to Accenture Inc. on November 28, 2003 for a 7-year term with option to extend for up to an additional two years. The solution will provide fully functional, comprehensive, and seamlessly integrated "employee-friendly" travel services to government employees. Travel services include the following:

- Full services travel agency
- On-line reservation service
- Travel expense claim service
- Travel credit card service
- Traveller's reimbursement service
- Business intelligence service
- Portal service
- Employee traveller service network

Further information on this subject may be found on the website located at: <u>http://www.pwgsc.gc.ca/reports/text/rpp_2004-2005_annexB_h-e.html</u>

Pension Modernization Project (PMP)

The Government of Canada Pension Modernization Project (GoCPMP) is the renewal of PWGSC's pension administration systems and business processes to enable PWGSC to replace thirty-year-old technology and to use industry best practices to deliver pension administration services to public service employees, employers and pensioners. It is expected that the GoCPMP will be able to procure a system solution that has the flexibility and functionality to simultaneously meet the unique requirements of multiple clients. It will also provide information management and access tools that allow expert pension advisors to administer pensions and provide timely, accurate and consistent responses to plan members. The solution will also provide sustainable systems capable of efficient adoption of future technologies. The current cost estimate is \$115.5 million (\$19.5 million for the Definition Phase) and the planned contract award is July 2005. Further information on this subject may be found on the website located at: http://www.pwgsc.gc.ca/reports/text/rpp_2004-2005_annexB_iee.html

Sustainable Development Strategy (SDS)

The Government of Canada's goal is to become a model of environmental excellence in its own operations. In support of this government-wide goal, PWGSC has committed that the principles of sustainable development will be reflected in all aspects of PWGSC's role as a provider of services to other government departments, as a custodian of real property, and in its own internal operations. A major project of PWGSC in support of sustainable development is the remediation of the Sydney tar ponds Further information on this subject may be found on the website located at: http://www.pwgsc.gc.ca/reports/text/rpp_2004-2005_annexB_j-e.html



Federal Judicial Building (FJB)

The Federal Judicial Building, to be called the Pierre Elliott Trudeau Judicial Building, is planned to be built on the north-east corner of Wellington and Lyon Streets, Ottawa. The building will provide approximately 24,000 square metres useable (m²) to accommodate all of the Ottawa operations of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada, the Tax Court of Canada and the newly created Courts Administration Service, and to provide 350 underground parking spaces, 190 of which are for parliamentarians and their staff (LTVP), at a total cost not to exceed \$151M (\$140M for the building and \$11M for the parking for parliamentarians), all figures excluding GST. Effective Project Approval is planned for 2005-2006. Further information on this subject may be found on the website located at: http://www.pwgsc.gc.ca/reports/text/rpp_2004-2005_annexB_k-e.html

For More Information

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Internet Sites:

PWGSC's reports Website: http://www.pwgsc.gc.ca/reports/text/rpps-e.html Consulting and Audit Canada: http://www.cac.gc.ca Government of Canada: http://www.canada.gc.ca Public Service Compensation: http://www.pwgsc.gc.ca/compensation Public Works and Government Services Canada: http://www.pwgsc.gc.ca Real Property Services: http://www.pwgsc.gc.ca/rps Receiver General: http://www.pwgsc.gc.ca/recgen Supply Operations Service: http://www.pwgsc.gc.ca/sos Government Telecommunications and Informatics Services: http://www.pwgsc.gc.ca/gtis Translation Bureau: http://www.translationbureau.gc.ca







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