



# Translation Bureau Action Plan 2014–2017

## Blueprint 2020

August 2014



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## Message from the co-champions

On May 12, Clerk of the Privy Council Wayne Wouters released the [Destination 2020](#) report, which leads the way toward revitalizing the public service by 2020 in line with our shared vision for modernization, professionalism, non-partisanship and excellence. Destination 2020 outlines the Clerk's public service-wide horizontal

initiatives. As a common service provider, Public Works and Government Services Canada (PWGSC) will be called upon to help in carrying out these major initiatives. And as public servants, we all have a role to play.



### Destination 2020 Launch

*"It is up to everyone, ambassadors and employees, to get involved and make Blueprint 2020 an opportunity that matters. This is a historic stage in the public service, and we can't just stand by and watch."*

– Nancy Chahwan, PWGSC's  
Blueprint 2020 Champion,  
May 12, 2014

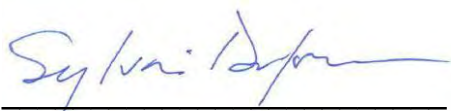
Destination 2020's priority measures take into account PWGSC's whole of government [report](#) and are based on five pillars:

- **Innovative practices and networking**
- **Processes and empowerment**
- **Technology**
- **People management**
- **Whole-of-government contribution**

Over the next few years, the Translation Bureau will put its own stamp on the way Destination 2020's whole-of-government measures are implemented. In the meantime, we have developed an action plan containing measures specific to the organization,

which we are committed to implementing in the short and medium terms. This plan takes into account the feedback that you provided during the [consultation sessions](#) on the all-employee survey conducted last December (results attached) and the efforts made in connection with day-to-day operations to adapt our practices in order to enhance the organization's efficiency.

We encourage you to continue the discussions on [GCconnex](#) and on Twitter, using hashtag [#GC2020](#). Engagement and dialogue across the public service have reached an unprecedented level and will enable us to continue innovating in the coming years.



**Sylvain Dufour**  
Co-Champion, Blueprint 2020



**Nicolas Claveau**  
Co-Champion, Blueprint 2020

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## Commitments

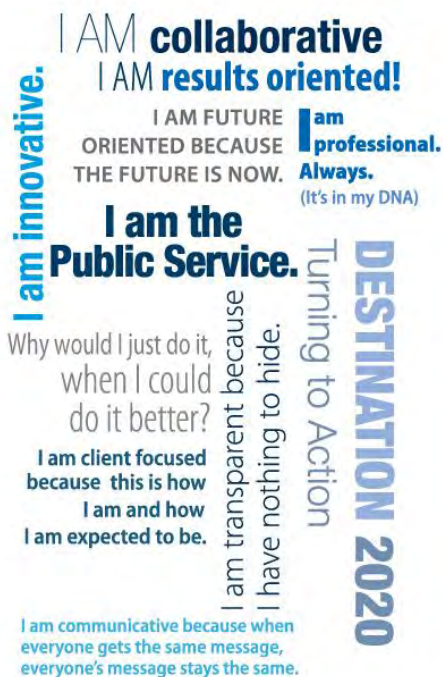
Here are the measures that the Translation Bureau is committed to implementing.

### 1. Innovative practices and networking

- A. Work with Shared Services Canada to ensure that the documents produced for the training associated with the Email Transformation Initiative are available in English and French.**

**– Timeline: 2014–2015**

The Bureau will work with Shared Services Canada on a major initiative, the consolidation of email servers. It will ensure that all documents related to this government-wide initiative are bilingual.



- B. Through its professional and social network, NeXus, organize a major activity as part of National Public Service Week for all employees of the organization.**

**– Timeline: 2015–2016**

NeXus, the professional and social network led by the Bureau's next generation, will organize an event to take place throughout National Public Service Week that will promote collaboration and networking.

- C. Work with Shared Services Canada to ensure that GCDocs includes a translation order feature.**

**– Timeline: 2016–2017**

The Bureau will work with Shared Services Canada to ensure that a translation button is included in GCDocs, in order to facilitate the exchange of documents between the Bureau and its clients. With this feature, users will be able to send their documents directly for translation through the system.

- D. Make improvements to the Language Portal of Canada, in addition to the online tools supporting Government of Canada employees and Canadians at large, and implement activities celebrating 150 years of Canadian Confederation.**

**– Timeline: 2015–2016**

The Bureau will work with Canadian Heritage to revamp the [Language Portal of Canada](#) in order to meet Canadians' needs and integrate the Portal into the new canada.ca site. It will also organize a "twitterature" and fill-in-the-blank dictation contest and develop interactive quizzes. In addition, it will introduce a crowdsourcing tool so that Canadian users can contribute content to *TERMIUM Plus*.

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## **2. Processes and empowerment**

### **E. Make it possible for us to terminate the contracts of unsatisfactory Bureau suppliers more quickly.**

**– Timeline: 2014–2015**

In order to modernize its directory of translation service providers, the Bureau issued a request for supply arrangement for official languages translation, desktop publishing and transcription services.

As part of the modernization, the mechanisms for contract termination and suspension of fields are expected to be faster. On the third unsatisfactory evaluation in a given field for a specific contract, the contract may be terminated. If a supplier incurs three terminations over a continuous period of five years or less, a suspension of 24 consecutive months may be applied to the field(s) in respect of which the supplier received the unsatisfactory evaluations leading to the terminations. If a supplier has one or more of its fields suspended, the supplier will not be invited to participate in bid solicitations that involve the field(s) in question.

### **F. Review the contracting process to ensure that we have highly competent suppliers.**

**– Timeline: 2014–2015**

Modernization of the Bureau's [Supplier Directory](#) is intended to create a pool of pre-qualified suppliers, which will increase supply, ensure quality at the source, and simplify and expedite contracting. Suppliers of official languages translation, transcription and desktop publishing services must now submit a file, and for each field in which they want to register, they must prove that they meet some very specific qualification and experience criteria. Effective August 2014, only suppliers with a supply arrangement will be able to participate in the Bureau's official languages contracting activities.

### **G. Speed up contracting processes.**

**– Timeline: 2014–2015**

Modernizing the Supplier Directory is designed to speed up contracting. Creating a pool of pre-qualified suppliers and implementing the Procurement Centre will help streamline the procurement process and simplify the related administrative methods.

### **H. Eliminate the “silo” effect by increasing collaboration within the organization.**

**– Timeline: 2014–2015**

One of the primary goals of the Transformation Initiative launched by the Bureau in 2012 is to encourage the various sectors and points of service to work together by breaking down the silos between them in order to create centres of expertise that focus on the client experience, added value and quality at the source.

**– Timeline: 2014–2015**

As part of its transformation initiative, the Bureau has adopted some guiding principles. The organization is aiming to standardize its business rules and simplify its administrative processes, particularly by centralizing translation support services and consolidating internal services. With the implementation of functional centres of expertise, the way things are done at every stage in the processing of a translation, interpretation or terminology request is standardized. The aim is to reduce exceptions to a minimum, thereby improving the organization's flexibility.

**J. Decrease paper consumption.**

### – Timeline: 2014–2015

Since 2010, the Translation Bureau has reduced its consumption of paper by 71%. The ratio of employees to printing devices is currently 12:1, and the goal is 18:1 (22:1 in the National Capital Region) by the end of 2014–2015. To reach that target, the Bureau will change the settings on the printers so that they print double-sided, phase out local printers, as well as gradually remove network printers, photocopiers and scanners and replace them with multi-functional devices placed in strategic locations. The Bureau will continue to hold paperless meetings and will develop a communications plan to inform employees of the greening of operations.



**K. Streamline Translation Bureau directives.**

– Timeline: 2014–2015

The Translation Bureau currently has [18 directives](#), some of which have been in effect since 1999. In view of the organizational changes, some might be outdated or no longer reflect the current environment. In order to eliminate ineffective and unnecessary rules, reduce the reporting burden and modernize processes, the Bureau will set up a working group to be responsible for reviewing and analyzing the organization's directives to determine whether they are still necessary and accurate, identifying any gaps and developing new directives or updating existing ones.

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### 3. Technology

- L. Determine whether it would be possible in the medium term to install some of the tools currently used by Bureau translators (e.g. Bitext, machine translation software) on public service workstations.**

**– Timeline: 2017–2018**

The Bureau will examine the possibility of working with Shared Services Canada to install, on all public servants' workstations, technolinguistic tools that might benefit the entire public service.

- M. Capitalize on new technologies to facilitate interpreters' work.**

**– Timeline: 2017–2018**

The Bureau will focus on technology to simplify interpreters' work, particularly by using videopresence and software such as Skype for closed captioning.

- N. Roll out a simplified interface for some clients to submit their translation requests.**

**– Timeline: 2017–2018**

The Bureau will roll out a simplified interface for some clients, which they will be able to use to submit their translation requests. With this application, the clients will automatically obtain an estimate based on the deadline requested. The Bureau should be able to penetrate new markets and increase the volume from its existing clients.

- O. Make *TERMIUM Plus* and *TERMIUM VI* more user-friendly.**

**– Timeline: 2015–2016**

The Bureau is currently working on making its terminology data bank more user-friendly for both public servants and the Canadian public. A working group is currently looking at the issue in order to identify the aspects of *TERMIUM* needing improvement and is making significant changes with a view to rolling out a new version.

- P. Make the *TERMIUM Plus* database and related metadata available on the Government of Canada Open Data Portal in order to allow Canadians and small/medium businesses to create their own specialized glossaries.**

**– Timeline: 2013–2014 – COMPLETED**

At the end of 2013, the Translation Bureau's Chief Executive Officer suggested to the PWGSC Executive Committee that *TERMIUM Plus* data be entered into the Government of Canada [Open Data Portal](#). On February 21, 2014, the Bureau posted two data series as part of the Government of Canada's Open Data Experience. On March 17, 2014, the Bureau added the 20 remaining data series, for a total of 22, organized by subject field.



**Q. In collaboration with Shared Services Canada, ensure that all new BlackBerry cellphones have the *ourlanguages.gc.ca on the go!* mobile application.**

**– Timeline: 2015–2016**

The Bureau will work with Shared Services Canada to ensure that all new BlackBerry devices issued to public servants are equipped with the *ourlanguages.gc.ca on the go!* mobile app developed by the Bureau and launched in September 2012. So far, the app has been downloaded more than 30,000 times.

#### **4. People management**

**R. Review the performance management process to recognize the excellence of high-performing employees and look more quickly at cases involving employees whose performance is unsatisfactory.**

**– Timeline: 2014–2015**

The Bureau is currently working on establishing a performance management system where employees will clearly understand the expected results and the criteria for each rating (1 to 5) with respect to their performance evaluation. In addition, managers will be required to work closely with employees whose performance is unsatisfactory in order to quickly establish an action plan to rectify the situation. These measures are in line with the new Treasury Board Secretariat [Directive on Performance Management](#). The objective of the Directive is to promote a commitment shared by employees to sustaining a culture of high performance in the public service.



**My public service of the future: agile, tech-savvy and bilingual.**

– Donna Achimov, Chief Executive Officer,  
Translation Bureau

**S. Consult and involve employees when the Bureau implements a major change or adopts measures that have an impact on the workforce and the organization.**

**– Timeline: 2014–2015**

The Bureau is committed to involving its employees in its transformation and in the implementation of significant measures. In April 2014, the Bureau formed the [Change Network](#), which represents a means of taking the pulse of the organization in relation to the transformation measures and of proposing ways to facilitate the transition. A process validation group was also formed to look at the proposed work processes and the interactions between the

centres of expertise, identify potential problems and recommend solutions. In addition, the Re-engineering team set up a working group of translators to test the Editor before rolling out this new tool. A number of meetings were held with various employees who will be included in the centres of excellence. The purpose of the meetings was to inform them of the progress made and the next steps. Other such meetings will be scheduled throughout the transformation.

The Bureau will continue to elicit its employees' participation on an ongoing basis when major changes in the organization are required and when large-scale initiatives are put in place.



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**T. Make professional development opportunities available to employees.**

**– Timeline: 2014–2015**

Further to its commitment to support the professional development of its employees, recognize their talents and reward them, the Bureau is offering its employees learning and development opportunities in order to increase their areas of expertise and enable them to expand their knowledge. The Bureau recently provided a number of translators with the opportunity to go on an assignment in another part of the organization. In 2013–2014, 177 employees went to work on-site with a client or went on assignment (within the Bureau or elsewhere in the public service), and 219 were in acting positions. The Bureau will keep up the momentum and encourage its employees to enhance their skills through assignments and acting appointments.

The Bureau recently retained the services of a leadership consultant to broaden and strengthen the key leadership competencies of employees aspiring to a senior management (EX level) position.

**5. Whole-of-government contribution**

**U. Work with the Public Service Commission of Canada to implement a pilot project that will enable public servants to assess their skills in their second official language using related indicators and testing tools.**

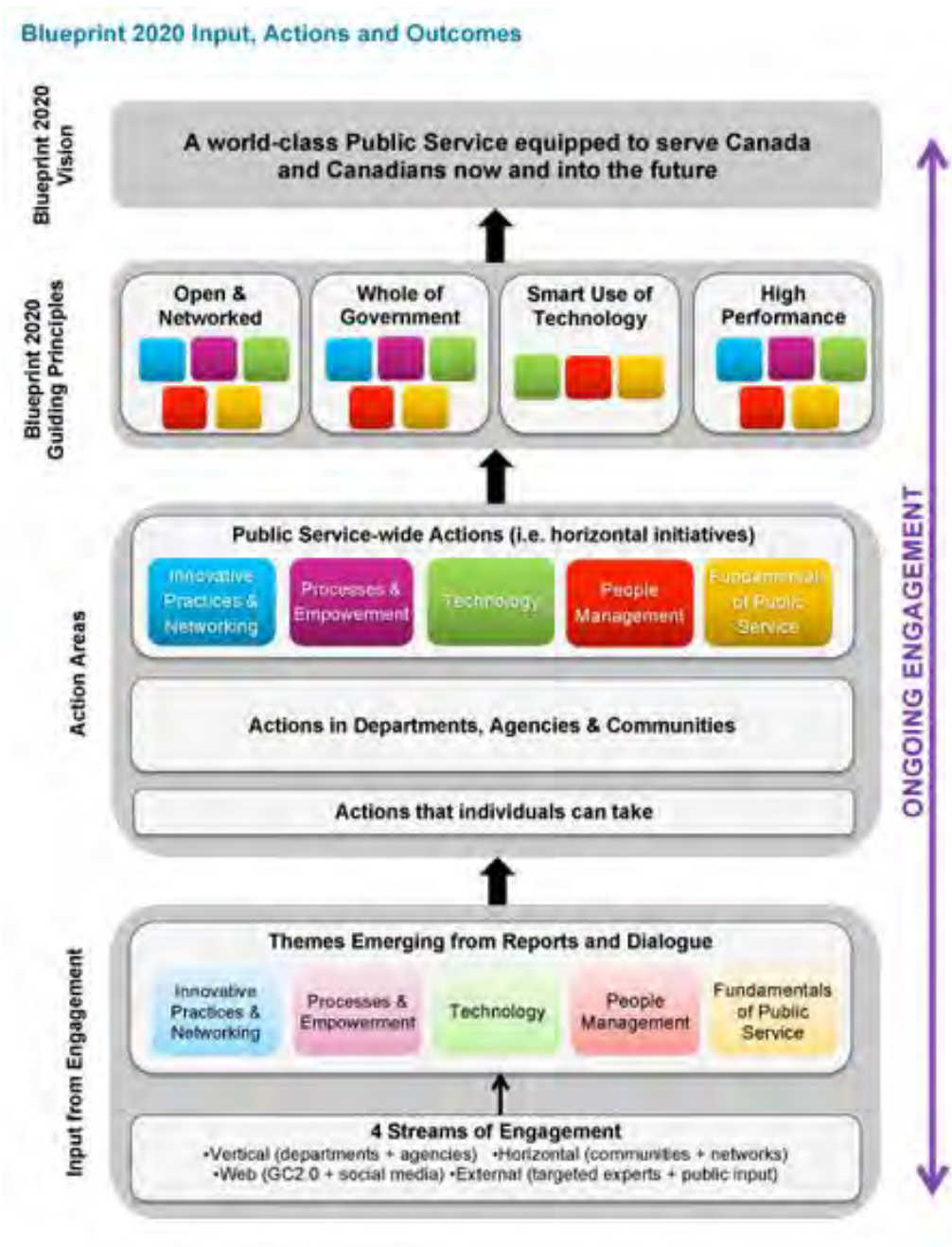
**– Timeline: 2014–2015**

On May 20, 2014, the Bureau began this pilot project by issuing a call to its employees at the AS, CR, CS, EC, GT, LS and PM levels whose second language evaluation results had expired or were to expire soon. The Bureau gave them the opportunity to have their level indicators evaluated (written expression, reading comprehension and oral proficiency) without this having an impact on their current second language evaluation results and their bilingualism bonus. Oral proficiency level indicators were evaluated from June 16 to 27, 2014, while the written expression and reading comprehension indicators were distributed online on June 16, 2014. These are not official tests, but they provide employees with an indication of their language skills prior to their official language evaluation. A second wave of level indicators will be issued in the fall of 2014.

## Next steps

In the coming months, the Bureau will work on implementing the measures outlined in this action plan, in addition to those that will be led by PWGSC departmentally and by other departments and agencies across the government. A progress report will be produced in December 2014 to set out the progress made within the organization.

**Blueprint 2020 is not an end in itself, but it is a major step toward building the public service of the future.**



## Appendix

### Results from the survey conducted at the Translation Bureau from December 11 to December 20, 2013.

**Note:** The percentage for each measure represents the response rate of the measures featured only in the one theme, not in the overall document.

If more than 2 answers were given for a single theme, only the first 2 were taken into consideration. Only the forms submitted from December 11 to 20, 2013 were reviewed.

#### THEME 1 – Open and networked environment

An open and networked public service where departments work collaboratively with one another, using and managing information as efficiently as possible.

Measure	Percentage
1. Amend the <i>Translation Bureau Act</i> so that the Bureau can provide services to the public instead of only to the federal government.	16.78
2. Make it possible for us to terminate the contracts of unsatisfactory Bureau suppliers more quickly.	14.57
3. Eliminate the “silo” effect by increasing collaboration within the organization.	9.59
4. Increase the number of on-site translators so that clients will have a better understanding of the work translators do.	9.22
5. Standardize Translation Bureau practices (e.g. reception, distribution and delivery of texts).	7.93
6. Make the Translation Bureau’s systems compatible with those of client departments.	7.19
7. Work more closely with PWGSC so that the Bureau is no longer isolated.	6.64
8. Implement a mentoring or job shadowing system for employees who change positions or units.	6.64
9. Work more closely with other departments to find out what tools, software and systems are effective, rather than having each department conduct its own analysis.	5.35
10. Allow all departments to have access to Translation Bureau tools in order to improve the quality of internal writing.	3.5
11. Provide other departments with more examples of our successes and accomplishments.	2.95
12. Provide all departments with access to employee information in order to facilitate the sharing of information for assignments or secondments.	2.95
13. Communicate with major private-sector companies to learn about their practices and technologies..	2.76
14. Allow Canadians to contact Translation Bureau employees to ask language-related questions.	2.02

15. Arrange it so that translators deliver their texts directly to the clients so as to improve collaboration between the two parties.	<b>1.84</b>
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Total answers for this theme: **542**

## THEME 2 – Whole-of-government approach

An approach with which we can increase the efficiency of our programs and services, optimize resources and simplify rules while remaining accountable.

Measure	Percentage
1. Implement a system in which the Translation Bureau's translation and interpretation services are mandatory for all federal departments and agencies.	<b>23.25</b>
2. Create a single, secure network across the public service in order to have access to client departments' software, portals and intranet sites.	<b>12.2</b>
3. Focus on solutions that are more effective, not only less expensive.	<b>10.27</b>
4. Review the contracting process to ensure that we have highly competent suppliers.	<b>9.88</b>
5. Reward and recognize employees' potential, not just results.	<b>8.13</b>
6. Create a single, effective solution for processing or handling secret texts throughout government.	<b>5.81</b>
7. Arrange it so that mandatory training sessions are not counted in the number of courses employees are able to take in one year.	<b>5.62</b>
8. Use electronic signatures to approve documents.	<b>3.68</b>
9. Improve the image Canadians have of public servants by focusing more on successes, in order to compensate for shortfalls and negative media coverage.	<b>3.48</b>
10. Make staffing opportunities more accessible by reducing the number of mandatory merit criteria needed to apply.	<b>3.1</b>
11. Simplify the approval processes.	<b>2.51</b>
12. Create a team whose sole purpose is to translate secret texts.	<b>2.13</b>
13. Use cloud technology so that a wide variety of information is accessible everywhere.	<b>1.93</b>
14. Inform Canadians of the Bureau's performance so that they are more aware of what we do.	<b>1.74</b>
15. Standardize the security process so that clearance levels are valid across government.	<b>1.55</b>
16. Decrease paper consumption.	<b>1.55</b>
17. Make exit interviews mandatory.	<b>0.96</b>
18. Keep government websites updated once they have been created, and delete redundant, outdated or pointless content.	<b>0.96</b>
19. Improve the process for managing sick leave.	<b>0.77</b>

20. Speed up contracting processes.	<b>0.38</b>
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Total answers for this theme: **516**

### THEME 3 – Modern workplace

A workplace that makes smart use of new technologies, where employees are equipped with the best tools and where the values and ethics of the public service are respected.

Measure	Percentage
1. Adopt the latest technology and then keep up to date with the most recent versions (translation memory, Microsoft Office, etc.).	<b>18.84</b>
2. Make it possible for employees to work from anywhere.	<b>16.6</b>
3. Eliminate restrictions on employee computers, such as blocked Web sites (blogs, YouTube etc.).	<b>12.87</b>
4. Establish daycares and gyms at government workplaces.	<b>8.39</b>
5. Provide employees with ergonomic workstations and equipment as soon as they arrive at the Bureau.	<b>7.83</b>
6. Make it possible for secret texts to be translated by teleworkers.	<b>7.08</b>
7. Use software such as Skype for meetings with teleworkers and employees in the regions so that they can keep more “in touch.”	<b>5.78</b>
8. Adopt wifi technology in all government buildings.	<b>4.85</b>
9. Create rest, discussion or recreational areas in the workplace.	<b>4.29</b>
10. Make the Compensation Web Applications more user-friendly.	<b>2.61</b>
11. Allow employees to customize their computers as they see fit, without being restricted by various procedures.	<b>2.23</b>
12. Increase our use of social media (Twitter, YouTube, GCconnex, etc.) and Web 2.0 tools (wikis).	<b>2.05</b>
13. Create a dedicated area for teleworkers in their home building so that they can work there as they wish.	<b>1.67</b>
14. Change the way in which offices are laid out and decorated so as to make them more “liveable” (get rid of partitions and grey carpeting, change the wall colour, add plants, etc.).	<b>1.49</b>
15. Install “chat” software on all workstations.	<b>1.49</b>
16. Provide all employees with tablets.	<b>1.3</b>
17. Eliminate landlines and provide all employees with cell phones.	<b>0.74</b>

Total answers for this theme: **536**

### THEME 4 – High-performing workforce

A capable, confident and high-performing workforce.

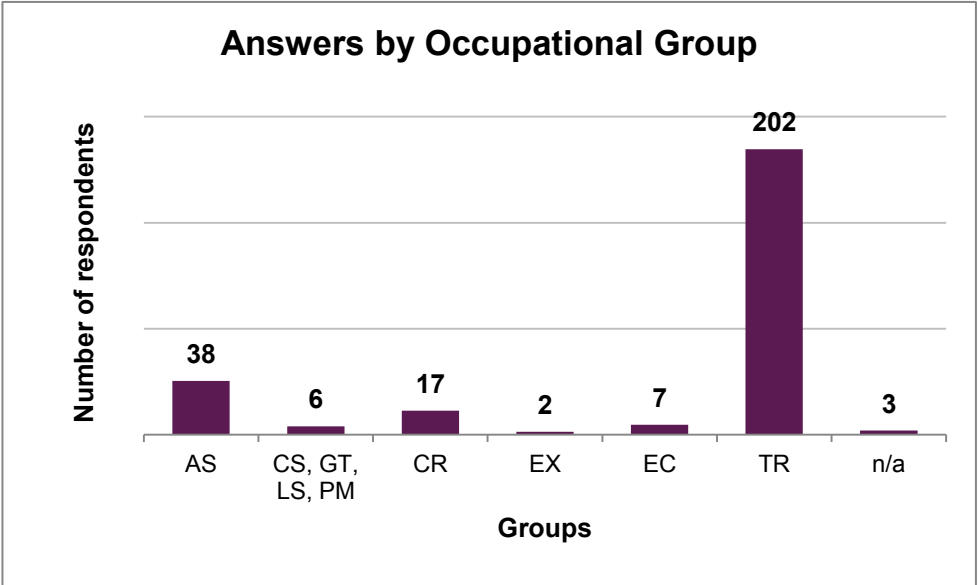
Measure	Percentage
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1. Consult with employees before implementing a change or adopting a measure that affects the workforce.	<b>11.64</b>
2. Let employees evaluate their manager (360 degree assessments).	<b>9.61</b>
3. Take faster disciplinary action with non-performing employees.	<b>8.31</b>
4. Increase access to professional development.	<b>8.31</b>
5. Change translators' evaluation process so that their performance is not evaluated on the basis of time or words.	<b>7.94</b>
6. Ensure that managerial positions are held by employees who have taken management training.	<b>7.2</b>
7. Encourage a greater number of employee assignments; for example, for positions that are not part of their current field of expertise.	<b>5.91</b>
8. Provide translators with performance incentives.	<b>4.08</b>
9. Allow employees in the National Capital Region to use unoccupied offices in other regions (Montreal, Quebec City, Toronto, etc.).	<b>3.88</b>
10. Improve communication between senior management and employees during the period of change and transition; send out regular updates.	<b>3.69</b>
11. Define the "quality" of the work for all positions, especially that of translators.	<b>3.69</b>
12. Stop using seniority as a priority factor and use results instead.	<b>3.32</b>
13. Allow more employees to have a compressed schedule or leave with income averaging.	<b>3.14</b>
14. Train employees on the various functions of the Microsoft suite, especially in terms of formatting (tables, table of contents, etc.).	<b>2.58</b>
15. Hold team-building activities more often.	<b>2.58</b>
16. Increase the number of acting opportunities for employees.	<b>2.4</b>
17. Do a more in-depth evaluation of managers' leadership skills.	<b>2.4</b>
18. Create a new employee performance recognition system (other than merely the Translation Bureau's annual awards ceremony).	<b>1.84</b>
19. Ensure that senior management is more physically present among employees.	<b>1.66</b>
20. Let translators take part in paraprofessional activities (lunch-and-learn sessions, career fairs, GCWCC activities, etc.) without their affecting translators' performance.	<b>1.66</b>
21. Communicate with employees in clear, straightforward messages.	<b>1.47</b>
22. Hold meetings between managers and employees more often.	<b>1.47</b>
23. Speed up staffing processes so that employees receive information sooner (e.g. when they are part of a competition).	<b>1.29</b>

Total answers for this theme: **541**

## Participation





Total number of forms received: **275**