Canada Revenue
Agency

Agence du revenu
du Canada

Sustainable Development Action Plan for 2010-2011

April 1, 2010 to March 31, 2011

April 2010

Canada

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Ce document est également disponible en français.

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Introduction

This document, the Canada Revenue Agency's (CRA) Sustainable Development (SD) Action Plan 2010-2011, is an extension to the SD Action Plan that supports the CRA SD Strategy 2007-2010. This transition-year action plan outlines the main activities that the CRA will undertake to advance its sustainable development program between its fourth and fifth SD strategies. The Plan will maintain the SD momentum at the CRA; while positioning the Agency to respond to the requirements of the Federal SD Strategy, which is scheduled to be tabled in Parliament by October 2010.

The Action Plan has four goals that focus on our internal operations, service delivery to the public, our employees, and modern sustainable development management systems. These goals are supported by 14 targets and 39 activities, each of which has a detailed work plan. Activities marked with an asterisk directly support the sustainable development priorities of the Government of Canada.

Accountability and Reporting

Sustainable development is everyone's responsibility. Successful implementation of this national Plan will require the commitment and involvement of all CRA managers and employees. The Board of Management will be monitoring the implementation of the action plan, and we will require guidance from senior executives, leadership from middle managers, and action and involvement from employees.

To implement the plan, we have identified Offices of Primary Interest (OPI), Offices of Collaborating Interest (OCI), and partners. The OPIs are responsible for taking the lead in implementing the activity and are fully accountable for its completion. The OCIs and partners are accountable for providing support to the OPI to complete the activity.

The primary groups responsible for advising on, implementing, or reporting on activities in the Plan are:

- **Sustainable Development Steering Committee (SDSC) and Sustainable Development Champions:** The role of the SDSC is to guide the work of the SD Division, report to the Agency Management Committee on progress with the SD Strategy, and to exert influence on senior executives to make the CRA's internal operations and service delivery more efficient,

sustainable, and environmentally responsible. The members of the SDSC are the two SD Champions at the Assistant Commissioner-level, the Chief Financial Officer and Assistant Commissioner of the Finance and Administration Branch, the Director General of the Strategic Management and Program Support Directorate, and staff of the SD Division. Of the two SD Champions, one has a role to provide advice on internal operations, while the other advises on external service delivery. As spokespersons for sustainable development across the CRA, the SD Champions are responsible for communicating our sustainable development values to employees, the public and our partners. Through their leadership and advice, they will move us closer to making sustainable development part of our corporate culture and business decisions.

- **Sustainable Development Division**: This is a dedicated group of employees in Headquarters situated within the Strategic Management and Program Support Directorate of the Finance and Administration Branch. The Division is responsible for consulting on and updating the CRA's SD Strategy, at least every three years; and for updating and implementing annually the national SD Action Plan. The Division also consolidates CRA-wide performance on SD for quarterly and annual reports to employees, Agency Management Committee, Board of Management, and Parliament. It responds to internal audit enquiries and requests from the Commissioner of the Environment and Sustainable Development. It also leads sustainable development communications, learning, and events; provides expertise and advice to employee requests for information; and provides leadership and technical support to the SD Network.

- **Sustainable Development Network**: Each branch and region of the CRA implements a sustainable development action plan that directly supports the national Plan. To implement these plans, each branch and region has appointed an SD Representative and SD Coordinator. These two positions are the main vehicle for communicating with employees, and in understanding unique branch and regional challenges and opportunities for sustainable development. The SD Representatives are selected from within the management cadre and are responsible for coordinating the planning, reporting, and approvals of sustainable development plans within their area of responsibility. The SD Coordinator supports the SD Representative by coordinating the implementation of the activities of the

branch/regional action plan. Most branches and regions have SD committees, and, in some cases, sub-committees to support their work.

- **National Environmental Management System (EMS) Committee**: The mandate of this committee is to assist with planning, approving, and implementing activities that reduce the effects of our operations on the environment (Goal 1). The committee consists of representatives from each directorate within the Finance and Administration Branch in Headquarters, each region, and select branches in Headquarters. The committee and its sub-committees are under the direction of the National EMS Coordinator within the SD Division.

- **Branches**: The branches are the key to integrating sustainable development into the CRA's business decisions. By integrating sustainable development into their functional areas of responsibility, branches can affect change at the corporate level. All Assistant Commissioners have signed this National Action Plan, and are accountable for their commitments in the plan. They are also accountable for implementing an annual branch plan that supports this national Plan. Under the direction of their SD Coordinator, branches are responsible for promoting awareness on sustainable development to their employees, and for implementing, measuring, and reporting on their sustainable development commitments in a quarterly report for submission to the SD Division.

- **Regions**: Our regions comprise the bulk of the CRA's employee population and deliver CRA programs directly to Canadians. All regional Assistant Commissioners have signed this Plan, and are accountable for their commitments in the plan. They are also accountable for implementing an annual regional plan that supports this national Plan.

Under the direction of their SD Coordinator, regional offices define specific roles for promoting awareness to employees at the local level, and implementing, measuring, and reporting on their sustainable development commitments in a quarterly report for submission to the SD Division.

- **Partnerships**: The SD Division and the SD Network liaise with other government departments (OGDs) and organizations through various national, regional and local working groups. These partnerships help to reduce duplication of effort, learn about best practices, and ensure that our strategy and action plans reflect the priorities of the Government of Canada. We also rely on partners, such as our facilities service provider, to advance specific targets in our strategy.

- **Management**: Management at all levels, including the Board of Management, are responsible for providing support and direction for planning and implementing sustainable development activities at the CRA.

- **Employees**: Sustainable development is a shared responsibility throughout the CRA. All employees are responsible for being aware of the principles of sustainable development, and for applying these principles in their work.

GOAL 1: REDUCE THE EFFECTS OF OUR OPERATIONS ON LAND, AIR, AND WATER.

Objective 1.1: Reduce waste and ensure efficient use of resources

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
1.1.1 The CRA will expand its waste management program to facilities representing **90%** of CRA employees by March 31 2011.	1.1.1.1	Implement the *No Waste* program in additional CRA facilities.	*No Waste* program in additional facilities	F&A (SMPSD)/ SD Network/ service providers
	1.1.1.2*	Develop a Green Office Guide that supports green meetings, green office moves, paper reduction activities and reduction/reuse initiatives.	Green Office Guide	F&A (SMPSD)/ F&A (RPSID), EMS Committee/ service providers
Performance Indicators Number of additional CRA facilities with No Waste program. **Performance Measures** Percentage of CRA employees with access to No Waste program. **Data Collection Method/Source** SD Division records and reports	1.1.1.3	Continue to promote green office initiatives, including green meetings, green office moves, paper reduction activities and reduction/reuse initiatives.	Green office promotion activities and initiatives	F&A (SMPSD)/ SD Network / service providers

* This commitment contributes to the Government of Canada's sustainable development priorities.

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
1.1.2 Expand the **green procurement** program to achieve by **March 31, 2011:** - Green purchases account for **5%** of total CRA purchases. - **Purchase** of goods and services through green consolidated procurement instruments will be maximized.	1.1.2.1*	Include SD clauses and environmental specifications in all new contractual arrangements valued at $1M or more, where possible.	New contractual arrangements valued at $1M or more include SD clauses and environmental specifications	F&A (AD) / F&A (SMPSD)/ -
Performance Indicators Percentage of new contractual arrangements ($1M or more) that include environmental specifications; percentage of procurement staff trained in green procurement; and ratio of users to printing devices. **Performance Measures** Percentage of green procurement by dollar value compared to annual total procurement; percentage of goods and services bought using green consolidated procurement instruments. **Data Collection Method/Source** Reports from procurement systems; review and assessment of strategic sourcing contracts issued; spend analysis on strategic sourcing contracts.	1.1.2.2*	Include environmental considerations in 100% of performance evaluations of managers and functional heads of procurement and materiel management.	Performance evaluations that include environmental considerations	F&A (AD) / F&A (SMPSD)/ -
	1.1.2.3*	Identify all management processes and controls, relating to procurement, which should include environmental considerations using PWGSC's guideline and checklist.	Procurement management processes and controls identified for inclusion of environmental considerations	F&A (AD) / F&A (SMPSD)/ -
	1.1.2.4*	Develop an inventory of CRA printing units and establish a printing device consolidation strategy to reduce the user to printing device ratio.	CRA printing units inventory; Printing device consolidation strategy;	F&A (AD) / ITB (NISD & DTS) / F&A (SMPSD)
	1.1.2.5*	Provide green procurement training to 100% of procurement and materiel management staff and green procurement education to acquisition card holders.	Procurement/materiel management staff trained in green procurement; acquisition cardholders educated on green procurement	F&A (AD) / F&A (SMPSD)/ -

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
1.1.3 Reduce multi-purpose office paper purchases per full-time equivalent (FTE) by **20%** or to **5,126 sheets** (from the 2005-2006 base year level) by March 31, 2011.	1.1.3.1	Revise the procedures for responding to requests under the *Access to Information Act* and the *Privacy Act* (ATIP), resulting in a reduced paper burden, while maintaining or improving processing efficiency.	Revised ATIP process implementation report	PAB (AIPD) / - / -
Performance Indicators Reduction in paper use resulting from revisions to the ATIP process.	1.1.3.2	Implement, where possible, the Agency Wide Information Classification Scheme (AWICS) program to support paper reduction and electronic information management.	AWICS program implementation report	CSBDB (SIMD, IPGD) / - / -
Performance Measures Percentage reduction in multi-purpose office paper purchased per employee (FTE).	1.1.3.3	Conduct an assessment to improve SD performance in Agency publishing processes.	Assessment report	PAB (EPMD) / F&A (SMPSD)/
Data Collection Method/Source Synergy paper purchase reports; FTE reports; SD Division records and reports	1.1.3.4	Work with Branch SD Coordinators and branch functional authorities to analyze and prioritize the Agency Paper Use Scan submissions and develop additional paper reduction activities for the SD Strategy 2011-2014.	SD Strategy activities	F&A (SMPSD)/ Branch SD Coordinators /

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
1.1.4 Promote **sustainable business travel** best practices to employees by March 31, 2011.	1.1.4.1	Communicate best practices for sustainable business travel to employees and priority groups.	Communication materials and activities	F&A (SMPSD) / SD Network / -
Performance Indicators Number of communications to employees and priority groups **Performance Measures** Percentage of employees who indicate an increase in their use of sustainable business travel options in the SD Awareness Survey **Data Collection Method/Source** SD Awareness Survey; SD Division records and reports	1.1.4.2	Update policy instruments related to business travel (e.g., travel policy, taxi policy) with sustainability criteria, as feasible.	Sustainability criteria integrated into policy instruments	F&A (FAD) /F&A (SMPSD) / -

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
1.1.5 Reduce greenhouse gas (GHG) emissions from CRA vehicles by **4%** from 2006-2007 base year levels, by March 31, 2011.	1.1.5.1*	All vehicles purchased/leased by the CRA are either hybrid or alternative fuel capable, where operationally feasible.	Hybrid and alternative fuel vehicles in fleet	F&A (AD) / - / -
Performance Indicators Number and percentage of hybrid and alternative fuel vehicles purchased; communications to fleet managers and drivers. **Performance Measures** Annual GHG emissions from CRA vehicles **Data Collection Method/Source** Reports from fleet management systems; SD Division records and reports	1.1.5.2*	Communicate best practices for vehicle operation and management to fleet managers and drivers.	Communications to fleet managers and drivers	F&A (AD) / F&A (SMPSD) / -

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
1.1.6 Promote energy conservation in priority facilities by March 31, 2011. **Performance Indicators** Number of priority facilities with energy conservation initiatives **Performance Measures** Energy savings **Data Collection Method/Source** Equipment inventories reports; SD Division and SD Network reports	1.1.6.1*	Implement energy conservation initiatives and measure results in priority facilities in collaboration with stakeholders.	Energy conservation initiatives in priority facilities	F&A (SMPSD) / SD Network / F&A (RPSID), ITB

Objective 1.2: Comply with environmental legislation and regulations

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
1.2.1 Improve the **management of hazardous materials** to minimize environmental impacts by March 31, 2011.	1.2.1.1*	Implement a system to ensure that all surplus IT and telecommunications equipment is reused or recycled in an environmentally sound and secure manner.	System for IT and telecommunications equipment reuse and recycling in place.	F&A (AD) / ITB (DTS) & F&A (SMPSD) / -
Performance Indicator Number and percentage of facilities with product replacement plans	1.2.1.2	Develop and implement product replacement plans for priority items in halocarbons inventory.	Product replacement plans	F&A (SMPSD) / - / -
Performance Measures Number and amount of halocarbon releases; CRA total spending on battery recycling services **Data Collection Method/Source** Reuse and recycling reports; disposal reports; Synergy reports; SD Division records and reports	1.2.1.3	Promote and implement battery recycling programs to support the environmentally safe disposal of batteries used for CRA business.	Battery recycling programs promoted and implemented.	F&A (SMPSD) / SD Network

GOAL 2: DEMONSTRATE SUSTAINABLE SERVICE DELIVERY OF TAX AND BENEFIT PROGRAMS

Objective 2.1: Enable efficient and innovative program delivery

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
2.1.1 By March 31, 2011, continue to **simplify the tax filing process** by increasing electronic services, and reducing the paper burden on individuals, businesses, and charities.	2.1.1.1	Estimate paper savings from e-service options in the *My Account* and *My Business Account* portals on the CRA website.	ABSB paper reduction reports	ABSB/F&A (SMPSD)
Performance Indicators				
Take-up rate of individual (T1) and business returns (T2) filed electronically				
Performance Measures				
Estimated reduction in paper use due to e-service initiatives				
Data Collection Method/Source				
CRA annual forecast reports; CRA Annual Report				

Objective 2.2: Enhance partnerships to support shared sustainable development objectives

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
2.2.1 Pursue efficient and environmentally responsible service delivery when engaging in **partnerships** with other government departments and organizations for tax and benefits administration.	2.2.1.1	Integrate sustainability criteria into new key federal/provincial partnerships, where appropriate.	Memorandum of Agreements and Letters of Intent that include sustainability provisions.	CSBDB (CRD) and F&A (SMPSD) / -
Performance Indicators Percentage of partnership agreements that have sustainability provisions **Performance Measures** Efficiencies gained from implementing the Service Delivery Strategy **Data Collection Method/Source** Branch SD performance reports; CRA Annual Report; annual federal/provincial reports	2.2.1.2	Support the implementation of the CRA Service Strategy to enable the Agency to be more efficient, effective, and responsive in the administration of tax and benefit programs across orders of government and increase the availability and coverage of electronic service options.	Streamline tax and benefit administration and offer new/enhanced e-service options.	CSBDB (SPD) / -/ -

GOAL 3: ALL EMPLOYEES APPLY SUSTAINABLE DEVELOPMENT IN THEIR JOBS

Objective 3.1: Demonstrate leadership and commitment to sustainable development

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
3.1.1 CRA **leaders** demonstrate their support for SD in the workplace by committing to SD responsibilities in their performance agreements: - 90% of EC (Executive Cadre) - 90% of MG (manager/gestion) and equivalents	3.1.1.1	Include meaningful and measurable SD expectations in the guidelines for preparing performance agreements for EC and MG management levels.	SD responsibilities in guideline document and updated SD clauses for EC and MG performance agreements	F&A (SMPSD) / HRB (EOOD, EPPD) and CSBDB (CPGMD) and SD Network / -
Performance Indicators Number of MG Learning Program sessions with SD content delivered and number of participants. **Performance Measures** Percentage of EC performance agreements that include an SD clause; Percentage of appraised MG performance expectations that include an SD clause. **Data Collection Method/Source** Annual branch /regional SD reports; reports from MG program (HRB)	3.1.1.2	Continue to deliver job-specific SD training for MG managers.	SD training module for MGs	F&A(SMPSD) / HRB (TLD) / -

Objective 3.2: Raise the level of employee involvement and support for sustainable development

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
3.2.1 Achieve **95%** of employees who indicate they are aware of SD at the CRA.	3.2.1.1	Provide general SD awareness messages to employees through national campaigns, events, and initiatives, such as Earth Day, Environment Week, and Waste Reduction Week.	National SD campaigns, events, and communications materials	F&A (SMPSD) / SD Network / -
Performance Indicators Impact of national and local SD campaigns on CRA programs and/or services; results of SDIF projects	3.2.1.2	Implement and assess the SD Innovation Fund (SDIF)	Assessment report	F&A (SMPSD) / - / -
Performance Measure Percentage of employees who are aware of the CRA SD program **Data Collection Method/Source**	3.2.1.3	Conduct survey on SD awareness among CRA employees	Survey report	F&A (SMPSD) / PAB (POREAD) / -
Employee awareness survey	3.2.1.4	Promote SD recognition to management and employees	Promotion activities	SD Network/ -
	3.2.1.5	Integrate SD information into orientation programs for new employees in the branches and regions.	SD included in branch and regional orientation programs	SD Network / -

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
3.2.2 Implement **employee commuting** initiatives by March 31, 2011.	3.2.2.1	Implement sustainable commuting initiatives in priority facilities and measure impacts.	Commuting initiatives implemented and impacts measured	SD Network / F&A (SMPSD) and HRB (SRCD) / -
Performance Indicators Number of priority facilities that have employee commuting initiatives; Percentage of employees in priority facilities with increased awareness of sustainable commuting options **Performance Measures** Percentage reduction in emissions (GHG); percentage increase in use of sustainable transportation options **Data Collection Method/Source** Employee commuting questionnaires/ SD Division records and reports	3.2.2.2	Integrate clauses that support sustainable commuting into site selection criteria for new CRA office locations, as feasible.	Updated site selection criteria	F&A (RPSID) / F&A (SMPSD) / -
	3.2.2.3	Update policy instruments related to employee commuting (e.g., telework policy, parking directive, and parking procedures) with sustainability criteria, as feasible.	Sustainability criteria integrated into policy instruments	HRB (SRCD) and F&A (RPSID) / F&A (SMPSD) / -

GOAL 4: USE MODERN SYSTEMS THAT SUPPORT AND MAINTAIN SUSTAINABLE DEVELOPMENT.

Objective 4.1: Monitor, measure and report on our sustainable development progress

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
4.1.1 Review the CRA **SD framework** for improvements by March 31, 2011.	4.1.1.1	Review and update CRA SD strategy and SD framework.	Updated strategy and framework	F&A (SMPSD) / SD Network /
Performance Indicators SD Network's level of satisfaction with the services provided by the SD Division; Updated SD framework for the CRA. **Performance Measures** Approved CRA SD Strategy 2011-2014. **Data Collection Method/Source** PR Tool; SD Division; SD Network	4.1.1.2	Include SD accountabilities in Agency governance framework.	SD in RPP, CBP.	F&A (SMPSD) / SD Network /
	4.1.1.3	Improve SD performance reporting by aligning the data management and statistical analysis systems for the national, branch and regional SD action plans, and the environmental management programs of the EMS.	Improved system for data management and statistical analysis of SD Strategy and EMS	F&A (SMPSD) / - /
	4.1.1.4	Table CRA's fifth SD Strategy 2011-2014.	CRA SD Strategy 2011-2014 in RPP	F&A (SMPSD) / CSBDB, PAB /

Objective 4.2: Assess economic, social and environmental impacts of our programs, policies and plans

Targets and Corresponding Performance Indicators and Measures	Activities		Activity Outputs	Accountability (OPI/OCI/Partner)
4.2.1 Update the CRA SD Criteria by **March 31, 2011**.	4.2.1.1*	Update and continue to integrate sustainability criteria into key programs and policies of the CRA.	CRA programs and policies assessed using the sustainability criteria	F&A (SMPSD) /SD Network / -
Performance Indicators Internal discussions, partnerships and strategic alliances; approved economic, social, and environmental indicators for the CRA **Performance Measures** Revised SD Criteria for the CRA **Data Collection Method/Source** CRA stakeholders; SD Division	4.2.1.2*	Advance consultations on a triple bottom line measurement and reporting (SD Report Card) of CRA performance by seeking consensus on existing, available and new performance indicators for economic, social and environmental dimensions.	Consultation results	F&A (SMPSD) / - /

Appendix 1: Definitions of Terminology and Acronyms

<u>Terminology</u>

* – This symbol indicates that the activity directly supports one of the sustainable development priorities of the Government of Canada.

Vision – A visionary statement that describes what the CRA will be known for once it fully adopts sustainable development into its business.

Long-term Outcome – A high-level statement about the desired societal results of our actions towards sustainable development. Long-term outcomes are usually close-ended statements that are too high level to measure.

Goal – A statement indicating a desired result that is long-term and strategic, and achievable within a 15-year period (i.e., over the span of five three-year strategies). It focuses on key priorities and is related to those areas where the CRA can make the biggest difference towards sustainable development. Objectives subdivide the goal into focus areas.

Objective – A clear statement that subdivides a goal into focus areas, and is achievable within a 6 to 9-year period (i.e., over the span of two or three three-year strategies). Targets subdivide the objective into specific commitments.

Target – A statement that subdivides an objective into specific commitments. It is SMART (specific, measurable, achievable, results-oriented, and time bound), is usually achievable within a three-year period, and will lead towards achieving objectives. Activities subdivide the target into annual achievements.

Activity – A short-term action that, in combination with other activities, will lead to achieving a target.

Activity Output – The result of an activity, which is often a document or service provided.

Performance Indicators – A qualitative or quantitative interim measurement that demonstrates that meaningful steps are being taken to achieve a target; and is linked to the activities that support the target.

Performance Measures – A qualitative or quantitative measurement that determines whether or not a target has been met.

Data Collection Method / Source - A short description of the type of data needed to measures performance towards achieving a target, where to find the data (e.g., Annual Report), and the means of collecting the data.

Accountability (OPI/ OCI/ Partner) – Indicates who is responsible for completing the activity. The group listed first in the "Accountability" column of the Action Plan is designated as the Office of Primary Interest (OPI). The group listed second in the column is designated as the Office of Collaborating Interest (OCI). The group listed third in the column is designated as a partner. OPIs are responsible for taking the lead in implementing the activity, and are fully accountable for its completion. OCIs are accountable for providing support to the OPI to complete the activity, while the OPI will approach the partner for input.

Acronyms

ABSB	Assessment and Benefit Services Branch
ABSB (BPD)	Assessment and Benefit Services Branch (Benefit Programs Directorate)
Appeals	Appeals Branch
CAEB	Corporate Audit and Evaluation Branch
CPB	Compliance Programs Branch
CPB (CSD)	Compliance Programs Branch (Compliance Strategy Directorate)
CSBDB (CRD)	Corporate Strategies and Business Development Branch (Client Relations Directorate)
CSBDB (CPGMD)	Corporate Strategies and Business Development Branch (Corporate Planning, Governance, and Measurement Directorate)
CSBDB (SIMD)	Corporate Strategies and Business Development Branch (Statistics and Information Management Directorate)
CSBDB (SPD)	Corporate Strategies and Business Development Branch (Strategic Policy Directorate)
F&A (SMPSD)	Finance and Administration Branch (Strategic Management and Program Support Directorate)
F&A (FAD)	Finance and Administration Branch (Financial Administration Directorate)
F&A (AD)	Finance and Administration Branch (Administration Directorate)
F&A (RPSID)	Finance and Administration Branch (Real Property and Service Integration Directorate)
F&A (SRMIAD)	Finance and Administration Branch (Security, Risk Management and Internal Affairs Directorate)
FTE	Full-time equivalent employee
HRB (EOOD)	Human Resources Branch (Employment, Organization and Operations Directorate)
HRB (EPPD)	Human Resources Branch (Executive Personnel Programs Directorate)
HRB (SBMPSD)	Human Resources Branch (Strategic Branch Management and Program Support Directorate)
HRB (SRCD)	Human Resources Branch (Staff Relations and Compensation Directorate)
HRB (TLD)	Human Resources Branch (Training and Learning Directorate)
ITB	Information Technology Branch
PAB (AIPD)	Public Affairs Branch (Access to Information Directorate)
PAB (CD)	Public Affairs Branch (Communications Directorate)
PAB (EPMD)	Public Affairs Branch (Electronic and Print Media Directorate)

PAB (POREAD)	Public Affairs Branch (Public Opinion Research and Environment Analysis Directorate)
PWGSC	Public Works and Government Services Canada
LPRAB (CD)	Legislative Policy and Regulatory Affairs Branch (Charities Directorate)
National EMS Committee	National Environmental Management System Committee (some branches and all regions)
SD Network	Sustainable Development Network (a committee with representation from all branches and regions)
TSDMB (TID)	Taxpayer Services and Debt Management Branch (Tax Information Division)
TSDMB (TSD)	Taxpayer Services and Debt Management Branch (Taxpayer Services Directorate)