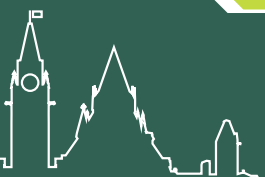




Public Works and
Government Services
Canada

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PROGRESS REPORT ON **DESTINATION**

2020

January 7, 2015

Canada 

Over the past year, we have focused our efforts on putting our employees' suggestions into action towards creating a strong and dynamic public service today and in 2020.

OVERVIEW

We are pleased to present Public Works and Government Services Canada's (PWGSC) second progress report on Destination 2020.

At PWGSC, Destination 2020 has energized the internal transformation programs underway in the service sectors as well as government-wide programs. This has more than ever reinforced our high-profile role as banker, accountant, central purchasing agent, linguistic authority, office space portfolio manager and enabler of access to government services on line.

Indeed, we are continuing our efforts to find innovative ways to provide faster and more efficient services at a lower cost while taking on greater responsibility with respect to accountability for results and sound stewardship.

Pacific Region included weekly online polling to initiate Blueprint 2020 discussions. Polls conducted to November 2014 received up to 42 responses per week, which represents more than 11% of the total number of employees in the region.

EMPLOYEE ENGAGEMENT

Engagement of employees remains at the heart of our ongoing corporate priorities. In the context of Destination 2020, engagement is achieved not only by the active participation of all employees in the formulation of ideas, but more importantly by actively engaging in the implementation of those ideas.

Over the past few months, a wide range of activities were organized throughout the Department, with a view to maintaining the continued engagement of all employees.

ENGAGEMENT BY COMMUNICATION

To foster dialogue and encourage participation, we have used a panoply of communications tools, such as the departmental weekly newsletter, senior leaders blogs, internal networks' newsletters, sectoral meetings and town halls. We have also made smart and extensive use of GCPedia and GCConnex, as well as WebEx, yielding increased and more fruitful employee participation in the discussion and solutions.



“ The Parliamentary Precinct Branch created PPBconnex on GCconnex to stimulate employee involvement and direct communication with senior management. The platform gathered 80% of employee membership and established 7 sub-groups. ”

To allow internal stakeholders to influence the outcome of the Acquisitions Program transformation initiative and ensure adequate change management practices, four working groups have been created with employees at different levels from the Acquisitions Program (NCR and Regions) who are diligently working on advancing the transformation strategies.

ENGAGEMENT BY COLLABORATION AND CREATIVITY

At PWGSC, we have always worked to foster collaboration and accountability for employees, at all levels. In fact, our senior management has reaffirmed its support and openness to innovation in the workplace and sharing of good practices, by creating committees, working groups and teams of champions to advance Blueprint 2020 projects. Among the key success factors are the participation and energy that employees and the departmental

The Chief Information Officer Branch set up a change network to build organizational change capacity through structured engagement of employees and leaders.

networks have demonstrated, both in the NCR and in the regions, through their concrete and intelligent input in process overhaul or business planning.

ENGAGEMENT BY CONSIDERING INPUT FROM ALL SOURCES

The consideration given by senior management to ideas and feedback expressed by employees helped sustain the momentum towards Destination 2020. Throughout the year, our senior management has



Nancy Chahwan, Assistant Deputy Minister, Parliamentary Precinct Branch and PWGSC Champion for Blueprint 2020, speaking at the Youth Network Annual Forum at the end of October 2014.

played a role in maintaining an open dialogue with our employees by actively participating in informal lunch and learn activities, interregional videoconferences, and many structured as well as informal meetings. Key fora have been the Youth and Managers' Networks as well as the Union-Management Consultation Committees.

VERTICAL COMMITMENTS

In our last progress report, we identified five priority areas of intervention to support Destination 2020:

- ★ service to clients;
- ★ our performance;
- ★ a collaborative workplace;
- ★ process-busting;
- ★ whole-of-government contribution.

These priority areas were retained on the basis of five decision criteria: relevance, impact, feasibility, depth of support and reach.

To support innovation in these priority areas, we have identified eighteen key measures and our Deputy Minister has assigned an Office of Primary Interest (OPI) to support each measure.

The Quebec and Atlantic regions consulted with all of their employees to identify initiatives for implementation in the 2014–2015 Business Plan.

More than 130 people from various federal departments took part in PWGSC Public Service Week activities.



Our Deputy Minister **Michelle d'Auray** kicking off the third annual Client Service Week and presenting the report *PWGSC @ Your Service: Our Services, Standards and Results 2014–2015*.

SERVICE TO CLIENTS

As the primary supplier of common services to all federal organizations, service to clients is central to our priorities. Indeed, as a leader in this field, we hosted the Client Service Community of Practice in September 2014 to reaffirm our commitment to excellence in client service within the federal government.

To promote [our services](#) to our clients, we put forward our online “single window”. We also used [GCconnex](#) to post descriptions of the services offered. These online tools ensure that our clients have access to our services and that our employees can all be PWGSC ambassadors.

Furthermore, during Client Service Week held November 3 to 7, 2014, we had a dialogue around service excellence with our employees and clients. It was an opportunity for us to reflect on client service and showcase our accomplishments.

As a reflection of our commitment to Service Excellence, we measure and track the satisfaction levels of our clients as well as issues resolution quarterly through the Deputy Minister's Client Satisfaction Dashboard.

To guide and equip our employees in the area of client service, we have reviewed our Client Service Strategy and developed our Client Service Competency. This competency was integrated into performance management agreements for all our employees, as well as into statements of merit criteria for our staffing processes. It will help ensure that all of our employees have the knowledge and abilities required to deliver service excellence.

high-performing workforce. A strategy for the creation of a competency bank has been developed through the Government Electronic Directory System (GEDS) 2.0. We are working closely with Shared Services Canada (SSC) to extend the existing list of competencies and make this tool a reality and available to all federal public service employees. They will be able to create a customized profile by indicating the competencies they currently possess and the ones they

In collaboration with the National Client Consultancy Network, Western region developed a common tool that brings together information for clients to ensure they will have access to consistent information regardless of where they are situated across the country.

Over the coming months, we will maintain our efforts to implement our Destination 2020 commitments and reaffirm our leadership role in client service, always putting at the forefront an open and networked approach in engaging our partners.

OUR PERFORMANCE

Directly linked to people management, this priority area is of vital importance, and our department has made significant progress in advancing a

would like to develop, as well as the regions and areas of specialization in which they would like to work.

To support the development of our managers and supervisors, we will increase our use of the Public Service Commission's 360-degree evaluations and coaching services. A pilot project is scheduled for January 2015, in which senior managers and participants in the Leadership and Management Excellence Development Initiative will take part.

“ *Telework allows many of my employees to take advantage of flexible working conditions that meet their needs and help them improve their family lives.* ”

- David Lowe, Director and Champion of the Telework Initiative at the Translation Bureau

We have also strengthened our Telework Guidelines to provide managers with guidance and information and to promote effective use of telework arrangements. In recent months, we have seen an increase of employees using telework and we are pursuing our efforts to better equip our managers and to offer more flexibility to our employees. As an example, over 25% of all Translation Bureau employees currently telework.

Finally, in accordance with the Performance Management Directive, we have developed terms of reference for our review panels which we shared with all our managers and employees. Since June 2014, over 65 performance management information sessions have been given to our employees.

We have answered over a thousand questions relating to the implementation of the Performance Management Directive.

A COLLABORATIVE WORKPLACE

We have started to gradually roll out the Workplace 2.0 initiative. To date, 6 '2.0' certifications have already been awarded to PWGSC workspaces.

Our commitment is to provide collaborative workspaces which make use of technology to facilitate our day-to-day tasks, to manage knowledge and strengthen collaborative communications by means of virtual tools.

Working with SSC, we have made available wireless access in a number of PWGSC locations across Canada. Furthermore, we are working to equip all workstations with videoconferencing

technology, and a pilot project in this regard is in full swing.

In terms of social media, we have a presence on a number of platforms, such as Twitter, YouTube and Flickr. However, for the majority of employees, access to these sites is limited. We are currently looking into the use of LinkedIn to communicate with our clients and employees. Our profile on this platform is scheduled for March 2015.

While maintaining a very close working relationship with Shared Services Canada, we continue to actively explore means and opportunities for further developing our information technologies, particularly regarding access to cloud services and webmail. We also leveraged the use of WebEx in multiple events, such as live training sessions in the context

of the implementation of MY GC HR and remote access to Client Service Week activities for all employees in the regions.

We are presently in the second phase of a pilot project to test videoconferencing on notebooks, using the Telepresence MOVI solution with the built-in cameras on the notebooks. Phase 1 of pilot is complete with 60 users. The second phase includes an additional 70 users for PWGSC.



191 Promenade du Portage

Western Region now uses SharePoint and OneNote, and has also equipped employees with the ability to connect remotely through the installation of WiFi in its satellite offices.

PROCESS-BUSTING

Destination 2020 is a new opportunity for us to maintain and pursue our efforts to streamline the processes associated with our day-to-day management of operations.

In this regard, two major department-wide initiatives have been launched. The first aims to review the delegation of authority based on the current departmental delegation of financial signing authority instrument, and to identify possibilities for delegating authority to even lower levels. To this end, a working group of representatives from each branch and region has been tasked with conducting a thorough analysis of the instrument in preparation for its revision, scheduled to take place by the end of 2014–15. Twelve opportunities for increasing delegation of authority to lower levels have been identified and are being assessed for feasibility and risk mitigation. Proposals have been received and are currently being analyzed for recommendation to the Minister. When in place, this initiative will reduce the number of approval processes and improve project delivery.

Across sectors, multiple examples of process simplification have also been reported following employees' suggestions. In this regard, in the Parliamentary Precinct Branch, Building Systems Technicians have proposed simpler steps for resetting fire panels by certified electricians, thus reducing disturbance without altering obligations under the National Fire Code. Also, to reduce time and cost related to low dollar value procurement and improve service to clients, we have increased the number of holders of acquisition card by 300%.

The second initiative relates to digital signatures and electronic approvals in order to speed up approval processes. A pilot is scheduled to start with Translation Bureau in spring 2015.

WHOLE-OF-GOVERNMENT CONTRIBUTION

As a common service provider for the entire government, we have been focusing on activities aimed at maintaining or enhancing the quality of the services we provide for our clients

An analysis was conducted for the purpose of identifying new services or consolidating existing services. This exercise was carried out with the participation of employees, who were invited to take part in discussions on GCconnex. A [compendium](#) of the new and consolidated services provided by PWGSC was also posted on this site.

SMART PROCUREMENT IN ACTION

The National Shipbuilding Procurement Strategy (NSPS) applied the guiding principles of governance, industry engagement, and third-party expertise in a comprehensive and innovative way right from day one, which contributed to its success.

ADVANCING OTHER TRANSFORMATION AND MODERNIZATION INITIATIVES RELEVANT TO ACHIEVING DESTINATION 2020

We are undertaking transformation and modernization initiatives that will have a positive impact on other departments as well as on our ability to achieve the vision for Destination 2020.

We have advanced a number of initiatives aiming to enhance service delivery. For example, we have moved forward with our [Smart Procurement Initiative](#). This initiative consists of four principles that guide us in the way procurement is conducted: Early

Engagement, Effective Governance, Independent Advice, and Benefits for Canadians. The benefits of this initiative for government are: better procurement solutions and prices, enhanced risk management and value for money. As part of its implementation in June 2014, we published the Smart Procurement, Benefits for Canadians, Governance, and the Independent Advice Policies. A new Smart Engagement Database and [Smart Procurement Toolkit 1.0](#) were also launched in July 2014.

We have also moved forward with further modernizing our real property management by awarding the new generation of Real Property contracts.

These contracts are key to our evolution as we move from delivering services to managing performance-based contracts with a greater focus on oversight and quality management. These contracts will expand the number of clients served and the range of services provided, while leveraging private sector expertise and agility.

The Translation Bureau's Transformation Roadmap was undertaken in order to fundamentally change the way it does business by increasing efficiency, modernizing the organization and reducing the cost of translation for the Government of Canada.

We are advancing the **Workplace 2.0 Initiative** supporting the creation of an open and networked workplace that also reduces the physical footprint of office space. The Initiative consists of three pillars: the Workplace, the Back Office and the Way We Work. It aims to attract, retain and enable public servants to better serve Canadians by working smarter, greener and healthier.

Since we launched the Workplace 2.0 Accreditation Program, we granted 32 accreditations: 17 Bronze, 12 Silver and 3 Gold. Amongst the 32 accreditations granted, 26 were for other government organizations.

As the Government of Canada's pay and pension administrator, we continue to **modernize the systems and business processes that support pay and pension administration** for current and retired public servants.

Pension administration for the **Royal Canadian Mounted Police (RCMP)** was successfully transferred to PWGSC. Pension services are now delivered using a commercial-off-the-shelf solution supported by a centralized service delivery model generating economies of scale, more cost-effective services, increased productivity and improved timeliness in processing transactions and payments. The Government of Canada Pension Centre in Shediac, New Brunswick is now providing pension services to 40,000 RCMP plan members, bringing the total number of Pension Centre clients to approximately 610,000 public sector employees, retirees and their families.

Another important departmental initiative is the implementation of a **Shared Case Management System (SCMS)** to enhance client service delivery and provide a common solution to departments and

The Transformation of Pay Administration (TPA) Initiative streamed Webcasts back-to-back, reaching several hundred participants across the Public Service.

agencies across the public service. This key initiative is aligned with the Government of Canada's IT modernization strategy and enables an organization or an individual to automate, manage, track and control activities, tasks and workflow processes.

To modernize our translation services we are also implementing a remote interpretation solution which is a new mobile technology to reduce travel costs, allow access to services that meet immediate operational requirements and increase the scope of regional and remote offices. This technology has been piloted with the Canadian Museum of Nature on October 16, 2014, as part of the 400th anniversary of the French presence in Ontario on December 3, 2014, as well as at the National Managers Forum, on December 8, 2014 in collaboration with the Canada School of Public Service.

We are leading the **Human Resources Services Modernization Initiative** aiming to achieve improved HR service delivery using the Peoplesoft v 9.1 system, in all departments and agencies. This new system provides an integrated dashboard and personalized profiles using common HR business processes. It makes self-service delivery more efficient and provides a single access to the PeopleSoft v 9.1 standard configuration. PWGSC implemented the application in December 2014, and is migrating departments and agencies to the new platform, starting with Correctional Services Canada and Employment and Social Development Canada in spring 2015.

Finally, we are preparing the platform and launch of the whole-of-government information management application, GCDOcs, for implementation in fall 2015.

These PWGSC transformation initiatives will yield, within the department and across government, tangible improvements to customer service through data sharing and modern technologies, in a work environment that is conducive to collaboration.

The Consolidation of Pay Services Project is centralizing pay services from 57 departments to one centre of expertise within PWGSC that will be located in Miramichi (New Brunswick). Although not yet completed; the Pay Centre, in December 2014, was delivering services to 40,800 employees from 40 departments.

THE WAY FORWARD

Our Department has been stepping up its efforts to continue delivering on government priorities, to fulfill its mandate as the number-one common service provider of excellence, and to maximize its contribution to the modernization of the public service through the advancement of Destination 2020. We have and will remain inspired by the guiding principles put forth by the Clerk: an open and networked environment; enhancing service delivery through improved data access and networking, smart use of technology and a capable and confident workforce.

With the launch of the initiative, we started out by laying the foundation for a series of ambitious projects. Over the course of the coming months, we will be in a good position to measure the outcomes and assess the impacts of these projects, in terms of our workforce, our work environment and our contribution to the government as a whole. To this end, a departmental group representing a cross-section of the organization will be set up. Its mission will be to monitor the development of activities relating to Destination 2020 on an ongoing basis, support their implementation and identify the next priority areas for innovation supporting the Clerk's vision for 2020.

One of the cornerstones of our success is the mobilization of our employees and the sharing of initiatives so they can be replicated. With this in mind, we are currently working on the production of four videos, illustrating how some of employees' feedback has been translated into concrete action. These videos will be launched in early 2015.

Stay tuned for more to come!