Serving **GOVERNMENT,** Serving **CANADIANS.**

PWGSC@YOUR SERVICE

OUR SERVICES, STANDARDS AND RESULTS 2015–2016

MESSAGE FROM THE DEPUTY MINISTER AND THE ASSOCIATE DEPUTY MINISTER

WE ARE PLEASED to present the fifth annual edition of *Our Services, Standards and Results 2015–2016.* As the Government of Canada's largest provider of common services, we lead by example in ensuring service excellence. It is our mission to deliver **high-quality services** and programs that cater to the needs of federal organizations and ensure **sound stewardship** on behalf of Canadians.

Publishing our service standards and reporting on results of our performance against these standards are important components of our renewed Client Service Strategy. To better serve our clients, this fiscal year, the publication was released months earlier than previous years. In fact, the next standards will be published in April 2016, at the beginning of 2016–2017. Results will be published next in June 2016, closer to the end of 2015–2016.

By ensuring that its service standards are relevant and address **key determinants of client satisfaction** such as timeliness, accuracy or quality, ease of access, and price or value for money, our Department supports the Government of Canada's priorities, PWGSC's vision to **excel in government operations** as well as our three **departmental priorities: Service Excellence; Innovation and Modernization; and value for Money.**

We are continuing to **transform** and create **new services** that are cost-effective, benefiting our clients and the whole of government, and are leveraging the Treasury Board Secretariat **Policy on Service** and **Destination 2020** actions to help shape the PWGSC of today and tomorrow, and meet your evolving needs. In addition, we are creating a multi-year **Departmental Service Management Plan** to establish a coherent, client-centric, and strategic approach to the design and delivery of our external and internal services that realizes operational efficiencies and promotes a culture of service management excellence.

George Da Pont
Deputy Minister, PWGSC

Gavin Liddy
Associate Deputy Minister, PWGSC

This publication features:

- Information on key services PWGSC offers to the client, including our **priority services;**
- Initiatives PWGSC is taking to transform the services it delivers and to innovate, such as:
  - ▫ E-enabling services to improve accessibility and convenience,
  - ▫ Lean Management—A client-focused approach to streamline processes and maximize value added;
- Information on **value for money,** showing our focus on operational efficiency and savings to our clients and the Government;
- Revised service standards and **targets for 2015–2016** that focus on client needs, including standards and targets for our priority services;
- Industry **benchmarks** where appropriate;
- Concrete examples of **how PWGSC addressed client issues** to increase satisfaction whenever there were shortcomings;
- Data on client satisfaction; and,
- Many more features reflecting the three principles of the Treasury Board Secretariat **Policy on Service:** client-centric service, operational efficiency, and culture of service management excellence.
- Data on client satisfaction; and,
- Many more features reflecting the three principles of the Treasury Board Secretariat **Policy on Service:** client-centric service, operational efficiency, and culture of service management excellence.

In this issue, you will also find—*NEW!:*

- 2014–2015 results for each service area;
- Mechanisms to request results for service standards **by client department,** in the interests of openness and transparency; and
- A link to real-time performance information for our translation services.

We thank you for your continued partnership and support in the management of government operations. We look forward to another great year of working together in order to meet your needs! Rest assured that our efforts to clarify expectations will continue. ∎

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OUR SERVICES, STANDARDS AND RESULTS 2015–2016

WHAT'S EXCITING

CHECK OUT WHAT'S EXCITING WITH OUR FEATURED INITIATIVES

- **Buying and Selling**
  - ▫ Buyandsell.gc.ca
  - ▫ Build in Canada Innovation Program (BCIP)
  - ▫ ADM Advisory Committee on Procurement Modernization
  - ▫ Acquisitions Program Policy Suite
  - ▫ Smart Procurement
  - ▫ New Shared Travel Services Solution

- **Payments and Pensions**
  - ▫ Pay Transformation
  - ▫ Pension Transformation
  - ▫ Paperless Compensation Products for Employees and Pensioners
  - ▫ Receiver General Transformation

- **Property and Buildings**
  - ▫ Workplace 2.0
  - ▫ Real Property-1: Property Management and Project Delivery Services (RP-1)
  - ▫ SIGMA for Real Property (Previously known as NOVUS)

- **Security, Corporate and Information Services**
  - ▫ Integrity Database Services

- **Translation, Terminology and Interpretation**
  - ▫ Remote Interpretation
  - ▫ GC Translation
  - ▫ Fully Managed Service

CHECK OUT HOW WE ARE REACHING OUT TO OUR CLIENTS

- **Client Service Forum on key themes and targets** will take place again soon in November 2015. Stay tuned!
- **Service standards continue to be better aligned with determinants of client satisfaction—**measuring what really matters to our clients. While continuing to improve timeliness, this year we've set more standards related to accessibility, accuracy/quality and cost!
- **Renewed PWGSC Client Service Strategy—** by focusing on our clients' emerging priorities.
- PWGSC is optimizing its service delivery processes using *Lean Management* principles—striving to improve our service standards, reduce costs, tighten timelines, and improve usability and service channels.

- **PWGSC is striving to e-enable its services** in the coming years to reduce costs and increase user convenience. Stay tuned!
- The **Service Agreement** between Community of Federal Agencies on behalf of **Small Departments and Agencies (SDAs) and Public Works and Government Services Canada is being renewed** for a period of three years, 2015–2018—facilitating an effective and efficient collaboration between SDAs and PWGSC.
- **Check out** *The Advantage!* the e-bulletin with the latest information on services and initiatives.

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OUR SERVICES, STANDARDS AND RESULTS 2015–2016

SERVICE STANDARDS OVERVIEW

In 2014–2015, we achieved or surpassed 36 of 49 targets—These results demonstrate our sustained commitment to meeting our clients' expectations. Where there are shortcomings, we continue to work to improve our performance.

In 2015–2016, we continue to make sure our service standards are meaningful to clients and reflect major client satisfaction determinants such as timeliness, accessibility, accuracy/quality and cost.

Service Category	2014–2015		2015–2016
	Number of Service Standards	Number of Service Standards that met the target	Number of Service Standards
Buying and Selling	9	4	12
Payments and Pensions	11	10	12
Property and Building	8	7	8
Security, Corporate and Information Services	14	9	17
Translation, Terminology and Interpretation	7	6	11
TOTAL	49	36	60

Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

Canada

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OUR SERVICES, STANDARDS AND RESULTS 2015–2016

REGIONAL ACCESS

PACIFIC REGION

Areas
British Columbia and Yukon

Offices
The main offices are in Vancouver and Victoria

Extranet/Publiservice
http://pacific-services.pwgsc.gc.ca/

Telephone
604-666-3995

WESTERN REGION

Areas
Manitoba, Saskatchewan, Alberta, and the Northwest Territories

Offices
The main offices are in Winnipeg, Regina, Saskatoon, Edmonton, Calgary and Yellowknife

Telephone
780-497-3500

ONTARIO REGION

Areas
Ontario, excluding the National Capital Area

Offices
The main offices are in Toronto, Mississauga, Kingston, and London

Internet
http://www.tpsgc-pwgsc.gc.ca/ontario/index-eng.html

Extranet/Publiservice
http://clientsontario.pwgsc-tpsgc.gc.ca/ont/

Telephone
416-512-5700

QUEBEC REGION

Areas
Quebec, excluding the National Capital Area

Offices
The main offices are in Montreal and Quebec City

Internet
http://www.tpsgc-pwgsc.gc.ca/apropos-about/quebec/index-eng.html

Extranet/Publiservice
http://publiservice.tpsgc-pwgsc.gc.ca/qc/region/text/index-e.html

Telephone
514-496-3621

ATLANTIC REGION

Areas
Nova Scotia, New Brunswick, Prince Edward Island, and Newfoundland and Labrador

Offices
The main offices are in Halifax, Moncton, Charlottetown and St. John's

Telephone
902-496-5000

NATIONAL CAPITAL AREA

Areas
The National Capital Area, including Nunavut

Offices
The main offices are in the National Capital Area

Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

Canada

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OUR SERVICES, STANDARDS AND RESULTS 2015–2016

BUYING AND SELLING

A. KEY SERVICES

We provide departments and agencies with the expertise needed to **acquire complex commercial goods and services.**

Buyandsell.gc.ca—Procurement Tools and Services

- **Assistance throughout the procurement lifecycle, including for emergency procurement—*PRIORITY SERVICE!***
  - Identifying the goods or services to be purchased
  - Selecting the most effective procurement approach to managing the bidding process
  - Acquisitions Program policy development and support
  - Using the Government Electronic Tendering System (GETS), etc.
- Support for **standing offers, supply arrangements,** etc.
- **Complex procurement** support for **major** acquisition **projects:**
  - Seeking appropriate approval of complex procurement strategies
  - Supporting industrial benefits/value proposition
  - Supporting government approval of major acquisition projects
  - Supporting joint procurement-related Treasury Board submissions for project and/or contract approval (expenditure authority)
  - Reporting on major projects to various stakeholders/departments
  - Performing secretariat function for complex procurement projects
- **Additional services and expertise:**
  - Market research to identify product availability
  - Product planning
  - Method-of-supply studies
  - Maintenance of a statistical database and reporting capability
  - Procurement tools to support the electronic procurement function
  - Shared Travel Services

Client Relationship Management

- Effective engagement
- Reliable communications
- Monitoring client satisfaction
- Issues management
- Strategic planning and service agreements
- Program oversight

B. FEATURED INITIATIVES

We are transforming and creating new services to better meet our clients' needs and ensure effective stewardship on behalf of Canadians.

Buyandsell.gc.ca—*INCREASINGLY USER-FRIENDLY!*

Buyandsell.gc.ca is a web service that allows government buyers and business suppliers to find procurement information. The Government Electronic Tendering Service (GETS) is hosted at Buyandsell.gc.ca/tenders. The Tender Management Application for other government departments and agencies (OGDs) allows clients to directly enter their tenders for goods and services opportunities.

Benefits:

- **Single point of access** to supply-related policies, procedures, tenders, Goods and Services Identification Numbers (GSINs), contract history and standing offers/supply arrangements.
- Full **search integration** allows users to find procurement information and identify related policies, procurements, and commodities.
- **Open data** services provide interoperability:
  - Users can analyze government procurements and collect business intelligence based on past patterns and anticipated new procurements.
  - Procurement data is recorded consistently so that there is a common definition of the information structure; this cleaned-up data helps to streamline audit, spend, and contract analyses.

Build in Canada Innovation Program (BCIP)—*EXPANDED TO INCLUDE A MILITARY COMPONENT!*

A research and development procurement program designed to **bridge the pre-commercialization gap** by supporting Canadian companies in moving their innovations into the marketplace.

The **top-ranked prequalified innovations** are **matched with federal departments,** which act as the first buyer and user of these Canadian innovations.

Benefits:

- Federal departments can **test state-of-the-art Canadian innovations, improve operations,** and enable **more effective service delivery** to Canadians.
- The initiative gives departments the **opportunity to meet with potential suppliers** to discuss challenges and needs, and explore how these suppliers can assist in meeting their operational requirements.

What's new:

- The program's fourth call for proposals, the first to include the new military component, closed in January 2014.
- Results of evaluations are currently available.
- The latest call for proposals was released in spring 2014.

ADM Advisory Committee on Procurement Modernization

An **ADM committee** that identifies and discusses challenges faced by the procurement and supplier's community in order to provide recommendations on how the Government's procurement management function can show best value to Canadians.

The Committee is composed of ADM-level representatives of 15 departments/agencies, including the Treasury Board Secretariat, and is chaired by PWGSC's Associate Deputy Minister. The meetings are held three times a year or at the request of the Chair to assess the procurement environment (e.g., the legal and policy framework, delegation framework, governance, emerging pressures on procurement, capacity issues); consider the future direction of procurement and share views and positions on given topics.

Benefits:

- Strengthen procurement governance.
- Provide an innovative forum for departments and agencies to **address common challenges.**
- **Improve communication** and strengthen the business relationship between PWGSC, central agencies, departments and agencies.
- Serve as a forum to discuss upcoming policy and tactical changes prior to their implementation, in order to benefit from the procurement community's insight.

Acquisitions Program Policy Suite

A new Acquisitions Program Policy Framework and clear, consistent, and comprehensive **policy instruments** used to enhance the Government of Canada (GC)'s procurement function.

Benefits:

- Enable the Acquisitions Program to be as efficient and effective as possible, while empowering the procurement community to achieve PWGSC's mandate.
- Clarify the Acquisitions Program's policy environment.
- Efficiently and effectively support the Acquisitions Program's knowledge transfer.
- **Document and disseminate procurement best practices.**
- Bring **greater consistency and flexibility** to the procurement function.

What's new:

- In June 2014, five new instruments were implemented to support the Acquisitions Program Transformation, namely, *Smart Procurement Framework, Information Management Framework, Policy on the Use of Independent Advice in Procurement, Policy on Considering Benefits for Canadians in Government Procurement and Guideline on Ensuring the Participation of Small and Medium Enterprises in Government Procurement.*

Smart Procurement

An approach consisting of four principles that guide PWGSC in the way we conduct procurement: **Early Engagement, Effective Governance, Independent Advice** and **Benefits for Canadians.**

- **Early Engagement:**
  Early engagement refers to **bringing clients and suppliers together at the beginning** of the procurement process and throughout the entirety of the process to encourage collaboration and dialogue, leading to the best possible solutions for clients.

- **Effective Governance:**
  Effective governance refers to **project-specific structures** that are established to ensure that project decisions, risks and issues are visible and have clear and defined escalation mechanisms. This also helps to mitigate the traditional risks associated with involving suppliers in early engagement.

- **Independent Advice:**
  Seeking independent advice during the procurement process means **soliciting the input of an objective third party,** typically an industry expert, to validate any element of a given procurement.

- **Benefits for Canadians:**
  Considering benefits for Canadians involves reviewing the **potential socio-economic benefits** throughout the procurement process. It implies that federal procurement is about job creation, innovation, increasing opportunities for suppliers, and reducing barriers for small and medium-sized businesses and Aboriginal businesses, all of which are considered when awarding contracts.

Benefits:

Smart Procurement principles are aligned with the core values of procurement: *openness, fairness, transparency* and *stewardship.*

These four smart procurement principles aim to:
- **Deliver improved results** for clients.
- **Enable success.**
- **Increase the credibility** of the government procurement process.
- Produce **greater benefits for Canada and Canadians.**

New Shared Travel Services Solution

A single destination to access a comprehensive, end-to-end set of corporate travel services. Shared Travel Services provides innovative features, such as:
- Online application for corporate travel cards.
- Fully integrated learning management system with comprehensive training modules and user guides.
- Integrated Accommodation and Car Rental Directory.
- Expanded inventory, including lowest discount fare classes not previously accessible in the system.
- Green house gas emissions information.

Benefits:

- Leveraging large travel volumes in order to negotiate **savings** with preferred suppliers.
- **Reducing paper-based** manual processes for environmentally-friendly directives.
- **Automating processes** wherever possible to reduce repetitive efforts.
- **Centralizing data** to help identify travel spending trends.
- Presenting **greater transparency** of travel costs to support decision-making.
- Offering a **simplified process** for carrying out rapid audits if required.
- Providing clear **itemized and cumulative data** to accountable managers.

What's new:

- Next-generation Shared Travel Services Portal launched on April 7, 2014.
- PWGSC acknowledges that some issues exist currently and is working on solutions to address them.

C. WHAT'S COMING

Buyandsell.gc.ca

- **Integration with e-procurement systems** at Shared Services Canada (SSC) and Defense Construction Canada (DCC) is underway this fiscal year.
- **Common Business Number Hub Integration** activities with Canada Revenue Agency (CRA) and Industry Canada are in progress to align the collection of supplier information with new service to business objectives.

Smart Procurement

PWGSC via the Acquisitions Digital Program will procure and begin implementation of an *e-procurement solution* by December 2016, a highly *efficient* and *streamlined* electronic procurement tool that allows **timely** and **responsive** acquisition of goods and services. It will replace outdated legacy systems, supporting the procurement activities with modern electronic tools making it *easier for clients* **to procure the goods and services** they need to deliver their programs, and **easier for suppliers to do business** with the federal government.

The e-procurement solution will provide a **flexible platform** that builds upon existing solutions and the best practices available in the marketplace to:

- Support and drive efficiencies in current business activities; and
- Enable PWGSC to respond to changes in how business is delivered over time.

Benefits:

- **Increase effectiveness and efficiency** at many levels, including contract creation, online posting, bid receiving, evaluation, and verifying supplier performance;
- Make procurement **faster, cheaper,** and more **transparent;**
- **Reduce process redundancies** and automate more processes to allow contracting officers to focus on providing expertise;
- Increase the amount of **open-data** available to suppliers;
- **Minimize paper use** for faster processing times and improved information tracking; and
- Be more **user-friendly** and **interconnected** with other Government of Canada technologies.

D. ENSURING VALUE FOR MONEY

Buyandsell.gc.ca

- Since the launch of this web service, PWGSC has published *2,948 tenders, 2,222 amendments* and *4,808 awards.* The site was visited *1,769,340* times and 450,499 tender notice documents were downloaded.
- Third-party providers are using *procurement open data* for their services including the following: bidscanada.com, bidclerk.com, biddingo.com, bidocean.com, databid.com, pods.net, rfp.ca, and merx.ca.

Benefits:

- **Timely and flexible** access to the private sector;
- Experience in establishing **supply arrangements and standing offers;**
- The ability to use **purchasing power** and to **maximize value** to the government and Canadians;
- Valuable **market intelligence** owing to our regional presence across the country;
- Compliance with the legislative, regulatory and policy framework for federal procurement, including Canada's national and international trade agreements, Comprehensive Land Claims Agreements, Government Contracting Regulations and Treasury Board Contracting Policy compliance with contracting rules and international trade agreements requirements; and
- The establishment of Acquisitions Program risk management tools.

Shared Travel Services

Shared Travel Service's extensive travel management experience results in:

- Overall lower transaction fees;
- Lowest fare guarantee;
- Independent third party audit of lowest fare guarantee;
- Integrated future travel credit system;
- Dynamic price adjustments in line with travel volumes and service level performance; and
- Leveraging of large travel volumes to negotiate savings with preferred suppliers.

E. SERVICE STANDARDS AND RESULTS

We have **achieved 4 of our 9 targets for Buying and Selling services.** We are committed to continuously improving service, addressing shortcomings, and meeting client expectations. Our plan to ensure we succeed in this respect is based on continuously reinforcing the use of the functionality within the Automated Buying Environment (ABE) by providing detailed monthly reports and information (e.g., training materials) when and where necessary.

In 2015–2016, we will strive, through detailed analysis, to identify inconsistencies in the procurement process in order to develop a management action plan that will seek to enhance service delivery to clients.

Procurement Tools and Services	Target 2014–2015	Results 2014–2015	Target 2015–2016
Acknowledge receipt of client requisitions sent electronically (e.g., by e-mail) within 1 business day	95%	99.5% ⭐	95%
Acknowledge receipt of client requisitions sent by fax or mail within 2 business days	95%	98.4% ⭐	95%
Provide clients with their procurement officer's name and contact information within 5 business days of allocation or requisition	80%	72.4%	80%
*Provide 24/7 access to emergency procurement on a priority basis using timelines established with the client department.—*NEW!*	N/A	N/A	100%
Award contracts in the National Capital Area and regions within the following timeframes based on assessed level of complexity:			
▪ Basic procurement contracts, within 80 business days	80%	75.8%	80%
▪ Standard procurement contracts, within 120 business days	80%	79.5%	80%
▪ Complex procurement, within 100 working days from solicitation Issuance date to contract award date.—*NEW!*	N/A	N/A	80%
▪ Deliver services with a quality level that meets clients' expectations.—*NEW!*	N/A	N/A	80%
▪ Deliver services with accuracy that meets clients' expectations.—*NEW!*	N/A	N/A	80%
▪ Deliver services that are highly valued by clients.—*NEW!*	N/A	N/A	80%

2014–15 version: Provide 24/7 access to emergency procurement

Client Relationship Management	Target 2014–2015	Results 2014–2015	Target 2015–2016
Acknowledge clients' inquiries **within 1 business day**	95%	95% ⭐	95%
Respond to clients' inquiries **within 3 business days**	95%	95% ⭐	95%

If you would like to have the service standard results for your department (where the information is available), please contact your Account Managers for Government Buyers.

We take our commitments on service standards very seriously. If you have any concerns related to our service standards or have any suggestions on how we can improve our services, feel free to contact us at sis@pwgsc-tpsgc.gc.ca.

⭐ *Indicates that the target was met or surpassed.*

F. ADDRESSING SHORTCOMINGS AND CLIENT ISSUES TO INCREASE SATISFACTION

Example 1

Addressing shortcomings
PWGSC has been experiencing challenges in meeting client service standards for Buying and Selling, but is committed to addressing client concerns. To address the shortcomings, PWGSC's Acquisition Branch is reinforcing the use of the functionality within the Automated Buying Environment by providing detailed monthly reports and information (i.e., training materials) when and where necessary.

*Through detailed analysis, PWGSC is seeking to **identify inconsistencies** in the procurement process in order to develop a management action plan that will seek to enhance service delivery to clients. It is also moving to adopt **new standards based on complexity** of procurement services which will enhance the scope of the standards as they will include basic and standard transactions regardless of the dollar value. These new service standards are expected to more clearly reflect the reality of new procurement processes.*

Example 2

GCpedia Smart Success Stories
Check out Smart Procurement Success Stories at [Acquisitions Program Transformation—APT News Flash](#).

Example 3

Government of Canada Invests in New Boots for the Canadian Armed Forces—*CLIENT-CENTRIC!*
*In order to achieve the most successful design possible, PWGSC and the Department of National Defence (DND) conferred with **Canadian footwear manufacturers** about the features soldiers were looking for in a combat boot. These findings that leverage Canadian industry and innovation were used as the **starting point** for the requirements of the new designs.*

A total of thirteen boots were received for evaluation through a Request for Proposal, and went through a process of assessment based on appearance and technical performance. The top three boots were selected for a user evaluation trial.

In October 2013, a total of 600 soldiers were issued a pair of one of the three trial products and were directed to wear the boots for 45 days while conducting normal duties and training, and evaluate the boots on the new requirements.

*At the conclusion of the trial period, soldiers evaluated the performance of the boots, and it was determined that two out of the three pairs had achieved the needed performance rating. Accordingly, both pairs were approved for distribution as part of our **commitment** to providing Canada's men and women in uniform with the tools they need to do their job at home and abroad.*

Example 4

More Than $2 Million in Savings Achieved Through the Future Travel Credits (FTCs) Transfer Service—*SAVINGS!*
Every year, GC departments and agencies collectively lose millions of dollars in expired FTCs. This often occurs because infrequent travelers do not travel before FTCs expire, and because departments do not transfer FTCs within their organization owing to a lack of dedicated resources and the complex coordination required to effectively manage FTCs.

*In early 2013, Shared Travel Services (STS), in partnership with Travel AcXess Voyage (TAV), launched an **enhanced FTC Transfer Service** to facilitate and automate the transfer of FTCs between travelers within the same organization. The FTC Transfer Service led to **reduction in the number of expired FTCs,** resulting in significant **savings** in travel expenditures.*

*Within eight months, the FTC Transfer Service surpassed **$2 million in savings for GC departments and agencies.** In that time, 27 GC organizations opted in to the service and realized **substantial savings.***

G. HOW SATISFIED ARE YOU?

As a result of the 2009 Ekos survey, various analysis and recommendations were done to determine appropriate method of increasing overall satisfaction with PWGSC Acquisitions Branch. The Post Contract Assessment Process was a means of benchmarking the successes of the various initiatives of AB's ongoing programs:

- *Quarter 1 to Quarter 3 of Fiscal Year 2013–2014—74% satisfaction rating. (Results in Q4 were not available due to technical difficulties in collecting the data)*
- *Fiscal Year 2012–2013—72% client satisfaction rating.*
- *Benchmark: 2009 Ekos Survey—51% client satisfaction rating.*

Another annual client satisfaction survey conducted between September 3 and December 31, 2013 by the Communication Procurement Directorate (CPD) with an overall response rate of 41% had the following result:

- In 2013, **98% of respondents were either very satisfied or satisfied** with the services CPD provides.

Follow-up with specific project authorities was completed as warranted, and opportunities for improving service were implemented. For more details on this survey, please contact your account executives.

H. TO LEARN MORE ABOUT BUYANDSELL.GC.CA

Web
Buyandsell.gc.ca

Email
achatsetventes.buyandsell@tpsgc-pwgsc.gc.ca

Telephone
1-800-811-1148

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Serving **CANADIANS.**

PAYMENTS AND PENSIONS

A. KEY SERVICES

We ensure that current and retired federal government employees receive their payments, and we manage the government's bank accounts by negotiating banking arrangements for the issuance of payments and the collection of revenue.

Pay and Benefits

- Online self-service tools, viewing pay stub/tax slips, and changing insurance coverage
- Timely and accurate payments for employees—*PRIORITY SERVICE!*
- Pay advisory support to Compensation Advisors for complex pay issues
- Classroom and online training sessions on pay and insurance
- Standardized and efficient pay administration services provided by Compensation Advisors in the Public Service Pay Centre in Miramichi, N.B.

Pension

- Standardized and efficient **pension administration services** per the Public Service Superannuation Act (PSSA) and the Royal Canadian Mounted Police Superannuation Act (RCMPSA) provided by the **Government of Canada Pension Centre** in Shediac, N.B.
  - □ **Process pension benefit payments** for departing employees and annuitants—*PRIORITY SERVICE!*
  - □ **Provide pension related estimates** and information for employees and pensioners
  - □ **Answer queries** and provide **advice** and **guidance** about pension entitlements
- Efficient **pension and benefits administration services** for the Canadian Forces Superannuation Act (CFSA) provided by the Specialized Services Division within the Pension Services Directorate, Compensation Sector **on behalf of the Department of National Defence**
  - □ Process Canadian Armed Forces retired members' **pension benefit payments** and **answer queries**
  - □ Provide **basic information on benefits and pension options**
- Efficient pension and benefits administration services to the Members of Parliament for the Members of Parliament Retiring Act provided by the Pension Services Directorate, Compensation Sector on behalf of the House of Commons
  - □ Provide pension related **estimates** and information for employees and pensioners
  - □ Process pension benefit **payments** for Members of Parliament
  - □ **Answer queries** and provide **advice** and **guidance** about pension entitlements

Receiver General Services

- Expert central **accounting and reporting advice** on the accounts of Canada and the production of the **Public Accounts of Canada**
- **Processing of payments** to and from government
- Management of the government's **central treasury and accounting systems**
- Management and implementation of **banking arrangements**
- **Authentication** of government payments, **fraud detection** and **cheque enquiry** services

B. FEATURED INITIATIVES

Pay and Pension services to Members of Parliament (MPs) will be modernized and aligned with new legislated requirements. The existing pension solution will be leveraged to support the payment functions for retired MPs. The existing processes will be strengthened consistent with existing pension service delivery models.

We are transforming and creating new services to better meet our clients' needs and ensure effective stewardship on behalf of Canadians.

Pay Transformation

The Transformation of Pay Administration Initiative comprises two projects: Pay Modernization Project and Consolidation of Pay Services Project.

- **Pay Modernization involves replacing** the 40-year-old Regional Pay System with a modern, commercial, off-the-shelf pay system and streamlined business processes based on industry standards. The **new pay system (Phoenix)** is scheduled to be implemented in three roll-outs (July, October and December 2015).
- **Consolidation of Pay Services** involves gradually **transferring** pay administration services of departments using the Government of Canada Human Resources Management System (PeopleSoft) to the **Public Service Pay Centre in Miramichi,** N.B. The Pay Centre will administer pay for 184,000 employees in 46 departments once Phoenix is fully implemented.

Benefits:

- **Modern, consistent, timely, and cost-effective** pay services across the Government of Canada
- **Seamless integration** with the Government of Canada HR System
- **Streamlined business processes, increased automation** and new **self-service tools** for employees and managers

Pension Transformation

Transformation of Pension Administration Initiative

- Leveraging the new pension solution to support **multiple pension plans** in order to decrease the cost of pension administration while improving client service and increasing alignment to common Government of Canada service standards and processes
- Completed the migration of the administration of Royal Canadian Mounted Police pension plan to PWGSC in July 2014
- Continue the migration of the administration of Canadian Armed Forces pension plans by 2016, and continue the establishment of a PWGSC pension centre satellite office in the National Capital Area

Benefits:

- **Standardized** and **efficient** pension administration services provided to all pension plan members
- **Modern and timely** pension administration services to employees, pensioners and federal government departments and agencies
- **Immediate** and **consistent advice** on pension matters with direct access to customer service representatives—thanks to **streamlined business processes, more shared services, increased automation** and **new self-service tools** like online pension calculators

Paperless Compensation Products for Employees and Pensioners

PWGSC continuously strives to reduce the amount of paper used in its compensation operations. **Online options** have been developed for pensioners and employees, including the use of epost for pensioners and their survivors/dependents and those who do not have access to the government network.

Benefits:
- **Reduced paper** production and associated costs
- Convenient access to **online tools** providing flexibility for employees and pensioners

Receiver General Transformation

Receiver General Modernization:

The Receiver General (RG) will continue the Modernization Initiative to **review treasury and accounting delivery** and its supporting business and information technology (IT) systems. The aim is to **maintain the integrity and sustainability** of critical government-wide treasury and accounting functions, and improve the services offered to federal departments and ultimately Canadians.

This year's focus will be on establishing a **Transformation Roadmap** and engaging with stakeholders to ensure that it aligns to: **departmental service excellence agenda; the GC's vision for Financial Management Transformation, as well as industry trends in treasury accounting and reporting.** Other activities include: a Lean Management process review; fostering Open Government through increasing accessibility to government-wide accounting and treasury information; and partnering with the Office of the Comptroller General to review the current suite of central systems and the RG Control Framework to determine future needs and to achieve innovative solutions for a range of RG functions including central accounting and reporting, payment issuance and revenue collection.

Direct Deposit Initiative:

Receiver General payments made on behalf of the Government of Canada (e.g., Employment Insurance payments, income tax refunds, Government of Canada pay and pension cheques) that are currently issued as cheques are being transitioned to direct deposit. Direct deposit is increasingly becoming a preferred method for issuing payments.

Benefits:
- In comparison to cheques, direct deposit is more **cost-effective, faster, convenient, reliable, secure** and **environmentally friendly**
- The Initiative supports the swift and secure evolution to a **modern digital payments system**

C. WHAT'S COMING

PWGSC (Compensation Sector) is developing an innovative e-services and web services strategy to provide both active and retired members access to their personal information online with the ability to update their information through secure tools (including through mobile apps). From year to year, PWGSC strives to increase the number of **e-enabled** services it offers, in alignment with the Policy on Service.

Implementing a New Business Model at the Pay Centre—*NEW!*

In an effort to increase and streamline pay processing and prepare for the arrival of the new pay system, the Public Service Pay Centre is implementing a **Tiered Business Model,** whereby workload will be distributed based on complexity and volume. In addition, incoming client calls will now be handled in **one centralized contact centre,** allowing compensation advisors to concentrate on service delivery over the phone while others continue processing the workload without interruption. These and many other changes, including the introduction of the **new pay system Phoenix,** will ensure that the Pay Centre continues to meet service standards while growing to over 184,000 client accounts by December 2015.

Migration to Imaging Services for Pay Centre

The Public Service Pay Centre will continue to monitor and measure its service performance to achieve service standard targets for each wave of compensation advisor training. The **Pay Centre will reduce dependency on paper with the *migration to imaging services*** and the adoption of its new modernized and consolidated service delivery model, and will continue ongoing engagement and communication activities with client departments that they service.

New Direct Deposit Strategy

Building upon the activities which were completed in 2014-2015, the Receiver General will continue to seek to **increase direct deposit rates** with the partnerships established with the Canada Revenue Agency (CRA), and Employment and Social Development Canada (ESDC). 2015-2016 will be a critical year for CRA's auto-conversion activity aimed at **reducing cheque volumes by up to 4.7 million cheques—*NEW!***

In addition, we are hopeful that ESDC will conduct a similar activity to reduce the cheque volumes of Canada Pension Plan (CPP) and Old Age Security (OAS) payments specifically. In 2015-2016 we will continue the work required to move forward the initiative of direct deposit information sharing between federal departments towards a **whole-of-government approach.** The direct deposit team will continue as part of its regular activities to **continue to engage all departments,** as well as financial institutions and national associations such as the Canadian Federation of Independent Business in support of the direct deposit initiative, which will greatly decrease costs.

D. ENSURING VALUE FOR MONEY

The provision of payments and pensions services is operationally efficient, a key principle of the Policy on Service. Our services are cost effective and we are constantly looking for new possibilities of the standardization of our services. Ways we deliver services ensuring value for money include:

- **E-enabling services** to reduce costs and increase user convenience
- **Cost-effective** pay services across the Government of Canada resulting in annual **savings from efficiencies** in pay administration of $78.1 million, starting in 2016-2017 with the implementation of the Transformation of Pay Administration Initiative government-wide
- **Cost-effective** pension administration services to employees, pensioners and federal government departments and agencies resulting in $29 million in annual efficiencies
- **Reduced paper** production and associated costs from paperless compensation products

E. SERVICE STANDARDS AND RESULTS

In 2014–2015, we have **met or surpassed 10 of our 11 targets for payments and pensions services.** We are committed to continuously improving service, addressing shortcomings, and meeting client expectations. We have implemented a new Service Delivery Model that includes specialized service teams and a dedicated contact centre, and the introduction of a new Pay Action Request form to facilitate workload transfer to the Pay Centre.

In 2015–2016, we will continue striving to deliver excellent customer service, and always looking for new ways to make your experience with us even better. Below are the standards that we've set for ourselves, to make sure that we are achieving our goal.

Federal Pay and Benefits Administration	Target 2014–2015	Results 2014–2015	Target 2015–2016
Upon receipt of completed documentation from compensation advisors, **interventions** related to payments processed by the Pay Offices within 5 business days	95%	98.8% ⭐	95%
For departments receiving services from the Public Service Pay Centre, enquiries answered and transactions processed as per established standards	95%	89%	95%
The average cost per account to administer pay systems and associated processes for Government of Canada employees served by PWGSC remains under $115—*NEW!*	N/A	N/A	$115
Answer Pay Centre calls within 180 seconds—*NEW!*	N/A	N/A	80%

Federal Pension Administration	Target 2014–2015	Results 2014–2015	Target 2015–2016
Pension transactions and pension-related payments processed within established timeframes	95%	98.5% ⭐	95%
RCMPSA Pension transactions and pension-related payments processed within established timeframes	95%	98% ⭐	N/A (Replaced by other service standards)
Answer Public Service Superannuation Act calls within 180 seconds	80%	82% ⭐	80%
Answer Canadian Forces Superannuation Act calls within 180 seconds	80%	89.5% ⭐	N/A (Replaced by other service standards)
Answer Royal Canadian Mounted Police Superannuation Act calls within 180 seconds	80%	87% ⭐	N/A (Replaced by other service standards)
The average Government of Canada cost per account to administer PSSA pension remains under $174—*NEW!*	N/A	N/A	$174

Receiver General Services	Target 2014–2015	Results 2014–2015	Target 2015–2016
Process all federal payments daily as per established schedules	99.99%	99.99%⭐	99.99%
Reconcile monies received by the Receiver General of Canada within 2 business days	95%	100%⭐	N/A (Replaced by other service standards)
Process Receiver General cheque status enquiries within 24 hours	99.9%	100%⭐	99.9%
Process requests for a copy of a paid Receiver General cheque from the previous **6 years** within 2 business days	98%	100%⭐	98%
The Receiver General average unit cost per payment remains under $0.33—*NEW!*	N/A	N/A	$0.33
Answer Receiver General calls (re-cheque reconciliation) within 180 seconds—*NEW!*	N/A	N/A	80%

We take our commitments on service standards very seriously. If you have any concerns related to our service standards or have any suggestions on how we can improve our services, feel free to contact us at sis@tpsgc-pwgsc.gc.ca.

⭐ *Indicates that the target was met or surpassed.*

F. ADDRESSING SHORTCOMINGS AND CLIENT ISSUES TO INCREASE SATISFACTION

Check out how we go the **extra mile** and ensure **open communication** with our clients.

Example 1

BETTER QUALITY

*In response to concerns raised by CRA about the poor quality of imaged copies of cheques, PWGSC took action. Realizing that its method of faxing copies of cheques resulted in very poor quality, PWGSC **started sharing copies via encrypted email** instead. Departmental clients have confirmed the new method is both faster and provides much clearer images.*

Example 2

Delivering Service Excellence in a context of growth!

*Health Canada and the Public Health Agency transferred their pay accounts to the **newly formed Miramichi Pay Centre** in October 2013. In the past year, the Pay Centre faced challenges as the volume of work generated by these clients was higher than expected. In addition, the clients were trying to adapt to a new service delivery model where roles and responsibilities were not always understood. The combination of both these factors resulted in clients complaining about the service being provided in a timely fashion. In order to address the issues, PWGSC took the following actions:*

- *Education and communication: A close working relationship was established between the clients and the Pay Centre to continuously discuss issues and address them in a timely manner.*
- *Workload Management: The Pay Centre also found ways to re-allocate its resources to accommodate the volume of work and ensure timely delivery of services.*
- *Continued Training: Newly trained pay advisors continued to gain experience and build on their base of skills through training and development and became more efficient in managing workload.*
- *Positive outcome: The workload is kept current, and with constant communication, clients have a better understanding of the way pay processing services are being delivered. The number of complaints from the clients is now minimal, and we continue to do everything possible to even further increase client satisfaction.*

Example 3

CLIENT-CENTRIC!

*The Government of Canada Pension Centre is **attentive to the needs of our clients,** closely monitoring their feedback whether positive or negative. The nature of the comments is reviewed for innovative ways to improve the overall experience of our clients. The following are a few examples of improvements that have recently been incorporated:*

- *Following feedback from clients regarding transfer value benefits, it became evident that clients would benefit from being provided with a **more detailed explanation and a quick reference guide on the process.** To assist the client in making an informed decision, supplementary information has now been added to the retirement information package. In addition, the transfer value process has been streamlined, and clients are now provided with updates on the status of their request.*
- *In order to improve the client experience, we have **optimized our Interactive Voice Response** (IVR) telephony routing, ensuring that callers are directed to the appropriate agent. This minimizes transferred calls and decreases the overall time involved in service delivery.*
- *As a matter of course, we encourage our clients to complete the **"caller satisfaction survey"** at the end of each call to inform us of their experience. This provides us with real-time comments, while the call is still fresh in the client's mind, as well as invaluable information about the performance of our staff and our processes.*

Example 4

CLIENT-CENTRIC!

*This year, the annual Notice to Pensioners newsletter and the Direct Deposit Statement were combined into a single product: **the new Annual Pensioners' Statement.** The new statement provides recipients with a complete overview of their pension in plain understandable language. Further, this new statement was provided to members based on their language of choice and was also made available online for the first time. Many clients appreciated the more typical size of the statement—as many complained previously about the "8x28" old version.*

G. HOW SATISFIED ARE YOU?

- 83% of our departmental clients were satisfied with the overall quality of Pay Office services. *(Source: Compensation Services Client Feedback Survey 2013–2014)*
- 79% of our clients were satisfied with the overall quality of Pension Centre services. *(Source: Public Service Pension Services Automated Telephone Survey 2013–2014)*

H. TO LEARN MORE ABOUT OUR PAYMENTS AND PENSIONS SERVICES

Web

Payments and Pensions: http://www.tpsgc-pwgsc.gc.ca/services/pmnts-eng.html

Email

- Pay Services—Compensation Web Applications: awraide.cwahelp@tpsgc-pwgsc.gc.ca
- Pension Centre: pensioncentre.centredespensions@tpsgc-pwgsc.gc.ca
- Receiver General Services: RGEnquire.RequetesRG@tpsgc-pwgsc.gc.ca

Telephone

- Pay Services—Compensation Web Applications: 1-855-634-2358
- Pension Centre: 1-800-561-7930
- Receiver General Services: 1-800-593-1666
  - □ Accounting and Reporting: 819-956-1794
  - □ Payments: 819-956-2738
  - □ Banking Arrangements: 819-956-2945
  - □ Common Departmental Financial System and Materiel Management: 819-956-5286

Mail

Government of Canada Pension Centre—Mail Facility
PO Box 8000
Matane QC
G4W 4T6

Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

Canada

Serving
GOVERNMENT,
Serving
CANADIANS.

PWGSC @ YOUR SERVICE

OUR SERVICES, STANDARDS AND RESULTS 2015–2016

PROPERTY AND BUILDINGS

A. KEY SERVICES

We manage one of the **largest and most diverse real estate portfolios** in the country. We also offer a wide range of **real property services.**

Office Accommodation Services

- **Managing office space needs** of federal organizations in accordance with the Government of Canada's accommodation policy, guidelines and standards
- **Advising** clients on the most suitable approach to meeting their accommodation needs, e.g.: appropriate mix of Crown-owned, lease and lease-purchase arrangements, including public-private partnerships
- Effective **maintenance** and **operation** of our real estate assets
- Responding to **property and facility emergencies**
- Ensure effective **stewardship** on behalf of Canadians by offering solutions representing fair value to the Crown

Real Property Services

- **Advising** clients in planning or decision making on acquisition, construction and maintenance of assets to determine the most cost-effective real estate solution
- Providing **project delivery services,** such as design and construction, to deliver projects ranging from rehabilitation to fit-up, across various asset types including office buildings, laboratories, secure facilities, marine infrastructures, bridges, dams and contaminated sites and lands
- Providing **property and facility management services** through industry best practices and technologies for cost savings and environmental benefits—*PRIORITY SERVICE!*
- Expertise in a **wide variety of asset types:** office buildings, secure facilities, laboratories, transportation, heritage facilities, contaminated sites and lands, etc.

B. FEATURED INITIATIVES

We are transforming and creating new services to better meet our clients' needs and ensure effective stewardship on behalf of Canadians.

Workplace 2.0

Creating modern workplaces that will **attract,** retain and encourage public servants to work **smarter, greener** and **healthier** to better serve Canadians. There are a variety of tools and resources available to implement Workplace 2.0, starting with the *Government of Canada Workplace 2.0 Fit-up Standards.*

Our Workplace 2.0 vision for workplace renewal has three pillars:
- The Workplace—renewing our physical workspace
- The Back Office—updating systems, policies and processes to support public servants in program delivery
- The Way We Work—using new tools and technologies to connect, collaborate and communicate across the country and with Canadians

Check out a video of The Workplace of the Future! Also see examples of other resources available on our GCpedia site at—Workplace 2.0.

Benefits:
- **Maximized use of space and technology** to create **more flexible** and **dynamic** office spaces that encourage **collaboration**
- **Healthier** and **attractive** workplaces to help public servants be **more productive**
- Increased **employee mobility for better work/life balance**
- Mobile technology allows employees to work from anywhere and provides business continuity to ensure the organization can be up and running more quickly in the event of an emergency
- The government's **Federal Sustainable Development Strategy (FSDS) commitment** to **shrink its environmental footprint and reduce levels of GHG emissions** from its operations means **greener** and more **cost-efficient** buildings. This translates into savings for Canadians

Best Practices:
- **Continuing outreach activities** with client departments on Workplace 2.0.
- **Support tools** have been developed for clients, including the Workplace 2.0 Toolkit, Navigating Change to Workplace 2.0, Government of Canada Workplace 2.0 Fit-up Standards, fact sheets, a photo gallery and more.
- Workplace 2.0 Accreditation, launched in June 2013, provides an innovative approach to engaging and motivating client departments when adopting a modernized workplace. Workplace 2.0 accreditation helps client departments plan their office environment to incorporate the key elements of a modern, effective and efficient workplace. Accreditation is also used at the conclusion of a project to assess the degree (bronze, silver or gold) to which clients have created a Workplace 2.0 environment. It is based on the three integrated themes that define a Workplace 2.0 work environment: People, Space, and Technology and Sustainability.
- Webinars and presentations in support of the Workplace 2.0 initiative will continue to be held as needed based on demand.
- As of February 2015, **35 projects have been accredited with 4 Gold, 13 Silver and 18 Bronze.** Many more are currently in the process of being evaluated.

Real Property-1: Property Management and Project Delivery Services (RP-1)

The RP-1 Service Management Mechanism is composed of six regional, performance-based contracts to provide a **comprehensive range of real property services for federally owned and leased assets across Canada on behalf of PWGSC** and several other custodians of federal real property.

PWGSC has been leveraging the private sector to augment its capacity to effectively deliver comprehensive real property services, including property management services for Crown-owned and lease-purchase assets, lease administration services for leased space, project delivery services and a host of other real property services (typically categorized as optional services) across Canada. This complex initiative is **national** in scope and will impact all areas of PWGSC's Real Property Program including the regions. The contract in-service date was April 1, 2015.

Benefits:
- A commitment to ensuring that **asset integrity is maintained** and all applicable legislative and regulatory requirements are met
- A **focus on internal capacity** to respond to program needs that support the departmental/branch objectives and mandate
- **Increased agility** (speed) and **scalability** (to volume of work) to respond to changes in business demand and priorities
- An ability to **consider** and address the findings of recent PWGSC and/or Office of the Auditor General (OAG) audits
- A capability to **accommodate differing service levels,** service delivery requirements and/or performance criteria by type/category of asset

Best Practices:
- Industry consultations
- National Core Team members including all regions and participating OGDs

SIGMA for Real Property (Previously known as NOVUS)—*NEW!*

Users began working with SIGMA for Real Property on December 8, 2014, with the activation of selected Master Data users within the Real Property Branch (RPB). A **phased activation of transactional users** (such as Leasing Managers/Officers, Property and Facilities Managers, and Business Support Managers).

SIGMA for Real Property is built on SAP software embedded with internationally-recognized real property (RP) management processes. The technical solution has been integrated with the existing PWGSC SAP solution for Finance—called SIGMA. The integrated solution for both finance and real property processes will be referred to collectively as SIGMA.

The "new" SIGMA has had a significant **impact on PWGSC's existing RP business processes** and supporting software, as well as on the way employees perform many of their daily real property functions. This a major change has provided a common technology solution to replace outdated RPB business systems.

This change initiative consists of two broad components:
- "Business Transformation," which involves the adoption and integration of industry-standard real estate business processes
- "Systems Transformation," which involves replacing several existing stand-alone systems with commercial off-the-shelf software—namely, SAP

Benefits:—*NEW!*

This solution will have a significant impact on employee functions, roles and responsibilities and workflows both within PWGSC Real Property and those organizations with whom it interacts.

The intended benefits will allow PWGSC to manage its real estate portfolio more strategically by:
- Improving **efficiency and effectiveness** through the alignment and integration of Real Property processes and systems
- Enabling improved data quality and **information exchange**
- Improving **service delivery**
- Enabling more **streamlined ways of working**
- Enhancing **accountability, operational and strategic decision making**

Best Practices:
- Use of internationally-recognized real property management processes
- National Core Team members
- Extensive stakeholder engagement
- Job-to-role mapping and training
- National NOVUS Network webinars and Town Halls with senior management sponsorship

C. WHAT'S COMING

National Client Accommodation Strategy (NCAS)

Consultations with clients in 2012-2013 on their deficit reduction action plan (DRAP) commitments identified a gap in the existence of consistent and reliable accommodation planning information. As a result, PWGSC **has developed a comprehensive strategy template and has piloted a National Client Accommodation Strategy (NCAS)** with one client department. Useful lessons and best practices have been captured from the pilot to further develop this new fee-for-service accommodation advisory service to support all clients while ensuring alignment with PWGSC and their own portfolio objectives.

The NCAS will provide reliable **accommodation planning information** and will support and guide decision making related to:
- The acquisition, maintenance and disposal of office space and special purpose space in support of a client department's program requirements and savings commitments.
- The **tracking and monitoring of demand information** required to make broader portfolio and sound investment decisions for PWGSC and clients.
- The management of the PWGSC Real Property Branch National Portfolio Strategy and Plan which will bring more efficiency to the way we manage our office accommodation program.

Update of PWGSC Accommodation Projects 101 Workbook

The PWGSC Accommodation Projects 101 Workbook was launched last year. An update of the Workbook is being prepared to include more information on the Workplace 2.0 accreditation process and a section on Base Building Security versus Tenant Security. This update will help both the PWGSC project team and the client have a better understanding of the funding accountabilities with regard to securing our buildings and our tenants.

D. ENSURING VALUE FOR MONEY

Value for money is ensured through the following **cost avoidance** and **risk avoidance** features:

- Leveraging PWGSC's real property **resources:**
  - **Key functions** such as legal, policy and program direction and portfolio planning and management
  - Established **national and regional networks**
  - Robust **governance structure**
  - **Integrated information management systems** and **strong analytical and reporting capabilities**
  - **Reduced need for clients to set up and run large internal real property organizations**
- PWGSC's **expertise and knowledge:**
  - **The team of engineers and other specialists** ensure compliance with rules and regulations, codes, policies and guidelines
  - **Legal experts** mitigate legal risks and liabilities
  - **Experienced project managers** abide by industry standards and best practices
  - **Staff have in-depth knowledge of Government of Canada** processes when dealing with central agencies such as TBS
- PWGSC's **extensive contracting and procurement experience:**
  - **Timely and flexible** access to private sector
  - Experience in negotiating **supply arrangements and standing offers**
  - Ability to use **purchasing power** and benefit from **economies of scales**
  - Valuable **market intelligence** owing to our regional presence across the country
  - Compliance with **contracting rules the requirements of international trade agreements** such as NAFTA

E. SERVICE STANDARDS AND RESULTS

We have **surpassed 7 of our 8 targets for Property and Buildings services.** We are committed to continuously improving service and meeting client expectations. Our plan to ensure we succeed in this respect is based on preventative maintenance, responsive emergency management, timely and professional work through the National Service Call Centre, and consistency in project delivery across the country, which is ensured by the National Project Management System (NPMS).

In 2015–2016, we will strive for on-going communication to keep our clients satisfied and foster early involvement in project planning to ensure timely project delivery.

Office Accommodation Services	Target 2014–2015	Results 2014–2015	Target 2015–2016
Ensure facilities remain operational during normal business hours as defined as 7:00 a.m. to 6:00 p.m., Monday through Friday	99%	97%	99%
Achieve 85% satisfaction rating to service calls reported through the National Service Call Centre	85%	89%⭐	85%

Professional and Technical Services	Target 2014–2015	Results 2014–2015	Target 2015–2016
Deliver projects over $1M on time, on budget and on scope and on budget in accordance with the National Project Management System principles and agreed upon changes with clients			
▪ On time	90%	96% ⭐	90%
▪ On scope	90%	98% ⭐	90%
▪ On budget	90%	98% ⭐	90%

2014–2015 version: Deliver projects over $1M on time, on scope and on budget in accordance with the National Project Management System principles, provided that certain conditions are met and are based on negotiated project charters or specific service agreements

Client Relationship Management	Target 2014–2015	Results 2014–2015	Target 2015–2016
Provide regular progress reports to client departments and address any potentials issues	95%	100% ⭐	95%
Acknowledge clients' inquiries **within 1 business day**	95%	100% ⭐	95%
Respond to clients' inquiries **within 3 business days**	95%	100% ⭐	95%

Conditions relate to timely project notification, availability and completeness, and funding.

If you would like to have the results for your department (where the information is available), please contact your account executive. If you don't have an account executive or if you don't know who your account executive is, please feel free to contact us at RealProperty.Biensimmobiliers@tpsgc-pwgsc.gc.ca.

We take our commitments on service standards very seriously. If you have any concerns related to our service standards or have any suggestions on how we can improve our services, feel free to contact us at sis@tpsgc-pwgsc.gc.ca.

⭐ *Indicates that the target was met or surpassed.*

F. ADDRESSING SHORTCOMINGS AND CLIENT ISSUES TO INCREASE SATISFACTION

Check out how we go the **extra mile** and ensure **open,** ongoing **communication** with our clients.

Example 1

Workplace 2.0—*CLIENT-CENTRIC!*

*In order to **demystify and address client concerns** related to Workplace 2.0, PWGSC, Real Property Branch collaborated closely with client departments and agencies, including the Public Service Commission and Office of the Commissioner of Official Languages which have recently relocated to the two new Gatineau Towers at 30 Victoria and 22 Eddy.*

*Numerous clients have **shared their success stories and expressed certain challenges** they faced prior to, during and after their Workplace 2.0 project implementation. In an effort to share **lessons learned** with other client departments, **panel discussions** with representatives from several client departments and agencies were held at the 2014 Client Service Forum and the 2014 Real Property Institute of Canada National Workshop. These panel discussions help to **solidify implementation methods that work well,** and to **resolve any problems or shortcomings.** PWGSC also continues to support clients by delivering presentations, speaking at town halls, delivering training and organizing site visits in an effort to respond to their concerns and issues, and by providing key and critical **tools** such as the **"Workplace 2.0 Toolkit"** and **"Navigating change to Workplace 2.0".** These initiatives helped the development of client change management plans and fostered project team collaboration, resulting in a **broad endorsement of workplace modernization.***

Example 2

*PWGSC was coordinating the **dismantling and sale of workplace furniture and equipment** for a client department. In our oversight role, we observed some irregularities with the methods used by the contracting company who had been awarded the work. We noted if these potential issues were not addressed, the methods could result in security and safety concerns for the client department.*

We worked to ensure these methods were improved, issues were resolved, and work was completed according to the high standards of our department and to the satisfaction of the client department.

G. HOW SATISFIED ARE YOU?

The PWGSC Barometer measures overall client satisfaction with both the accommodation and real property services of PWGSC. It assesses over 20 departments and agencies which have signed a Departmental Service Agreement (DSA) with PWGSC. Client satisfaction has increased since the initial reporting period in 2012, and remains high, with 17 of 22 clients with DSAs reporting that they are generally satisfied with RPB's overall service.

H. TO LEARN MORE ABOUT OUR PROPERTY AND BUILDINGS SERVICES

Web

- Property and Buildings: http://www.tpsgc-pwgsc.gc.ca/services/bns-prprt-eng.html
  - Workplace 2.0: http://www.tpsgc-pwgsc.gc.ca/biens-property/mt-wp/mt-wp-eng.html
  - Real Property-1: http://www.tpsgc-pwgsc.gc.ca/biens-property/psi-rpsd/bi-rp-1-eng.html

Email

- Property and Buildings: RealProperty.Biensimmobiliers@tpsgc-pwgsc.gc.ca
  - Workplace 2.0: WP2.MT2@tpsgc-pwgsc.gc.ca
  - RP-1: SAFPSinfoAFDS@pwgsc.gc.ca

Telephone

- Property and Buildings: 1-800-O-Canada (1-800-622-6232)
  - National Service Call Centre (for property maintenance requests): 1-800-463-1850
  - Workplace 2.0: 819-956-6467

Serving GOVERNMENT, Serving CANADIANS.

PWGSC@YOUR SERVICE

OUR SERVICES, STANDARDS AND RESULTS 2015–2016

SECURITY, CORPORATE AND INFORMATION SERVICES

A. KEY SERVICES

We deliver **security services** to federal government departments, Canadian industry and foreign governments. We also deliver services to industry requiring access to controlled goods, through inspections and certification services. We protect the integrity of procurement and real property transactions managed by PWGSC through integrity verifications. We provide program management support to departments and agencies that use **common administrative systems,** as well as **human resources services.** We also offer a suite of **document imaging** services for departments and agencies that rely on paper-based processing.

Security Services

Contract Security

Security in Contracting Services

- Provide government departments and PWGSC Acquisitions Branch with **security clauses** for government contracts based on their Security Requirements Check Lists (SRCLs)
- **Register** Canadian private-sector organizations that require access to Government of Canada and NATO partners' protected and classified information, within the Contract Security Program
- **Personnel security screen** employees of registered organizations requiring access to Government protected and classified information and assets
- **Inspect** registered organizations for security compliance, as required
- **Requests for visit clearances**

The Contract Security Program supports government contracting:
- 6,000 SRCLs are reviewed annually
- Over 2,000 organizations are registered annually
- Over 100,000 personnel screening security requests are processed annually
- Approximately 2,000 compliance inspections are conducted annually

Controlled Goods

Services for Controlled Goods

- **Register** Canadian private sector individuals and companies who are possessing, examining or transferring controlled goods
- **Inspect registrants** to ensure compliance
- **Assess** and **issue exemptions** for **Visitors** and Temporary Workers

The Controlled Goods Program regulates access to controlled goods in Canada by:
- Processing 1,600 registration applications annually
- Performing 1,700 compliance inspections annually
- Assessing over 2,200 foreign visitors and temporary workers annually
- Currently over 4,000 registrants in the Controlled Goods Program

Integrity Framework—Integrity Database Services

- **Protecting the integrity of procurement and real property transactions** *managed by PWGSC* by ensuring that these transactions are carried out **free from the influence of corruption, collusion and fraud** and that the Government of Canada **does not inadvertently support** suppliers involved in such **illegal activities**
- **Assisting** *other government departments (OGDs)* seeking **to apply PWGSC's integrity provisions** to their solicitations and contracts by providing Integrity Database Services under PWGSC's Integrity Framework to verify supplier information, confirm supplier eligibility and ensure compliance with Integrity provisions
- **Supplier integrity verifications** for procurement transactions **pre-contract award**
  - Conducting integrity verifications on the names of suppliers, members of their boards of directors and affiliates to **confirm supplier eligibility** and to determine whether they are in **compliance with integrity provisions**
- **Monitoring** suppliers **throughout the contract cycle**
  - **Continued monitoring** of all awarded contracts and notice to the OGD if a new conviction or absolute/conditional discharge is found
  - **Additional due diligence monitoring,** most notably in cases where companies have been charged, are under investigation or have publically admitted to unethical business practices

Client Relationship Management

- Effective engagement
- Reliable communications
- Monitoring client satisfaction
- Issues management
- Strategic planning and service agreements
- Program oversight

Corporate and Information Services

Common Administrative Systems and Human Resources Services

- **Program Centre for development and support** to four government clusters representing over 100 departments and agencies in the implementation of HR, financial management and materiel management systems for common application across government, such as Government of Canada Human Resources Management System (GC HRMS), SAP, Free Balance, and Human Resources Information System (HRIS)
- **Innovative solutions and enhancements** of administrative systems for departments and agencies, such as:
  - Migration of HRIS to PeopleSoft 9.1
  - Developing programs to be provided to departments, e.g., Shared Case Management System (SCMS)
- **Strategic and operational human resources services** in areas such as resourcing, compensation, classification, workforce adjustment, performance management and labour relations

GCDOCS—*NEW!*

GCDOCS is the evolution of the Records Document and Information Management System (RDIMS)—an Electronic Document and Records Management Solution (EDRMS). Roll out has already started with early adopter departments and is expected to continue over the next few years.

- Part of the Government of Canada's **Open Government** initiative
- **Consistent record keeping** and management of electronic information across the public service
- **Easier for public servants to find what they're looking for** and, in turn, help Canadians access information on programs and services more efficiently

My Government of Canada Human Resources (My GCHR)—*NEW!*

The overall mission of My GCHR is to evolve the PeopleSoft 9.1 standard and to support departments as they transition from their existing departmental HR applications to a single instance of PeopleSoft 9.1 Government of Canada standard.

- **Two pilot organizations** (Library and Archives Canada and the Canadian Institutes of Health Research) successfully on-boarded in April 2014
- In December 2014 simultaneously issued: a technical release, moved to a new enterprise data centre, and brought all 11,000 PWGSC employees onboard
- Four additional small organizations were successfully brought onboard in January 2015: Atlantic Canada Opportunities Agency, Canadian Intergovernmental Conference Secretariat, Elections Canada, and Military Grievances External Review Board
- Canadians receive **better value for the taxpayer dollar** with respect to the delivery of HR services for the federal public service by consolidating over 40 HR solutions to a central standard
- Departments receive **improved tools** to enable HR practitioners to offer higher value advisory services at a reduced operational cost
- To Employees/Managers—Accessible self-service/**Common enterprise service provision**

Document Imaging Services—*PRIORITY SERVICE!*

- **Digitization** of paper records or images onto a secure file format
- **Indexation, classification, extraction,** and **archiving** of data using automated software
- Data accessed through the **client's existing IT systems** or hosted on a secure **web portal**
- **Instant access** to the information through desktop PCs
- **Better decision making,** increased office **productivity;** improved call centre service levels; **substitution of costly storage areas** for productive office space
- **Certified:** ISO 9001:2008 for quality management, Canada General Standards Board CAN/CGSB-72.34-2005 for electronic records and CAN/CGSB-72.11-93 for microfilm and electronic Images

Publication Services

- Electronic access to Government of Canada publications
  - Ensuring that Canadians and Members of Parliament have **free and easy access to e-publications** produced by the Government of Canada
  - 85% of client inquiries responded to within 48 hours
  - Provide **reference service** for GC publications
- Editing and Publishing Services for the *Canada Gazette*
  - **Providing clients with assistance and expert advice** related to publishing regulations and notices in the Canada Gazette
  - **Holding meetings with clients** on a case-by-case basis to help them improve the quality of their notices
  - **Ensuring all legislated deadlines are met** for the publication of laws, regulations and other statutory instruments

B. FEATURED INITIATIVES

We are transforming and creating new services to better meet our clients' needs and ensure effective stewardship on behalf of Canadians.

Integrity Database Services

PWGSC assists OGDs seeking to apply PWGSC's integrity provisions within their procurement regimes by providing supplier integrity verifications to confirm contract award eligibility and to determine if suppliers are in compliance with the integrity provisions.

Benefits:
- Provides **assurances** that transactions entered into are with **suppliers** who **respect the law** and act **with integrity**
- Offers **a quick response** (two hours or less if no match exists)
- Facilitates **post-contract monitoring**
- Enables **increased due diligence** regarding suppliers
- Increases **consistency** in the treatment of suppliers across the GC
- Ensures **minimal risk** of inaccurate results as complex cases are conducted on a case-by-case basis

C. WHAT'S COMING

Integrity Database Service Web Portal

Integrity Database Services is currently developing a secure **web portal** whereby OGDs can **submit requests** and have the ability to **review query results** from an automated search of the database.
- **Securely controlled access** to prevent any unauthorized users
- **Communications portal** between the end user and database staff—all communication will be logged
- **Reduction of the administrative burden** and the time spent responding to simple queries where a match does not occur between a query and the list of offences

Shared Case Management Service (SCMS)

A key initiative that will enable an organization or person to manage, track and control activities, tasks and workflow processes to meet the objectives of their respective departments. Roll out is expected to begin in 2015–2016.
- **Easier for departments to focus on their core mandate,** to deliver programs and services more efficiently to Canadians and to meet objectives of their programs
- Aligned with the Government of Canada's **IT modernization strategy**
- **Integrated** with other GC standard corporate systems—will be a value-added hub, centralizing information for the user

Document Imaging Services

Over the past 10 years, PWGSC has developed knowledge and expertise in Document Imaging Services and will provide document imaging services to the federal government **on a multi-channel, managed service basis using the private sector.—***NEW!*
- **Reliable and sustainable** document imaging services that comply with the federal government's information management, security, and privacy policies
- **Optimal cost** because of economies of scale and volume discounts
- **Accessible, timely services,** avoiding up to eight months of activities and cost in each department or agency to pursue each individual contract
- **Evolution of solutions** in tandem with GCDOCS Enterprise Solutions

Industrial Security

PWGSC is performing a **full business process review of** its Contract Security Program. It has engaged Business Process Reengineering consultants to lead this initiative with the goal of eliminating any duplicate and redundant processes, while also identifying areas to gain efficiencies and streamline workflows.—*NEW!*

Benefits:
- Meet performance standards on a consistent and regular basis
- Ability to handle increased volumes with the existing resources
- Increase client satisfaction

D. ENSURING VALUE FOR MONEY

Security, Corporate and Information Services

PWGSC's collaborative approach with its shared services results in **efficiencies** and ensures **value for money** by:
- **Eliminating duplication** across government
- **Standardizing** operational services and systems across government
- **Innovating** and looking for opportunities to **re-engineer** services that are inefficient
- **Streamlining** internal service operations
- Producing **economies of scale** through the **sharing of common functionalities, expertise** and **resources**
- Transitioning publications to an **exclusively electronic format**

PWGSC's Integrity Database Services

- Provides a **solution** and necessary tool, as PWGSC and the GC at large had limited ability to **validate the supplier certification**
- **Increases procurement process efficiency** for OGDs that seek supplier integrity verifications and **avoids the duplicated effort** of recreating new databases by leveraging PWGSC's existing database and services
- **Saves time and effort** required to cancel a contract or lease and re-start a bidding process should they become aware of a conviction after the fact

E. SERVICE STANDARDS AND RESULTS

We have **achieved or surpassed 9 of our 14 targets for security, corporate and information services.** We are committed to continuously improving service, addressing shortcomings, and meeting client expectations. Our plan to ensure we succeed in this respect is based on streamlining efforts and building capacity which have resulted in improvement.

In 2015–2016, we will strive to address backlogs and continue to streamline processes.

Security Services

Security Clearance Issuance	Target 2014–2015	Results 2014–2015	Target 2015–2016
Provide a response to each Simple Reliability clearance request within 7 business days, upon receipt of a properly completed request	85%	67%	85%
Provide a response to each Complex Reliability clearance request within 120 business days, upon receipt of a properly completed request	85%	93% ⭐	85%
Provide a response to each Classified Secret clearance request within 75 business days upon receipt of a properly completed request and documentation or information from third parties and provided that a *Reliability clearance has already been granted	80%	60%	80%

"Complex" was removed from the 2015–2016 service standard

Industrial Security Call Centre	Target 2014–2015	Results 2014–2015	Target 2015–2016
Respond/refer inquiries within 2 business days	90%	82%	90%

Integrity Database Services	Target 2014–2015	Results 2014–2015	Target 2015–2016
Complete 80% of verification checks within two hours	80%	92% ⭐	80%

Controlled Goods (Company Registration, Exemptions and Company Inspection)	Target 2014–2015	Results 2014–2015	Target 2015–2016
Issue registration certificates (new and renewal) within 32 business days	80%	82% ⭐	80%
Conduct security assessments within 32 business days	80%	80% ⭐	80%
Issue Visitor exemption certificates within 10 business days	80%	100% ⭐	80%
Issue Temporary Worker exemption certificates within 30 business days	80%	100% ⭐	80%

Corporate and Information Services

The Canada Gazette	Target 2014–2015	Results 2014–2015	Target 2015–2016
Achieve 99% of editing accuracy (of documents published in Parts I/II of the *Canada Gazette*)	99%	99.9% ⭐	99%

Publishing and Depository Services	Target 2014–2015	Results 2014–2015	Target 2015–2016
Provide accessibility to publications.gc.ca 24/7	95%	95% ⭐	N/A (Replaced by other service standards)
Percentage of client inquiries responded to within 48 hours—*NEW!*	N/A	N/A	85%

GCDOCS	Target 2014–2015	Results 2014–2015	Target 2015–2016
GCDOCS will deliver timely on-boarding services to its clients (as per plan)—*NEW!*	N/A	N/A	90%

Common Administrative Systems and Human Resources	Target 2014–2015	Results 2014–2015	Target 2015–2016
Deliver on key cluster commitments on time, on scope and on budget based on annual cluster plans and confirmation of funding (annual)	95%	100% ⭐	95%
Shared Human Resources Services (SHRS) will deliver timely compensation services	90%	74%	90%

My GCHR	Target 2014–2015	Results 2014–2015	Target 2015–2016
My GCHR will deliver timely on-boarding services to its clients (as per plan)—*NEW!*	N/A	N/A	90%

Document Imaging	Target 2014–2015	Results 2014–2015	Target 2015–2016
Document Imaging costs per page reduced by 10% (annual)	100%	0%	N/A (Replaced by other service standards)
Document Imaging Services fixed cost per page is maintained at $0.11—*NEW!*	N/A	N/A	$0.11
Document Imaging Services are readily accessible—*NEW!*	N/A	N/A	80%

If you would like to have the service standard results for your department where the information is available (for our Common Administrative Systems and Human Resources - please refer to table above), feel free to contact us at SISP.SSIS@pwgsc-tpsgc.gc.ca.

⭐ *Indicates that the target was met or surpassed.*

F. ADDRESSING SHORTCOMINGS AND CLIENT ISSUES TO INCREASE SATISFACTION

Example 1

PWGSC continues to experience challenges in meeting Contract Security service standards; however, its continuous improvement initiatives remain steadfastly focused on improving service. Standards for PWGSC's personnel screening services and its Industrial Security Call Centre were not met in 2014–2015 due to an increase in business volumes, technological challenges and resource capacity issues. To address these issues, the program has implemented the following measures:

- *Additional resources and extra shifts have been engaged for processing backlogs;*
- *A continuous improvement working group has been instituted and a Business Process Review has begun to achieve efficiencies;*
- *Investments to enhance the existing IT systems have been identified;*
- *An automated call centre is being implemented; and,*
- *Outreach and education activities to industry as well as project and contract authorities to facilitate the timely and accurate submission of security screening forms.*

G. HOW SATISFIED ARE YOU?

Common Administrative Systems and Human Resources Services

SSI diligently tracks and measures client satisfaction in the following two key areas:
- 94% of clients satisfied overall with shared human resources services provided (2013–2014)
- 82% of clients satisfied overall with system cluster services provided (2013–2014)

Publication Services

The Strategic Counsel conducted a client satisfaction survey on behalf of PWGSC's Canada Gazette Directorate in 2011. The responses of clients who had published notices in the *Canada Gazette* revealed that the Gazette has an extremely high rating of 95% for **overall satisfaction** with the service clients received. Across more **specific dimensions of service** (e.g., professionalism, courteousness and competence of staff), ratings ranged from 85% to 96%

H. TO LEARN MORE ABOUT OUR SECURITY, CORPORATE AND INFORMATION SERVICES

Web
- Security, Corporate and Information Services: http://www.tpsgc-pwgsc.gc.ca/services/secinfo-eng.html
- *Canada Gazette:* http://www.gazette.gc.ca/gazette/home-accueil-eng.php
- PWGSC's Integrity Framework: http://www.tpsgc-pwgsc.gc.ca/ci-if/ci-if-eng.html
- Government of Canada Publications: http://www.publications.gc.ca/site/eng/home.html

Email
- Security Services: ssi-iss@tpsgc-pwgsc.gc.ca
- Common Administrative Systems and Human Resources Services: SISP.SSIS@tpsgc-pwgsc.gc.ca
- GCDOCS: GCDOCSBGPO.GCDOCSEPMO@tpsgc-pwgsc.gc.ca
- My GCHR PeopleSoft 9.1 Service: TPSGC.MesRHGC-MyGCHR.PWGSC@tpsgc-pwgsc.gc.ca
- Document Imaging Services: Imaging.Imagerie@pwgsc-tpsgc.gc.ca
- Small Departments and Agencies: SDAgeneralInfo-InfogeneralePMO@tpsgc-pwgsc.gc.ca
- *Canada Gazette:* info.gazette@tpsgc-pwgsc.gc.ca
- Integrity Framework: Micheline.Nehme@tpsgc-pwgsc.gc.ca; Lynne.Tomson@tpsgc-pwgsc.gc.ca
- Publishing and Depository Services: publications@tpsgc-pwgsc.gc.ca

Telephone
- Security Services—Toll Free: 1-866-368-4646/National Capital Region: 613-948-4176
- Common Administrative Systems and Human Resources Services: 613-947-2314
- Document Imaging Services: 819-956-6597
- Small Departments and Agencies: 613-947-7838
- *Canada Gazette*—Toll Free: 1-866-429-3885/National Capital Region: 613-996-2495
- Integrity Framework: (819) 956-3360; (819) 956-0174
- Publishing and Depository Services—Toll Free: 1-800-635-7943/National Capital Region: 613-941-5995 TTY: 1-800-465-7735

Mail
Document Imaging Services
- West of Ontario/Manitoba border:
  Public Works and Government Services Canada
  75 Bentall Street
  Winnipeg, Manitoba
  R2X 3B4

- East of Ontario/Manitoba border:
  Public Works and Government Services Canada
  150 Dion Boulevard, P.O. Box 1000
  Matane, Québec
  G4W 4N3

Canada Gazette
- Canada Gazette Directorate
  350 Albert Street, 5th Floor
  Ottawa, Ontario
  K1A 0S5 (When sending notices by mail)
  K1R 1A4 (When sending notices by courier)

Publishing and Depository Services
- 350 Albert Street, 5th Floor
  Ottawa, Ontario
  K1A 0S5 (When sending notices by mail)
  K1R 1A4 (When sending notices by courier)

Serving **GOVERNMENT,** Serving **CANADIANS.**

PWGSC@YOUR SERVICE

OUR SERVICES, STANDARDS AND RESULTS 2015–2016

TRANSLATION, TERMINOLOGY AND INTERPRETATION

A. KEY SERVICES

We're here to help you meet your various language-related needs 24 hours a day, 7 days a week. We translate specialized reports, extremely sensitive documents and tweets, and we review translations. We also provide other services, such as conference interpretation, language advice and the development of glossaries specific to your organization.

Translation and Other Language Services

- Translation services **in both official languages,** in Canada's **Aboriginal languages** and in over **100 foreign languages—** *PRIORITY SERVICE!*
- **Revision services,** including professional evaluation and quality assurance
- **Personalized services:** translators on site, in your offices
- Translation in highly **specialized** fields: economics, law, environmental sciences, medicine, biology, engineering (civil, electrical, mechanical and industrial), IT, technology, social sciences and the humanities
- **Secure handling** of protected and classified documents
- **Guarantee** of quality and satisfaction with the service provided

Terminology

- **Standardization** of terminology in various public service fields and **dissemination** via *TERMIUM Plus®*, the Government of Canada's terminology and linguistic data bank
- **Development of customized glossaries** and **vocabularies,** and **revision of glossaries** and vocabularies produced by client departments and agencies
- Development and dissemination of products that improve the quality of communications in both official languages:
  - Language Portal of Canada, the first national website that showcases Canadian expertise in the language field
  - Linguistic Recommendations and Reminders
  - **Bilingual and multilingual glossaries and vocabularies**
  - **Writing tools**
- Answers to your terminology questions

Interpretation

- Interpretation services **in official languages, in Canada's Aboriginal languages and in foreign languages at various events:** intra- or inter-departmental conferences, federal-provincial-territorial minister's meetings, international summits, and bilateral or multilateral talks between heads of state or governments
- Visual interpretation services in *American Sign Language* (ASL) and in **Langue des signes québécoise** (LSQ)
- **English and French lip-reading interpretation** and deaf-blind **tactile interpretation**
- Interpretation services are also offered to Parliament with whom the Bureau has established service level agreements

Contact Centre Services

- **General information** on our products and services and your accounts and invoices
- Information on how to use the following:
  - On-Line Ordering System
  - *TERMIUM Plus®*
  - Language Portal of Canada

Client Relationship Management

- Effective engagement
- Reliable communications
- Monitoring client satisfaction
- Issues management
- Strategic planning and service agreements
- Program oversight

B. FEATURED INITIATIVES

Blueprint 2020 has inspired us to create a technology vision to better support clients with their bilingualism needs.

For that reason, we are optimizing our technology to make our services more convenient to clients by responding more quickly, ensuring quality products and doing all this at a lower cost.

Remote Interpretation—*NEW!*

In October 2014, we launched a pilot for remote interpretation to provide official languages, multilingual or sign language interpretation service from a distance and in real time—anywhere and anytime—thanks to Internet-based phone and videoconferencing technology.

We want to offer this service across Government to accommodate everything from day-to-day business meetings, internal government conferences and learning events, to citizen-focused service delivery and public consultations.

Benefits:

- **Encourage bilingualism** and compliance with official languages requirements
- **Reduce travel costs** for interpreters and eliminate costs for rental and installation of interpretation booths
- **Ensure** immediate business needs can be met with little planning
- Provide portable **mobile** solutions
- **Increase reach** for regional, remote, and international (multilingual) offices

GC Translation—*NEW!*

We have designed a new e-service interface—GC Translation—to make ordering faster and easier for **translation** or **translation and comparative revision** for a **single general document** in either **official language** (English or French).

GC Translation has:
- a **shorter form**
- an **automatically generated cost estimate**
- a **choice of deadlines**
- a **copy-and-paste option** for short texts

Fully Managed Service—*NEW!*

We are piloting a **new service management concept** across the organization to expand our current role as a centre of excellence in translation by offering a full service management option to departments and agencies that are prepared to obtain all their translation services needs from one common centre.

C. WHAT'S COMING

Machine Translation

In collaboration with the National Research Council, we are exploring a machine translation tool for a pilot project.

Ideally this tool would be available for all Government of Canada desktops. It would allow for quick translation of short texts and help with second language comprehension.

Benefits:
- **Reduce** the need for and costs associated with human translation of unprotected **internal administrative documents** such as memos and presentations
- Promote **greater use of both official languages** in the workplace

We are also planning integration of the translation functionality to Government of Canada content management platforms (e.g., GCdocs).

GC Translation

PWGSC has designed a new *electronic* **service** to facilitate ordering **translation** or **translation and comparative revision services** for a single general document in either official language.

Benefits:
- Ability to **automatically generate a cost estimate,** and
- Provide, in **real-time,** a realistic **deadline** by which the translation will be completed and returned to the client.

The tool, currently in pilot version at Simplified Service Request—*WITH REAL-TIME INFORMATION!*, will be available online to all users by fall 2015—Stay tuned!

D. ENSURING VALUE FOR MONEY

Lower rates

We are committed to providing clients with services that are more efficient and at a lower cost. Therefore, during the 2015–2016 fiscal year, we will **return $6M** in reduced charges for high-volume clients.—*SAVINGS!*

- Revision rates **reduced by 5%** for official languages
- For high-volume clients, **reduced rates by an average of 5%** (and up to 10% in some cases) for official language translation services and linguistic services
- Maintaining the **business volume discount:** eligible clients will see their official language translation rates reduced to $65 per hour

Why choose the Translation Bureau?

- Our services are available 24 hours a day, 7 days a week **(24/7).**
- We ensure the **utmost confidentiality** when processing your protected and classified documents: the Bureau has **custom-built secure rooms** for just this purpose.
- You can even send these documents electronically!
- A Canada-wide network of language experts in **specialized fields.** We're available to help in:
  - Economics and law
  - Environmental science and biology
  - Industrial engineering
  - IT
  - Civil, electrical and mechanical engineering
  - Medicine and technology
  - Humanities
- One of the biggest **term banks** in the world: over four million terms. Created and kept **up to date** by our team of terminologists, *TERMIUM Plus®* is a large reservoir of corporate memory that helps in the standardization of terminology within the Government of Canada.
- **100% quality guarantee:** if you are not fully satisfied, we will re-do the work at no cost to you.
- **Peace of mind:** Because you know that the best language experts will be meeting your needs.

Tips to keep your translation costs down

- Plan your translation ahead of time: A 35% rush premium applies when the request deadline is less than 24 hours or when service delivery requires work outside of regular office hours.
- Bundle your short requests since the minimum period for paid services is 1 hour.
- Even if your request is out of the ordinary, all you have to do is provide your **special instructions.** For example:
  - Sometimes all you need is a summary.
  - We can also translate your document orally, by telephone or in person.
  - We can even customize your message for specific audiences.

E. SERVICE STANDARDS AND RESULTS

In 2014–2015, we have **exceeded 6 of our 7 targets for translation, terminology and interpretation services.** To enhance customer satisfaction, we have put forward new service standards, which reflect our staff's commitment to excellent client service.

In 2015–2016, to better serve you, we will continue bringing forward innovation initiatives, as well as taking steps to continuously improve our services and client experience.

Translation and Linguistic Services	Target 2014–2015	Results 2014–2015	Target 2015–2016
Meet the agreed-upon delivery deadline of each project as defined in the service requests	95%	95.4% ⭐	N/A (Replaced by other service standards)
Deliver each translation request within the deadline*—*NEW!*	N/A	N/A	95%
Acknowledge translation request and confirm deadline within one business day—*NEW!*	N/A	N/A	95%
Maintain the price per word for translation services at 0,40$ or less annually—*NEW!*	N/A	N/A	100%
Percentage of clients satisfied with translation services—*NEW!*	N/A	N/A	85%

The agreed time by which the translation must be submitted to the client

Terminology Standardization Services	Target 2014–2015	Results 2014–2015	Target 2015–2016
Respond to terminology queries and requests within one business day	95%	96.3% ⭐	N/A (Replaced by other service standards)
Acknowledge terminology requests and confirm deadline within one business day—*NEW!*	N/A	N/A	95%
Post terminological fiches in *TERMIUM Plus*®, without errors, i.e., in compliance with standards and methodological procedures in use at the Translation Bureau	95%	97.4% ⭐	95%

Client Contact Centre Services	Target 2014–2015	Results 2014–2015	Target 2015–2016
During business hours, acknowledge receipt of e-mails received in the Translation Bureau's inbox and return missed calls (voicemail messages) before close of business (5:00 p.m. ET) on the day received	95%	85%	N/A (Replaced by other service standards)

Interpretation	Target 2014–2015	Results 2014–2015	Target 2015–2016
Provide interpretation services for all requests that qualify under the Translation Bureau's mandate.	95%	98.9%⭐	N/A (Replaced by other service standards)
Deliver each interpretation request to meet specific event needs—*NEW!*	N/A	N/A	95%
Acknowledge interpretation requests within one business day—*NEW!*	N/A	N/A	95%
Percentage of clients satisfied with interpretation services—*NEW!*	N/A	N/A	85%

Client Relationship Management	Target 2014–2015	Results 2014–2015	Target 2015–2016
Acknowledge clients' inquiries **within 1 business day**	95%	99%⭐	95%
Respond to clients' inquiries **within 3 business days**	95%	99%⭐	95%

If you are a government client and would like to obtain the results on service standards for your own department (when such information is available), please contact the Translation Bureau.

We take our service commitments very seriously. If you have any concerns about service standards for suggestions on how we could improve our services, do not hesitate to contact us at SIS@tpsgc-pwgsc.gc.ca.

⭐ *Indicates that the target was met or surpassed.*

F. ADDRESSING SHORTCOMINGS AND CLIENT ISSUES TO INCREASE SATISFACTION

Client satisfaction is the priority for the Translation Bureau

We are attentive to the needs of our clients. We closely monitor our client's comments and feedback which are reviewed to help us find ways to improve their overall experience with us. The following is an example of how we manage these comments:

- In response to a client's concerns regarding the quality of our services, we are now holding a **meeting with key stakeholders at least once a month.** We have also established a **Quality Enhancement Committee** whose membership includes staff members of the Translation Bureau and the clients.
- We have already experienced **positive progress,** and the Bureau continues to make every effort to improve this situation. To further enhance our services where there are any shortcomings, we are considering the **possibility of deploying an on-site manager** for these clients.

G. HOW SATISFIED ARE YOU?

We invite our clients to share their comments through its ongoing "Your opinion" survey found on the translation services website. The following results were compiled between **September 2014 and March 2015:**
- 86% **overall satisfaction** with the translation services provided by the Bureau
- 78% satisfaction with **quality** of translation services
- 86% delivery within agreed **timeframe**

Source: Ongoing client satisfaction survey (Your opinion)

H. FOR MORE INFORMATION ON OUR TRANSLATION, TERMINOLOGY AND INTERPRETATION SERVICES

Web
Translation, Terminology and Interpretation: http://www.tpsgc-pwgsc.gc.ca/services/trdctn-trnsltn-eng.html
Request Our Services Online: http://www.bt-tb.tpsgc-pwgsc.gc.ca/btb.php?lang=eng&cont=261

Email
Bureaudelatraduction.TranslationBureau@tpsgc-pwgsc.gc.ca

Telephone
1-855-997-3300