

Evaluation Summary of the Evaluation of the TC's Operational Support Services (OSS)

About the evaluation	<ul style="list-style-type: none"> • The Evaluation assessed short and medium term scenarios for realizing savings while ensuring the continuity of needed operational support services. A variety of evaluation methods were employed to address the key evaluation issues, including: document reviews, interviews and data analysis.
Evaluation results :	<ul style="list-style-type: none"> • OSS s perceived as adding value and expertise to the organization over the years. There is sufficient similarities between the core functions to justify keeping OSS centralized. Closing OSS would not yield any short term savings. • Currently, OSS falls under the Aircraft Services Directorate (ASD). While ASD staff have operational and cost recovery experience, the unit is not integrated into departmental, operational and multimodal oversight functions which OSS is intended to support. • The Document Services and Forms Management (DSFM) function is estimated to be approximately half of the total annual cost of OSS. Despite the Department's move to have forms available electronically, there are still forms that must be available in paper format as laid out in regulations and international requirements. A digital strategy would realize cost savings for production, distribution and storage. • The Lancaster Road warehouse is at least twice the size needed for OSS to perform its core functions. Additionally, some TC directorates use other departmental storage space and/or rent off-site storage spaces.
It was recommended that Transport Canada:	<p>Medium term savings could likely be realized by implementing the following recommendations:</p> <ol style="list-style-type: none"> 1. Reinforce the multi-modal dimension of OSS by either centralizing OOS reporting within Multi-Modal Strategy & Program Integrity Unit, the Multi Modal Unit or ADMO S&S or should it stay with ASD, enhance the multi-modal governance of OSS. 2. Develop an OSS business strategy which considers the following: <ul style="list-style-type: none"> • The objectives, authorities and the governance of OSS; • Cost-recovery model; • Rationalization of forms and publications inventory and 5-year digitalization plan; • Closure of the video production studio; • Optimizing the Department's storage (vs warehouse) footprint 3. Assess the Department's overall storage footprint and assess the benefits of consolidating needed storage.
MAP	<p>Recommendations #1 and #2 are addressed to the ADM, Safety and Security. Recommendation #3 is addressed to the ADM, Corporate Services.</p>
About the Operational Support Services Unit	<ul style="list-style-type: none"> • Transport Canada's Operational Support Services Unit (OSS) is comprised of an 11 person team which provides the following core services: <ul style="list-style-type: none"> ○ Inspector / Delegated Officer Clothing and Personal Protective Equipment; ○ Document Service and Forms Management; ○ Inspector Credentials; ○ Personnel Licensing Activities; ○ Warehousing