

**PSPC MANAGEMENT ACTION PLAN**  
**Response to the Recommendations from the Audit on Securing Personal Protective Equipment and Medical Devices [COVID-19]**  
**(Auditor General of Canada, Spring 2021)**

Report Ref. No.	OAG Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact (Name, Position, Tel #)	Indicator of Achievement (For Committee Use Only)
102	Public Services and Procurement Canada, while addressing urgent needs and accepting procurement risks, should conduct checks of the financial strength of suppliers before awarding contracts that involve advance payment.	Agreed. The audit acknowledges that Public Services and Procurement Canada mobilized its workforce and adapted quickly to deliver on urgent procurement requirements for Canadians. Procuring the goods and services required to combat the pandemic, particularly in the first 100 days (the focus of this audit), was an around-the-clock effort, undertaken in an unprecedented environment of extremely tight global supply chains. This presented challenges ranging from being able to action contracts outside of regular business hours, address logistics, and undertake new critical activities such as the Essential Services Contingency Reserve. While PSPC established processes at the outset of the pandemic aimed at ensuring oversight and due diligence processes, we recognize that procurement processes can be improved, and in the context of advance payments this includes undertaking financial checks. Over the course of the last year, PSPC has continuously evolved its approaches. Going forward, the Department will further update its processes related to emergency procurements to address lessons learned, while continuing to deliver on its mandates and prioritize the health and safety of Canadians.	Improved processes for assessing suppliers in an emergency before awarding contracts that involve advance payment.	September 30, 2022	<p>PSPC has identified a number of measures to strengthen procurement processes in an emergency.</p> <p>Action 1.1. Update tools and processes to reflect direct experiences from the COVID-19 pandemic, including working remotely, with respect to managing and mitigating risk, particularly as relates to the process of validating suppliers' financial capability in an emergency situation.</p> <ul style="list-style-type: none"> <li>Development of an emergency procurement checklist to support contracting officers in appropriately documenting decision-making and risk mitigation when awarding contracts using emergency contracting limits. <i>(Completion Date: June 30, 2021 - Completed)</i></li> <li>Guidelines/considerations around risks in emergency contracting will be developed and communicated to procurement officers. <i>(Completion Date: April 30, 2022)</i></li> <li>Communique to be developed and issued to procurement officers to remind them of when they must engage a PSPC cost analyst to mitigate financial risks associated with</li> </ul>	Michael Mills, Assistant Deputy Minister, Procurement Branch  613-769-3738	

