

# Staying in Touch

MARCH 2005

## A Word from the President

Steve Johnston

Fostering professional development is a cornerstone of the Materiel Management Institute. Providing information and opportunities to enhance your careers is a prime objective of the MMI Board. This issue contains valuable references on what's out there and where to find it. If you are aware of other training vehicles that may be of interest to the procurement and materiel management community, please forward information to the MMI National Office.

The **Materiel Management National Workshop** continues to serve as the foundation of the Institute. Now in its 16th year, it has garnered the reputation of being "the" professional development event for procurement and materiel managers nationwide. Taking place May 2-4, 2005 and entitled "Teaming Up to Navigate New Waters", the Workshop will guide you through the streams of the life-cycle management of assets. The Institute is grateful to the host department for the 2005 Workshop, Fisheries and Oceans Canada. Check out the MMI web site for program details and registration information.

The MMI is undertaking a new approach to the delivery of training in the Regions. "**Across Canada Training Sessions**" will be rolled out in April 2005. One-day workshops include: Values and Ethics; How to Write Better Statements of Work and Bid Evaluation; Real Property: An Overview for Procurement and Materiel Managers; CITT Legal Risk; and, Overview of Procurement for Materiel and Real Property. Suggestions for additional topics are welcome. Send your ideas to the MMI National Office.

Your colleagues who have made outstanding contributions over the years to the procurement and materiel management community were featured in the September 2004 issue of *Staying in Touch*. **Nominations for the MMI Awards for 2005** are being sought. The deadline for award submissions for "Materiel Management Recognition", "Environmental Recognition", "Recognition for Excellence in Service as a Materiel Manager", and the "Ambrose Churko Good Citizenship" is March 28, 2005. The criteria and process for submitting a nomination can be found on the MMI web site. Nominate a colleague to demonstrate the value, importance and professionalism of the procurement and materiel management function.

The MMI Board of Directors is working on your behalf and moving the profession forward. A sense of pride of accomplishment is one of the personal rewards one feels by serving on a volunteer Board. The Institute is seeking candidates who would like to contribute their time and energy to the MMI Board and serve as a Director. The Annual General Meeting is scheduled for May 4, 2005 in conjunction with the Materiel Management National Workshop. The Slate for 2005-2006 will be presented for ratification at the AGM. If you would like to **step forward as a Director**, please contact the MMI National Office.

*Staying In Touch* is published in September and March.  
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[www.cipmm-icagm.ca](http://www.cipmm-icagm.ca)

## Mark Your Calendars

Refer to the MMI web site for program details and registration at [www.cipmm-icagm.ca](http://www.cipmm-icagm.ca)

- |                   |   |
|-------------------|---|
| May 2-4, 2005     | Materiel Management National Workshop<br>Ottawa   |
| April 12, 2005    | Values and Ethics<br>Winnipeg   |
| April 13, 2005    | How to Write Better Statements of Work<br>and Bid Evaluation<br>Winnipeg  |
| April 17-20, 2005 | National Manager's Forum "Managing Beyond Borders:<br>The Power of Connection"<br>(contact Tracey Kress 306-780-5607;<br><a href="mailto:tracey.kress@pwgsc.gc.ca">tracey.kress@pwgsc.gc.ca</a> )<br>Regina |
| Sept. 27, 2005    | Real Property: An Overview for Procurement<br>and Materiel Managers<br>Québec City  |
| Sept. 28, 2005    | CITT Legal Risk<br>Québec City  |
| Oct. 18, 2005     | Values and Ethics<br>Regina   |
| Oct. 18, 2005     | Overview of Procurement for Materiel and Real Property<br>Halifax   |
| Oct. 19, 2005     | Real Property: An Overview for Procurement<br>and Materiel Managers<br>Halifax  |
| Oct. 19, 2005     | How to Write Better Statements of Work<br>and Bid Evaluation<br>Regina  |
| Nov. 14-16, 2005  | Real Property Institute of Canada National Workshop<br>Ottawa   |
| Nov. 22, 2005     | Values and Ethics<br>Edmonton   |
| Nov. 22, 2005     | Overview of Procurement for Materiel and Real Property<br>Regina  |
| Nov. 23, 2005     | Real Property: An Overview for Procurement<br>and Materiel Managers<br>Regina   |
| Nov. 23, 2005     | How to Write Better Statements of Work<br>and Bid Evaluation<br>Edmonton  |
| Dec. 13, 2005     | Real Property: An Overview for Procurement<br>and Materiel Managers<br>Vancouver  |
| Dec. 14, 2005     | Overview of Procurement for Materiel and Real Property<br>Vancouver   |



Materiel Institut  
Management de gestion du  
Institute materiel

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# Connecting with your Board

In the September 2004 issue we featured some of  
the MMI's Board Members. **Meet three more!**

### Larry Lashkevich, OMM, CD (MMI Past President)

Larry Lashkevich joined the Canadian Forces in 1968 and recently retired from his rank as Brigadier-General. He has been actively engaged in the entire spectrum of logistics planning, execution and operational support in Canada and abroad. Throughout the past decade, he has been a key player in the Logistics Transformation of Canada's National Defence and for the past seven years led that Transformation as J4 Materiel/Director General Logistics. In this capacity, he has been instrumental in the development of a National Military Support Capability for Canadian Forces on missions throughout the world and which was successfully trialed in the deployment of the CF to Kabul, Afghanistan in 2003.

Larry has been active in Logistics and Materiel Support matters outside of National Defence, notably with other government departments, national and international organizations and with other nations. He was President of the Materiel Management Institute of Canada for five years; he is on the Advisory Board for the Electronic Supply Chain Degree Program at Algonquin College in Ottawa; and he has had and continues to have extensive contact with materiel and supply managers and military Logisticians with numerous nations around the world.

Larry has been awarded the Order of Military Merit (OMM) and the Order of Merit of the Hungarian Republic Knight's Cross. He has served twice with the United Nations, in Cyprus and in Egypt.

### Robert Myers (MMI Vice-President)

Director, Materiel Management and Contracting Services, Canadian Heritage

Robert Myers joined the Public Service in 1974 as a generalist administrator with Agriculture Canada. He held a variety of positions related to Administration, Finance and Materiel Management. In 1989 Bob moved to Communications Canada as Chief of Procurement and Contracting Services. When the Department of Communications amalgamated with four others to form the Department of Canadian Heritage, Bob continued as this new department's Chief, Procurement and Contracting Services. For the past three years Bob has worked as Director, Materiel Management and Contracting Services and is responsible for Contracting, Purchasing, Warehousing, Assets Management, Fleet Management, Materiel Systems, Training, Policy and Risk Management.

### Mark Taylor (MMI Regional Director for NB)

Chief, Materiel Management/Services, Shared Services Office, Natural Resources Canada

As part of his 28 years in the Public Service, Mark spent 15 years of his career with Veterans Affairs Canada - Veterans Land Administration in the field of Mortgage and Loan Accounting. For the past 13 years Mark has managed the Materiel Management and Administrative Services Branch with Natural Resources Canada – Canadian Forest Service – Atlantic Forestry Centre (formerly Forestry Canada) in Fredericton, NB. This work includes Fleet Management, Procurement and Contracting, Assets Management, etc. Recently, Natural Resources Canada officially introduced the "Shared Services Office" and Mark and his unit were transferred to this new unit on January 17, 2005.

# Enhancing Your Professional Career: *What's Out There for You...*



## Matériel Management National Workshop May 2-4, 2005 Ottawa

Two full day training sessions on "Overview of Procurement for Matériel and Real Property" and "Real Property: An Overview for Procurement and Matériel Managers" will be offered in English and French and are recognized by the TBS Professional Development and Certification Program in Procurement, Matériel, and Real Property.

Overview of Procurement for Matériel and Real Property will include the following topics:

- Accountability, Values and Ethics
- Legal and Political Framework
- Contracting Environment
- Contracting Process
- Contract Administration and Dispute Resolution

Learning Objectives of this Workshop are:

- Identify the roles and responsibilities in the procurement process;

- Identify the phases in the procurement process and relevant documentation;
- Identify the policies and procedures applicable to the procurement process;
- Identify the various methods of supply.

*Real Property: An Overview for Procurement and Matériel Managers* is designed to assist managers in better understanding the scope and challenges of the federal government's real property sector.

Areas to be covered in this workshop include:

- The Federal Government's Real Property Portfolio;
- The Role of a Real Property Management Framework;
- Primary Roles and Responsibilities within the Federal Government's Real Property Community;
- Chief Central Agency Real Property Policy Requirements;
- Real Property and Life Cycle Management;
- Understanding the Demand for Real Property;
- Understanding Real Property Supply Issues; and
- Understanding Real Property Information Management.

Detailed program information on the **keynote addresses, concurrent sessions, Trade Show and Gala Dinner** are available on the MMI web site. Don't miss out on this exceptional professional development opportunity to enhance your career.

## Professional Development and Certification Program for the Procurement, Matériel Management and Real Property Community

Colleen Post, Chair, MMI Member Services and Principal Analyst, Professional Development and Certification Program, TBS

The Professional Development and Certification Program Management Office (PDCPMO) at Treasury Board of Canada Secretariat (TBS) is working with the new Canada School of Public Service to develop another Program Curriculum course. The course entitled *Fundamentals 2: The Legal and Policy Environment*, will be offered in the near future to the Procurement, Matériel

Management and Real Property Community as an e-learning product.

As part of the Certification component of the Program, the PDCPMO is also working closely with the Personnel Psychology Centre at the Public Service Commission to develop the **Certification Level I exams** for the Procurement and Matériel Management Community. Questions and answers for the certification exams are being formulated through a series of Item Writing Workshops that involve functional specialists in both areas. A **Candidate Achievement Record** (Candidate's Booklet and Assessor's Guide), together with a Reference Check (Booklet and Guidelines) that addresses the experience requirements for the competencies identified in the Standard for Competencies of the Federal Government Procurement, Matériel Management and Real Property Community is also being developed as assessment tools for confirmation of participants' eligibility for certification.

The **Standard for Competencies** for the Community that the PDCPMO has been developing with the expertise of the Canadian General Standards Board (CGSB) and functional specialists from over 20 departments will be published as a CGSB Standard in March 2005. It defines three proficiency levels and knowledge, experience and learning requirements related to the Core Competency Profile and can be used by the Community for purposes of professional development, career planning and management and/or certification. A **Certification Program Manual** that will provide all the relevant details about the Certification process is expected to be made available to the Community, along with the above-mentioned learning and assessment tools, early next fiscal year. You are encouraged to visit the PDCP site at [www.tbs-sct.gc.ca/pd-pp](http://www.tbs-sct.gc.ca/pd-pp) for future updates.

# Procurement, Materiel Management and Real Property Community — Demographic Study

## Final Report – May 2004

PDCP Management Office of the Risk Management Directorate  
Treasury Board Secretariat

### Objectives

- In the development of the Professional Development and Certification Program (PDCP) for Procurement, Materiel Management and Real Property (PMMRP) practitioners in the federal public service (FPS), stakeholders from over 20 different departments and agencies identified a need for demographic information on the Community as part of a broader Human Resources Management Framework and strategy for the Community, estimated to be approximately 10,000 employees.
- Specifically, the objectives of this Initiative are to:
  - Profile the community of federal government Procurement, Materiel Management and Real Property employees (demographics, skills, competencies, location, etc.);
  - Determine how to better communicate and connect with this community;
  - Understand the training and/or career development needs of this community; and,
  - Strengthen the effectiveness of the Professional Development and Certification Program by gleaned insights and feedback from the community.

### Executive Summary

- Demographics of the PMMRP Community
  - Like the Federal Public Service as a whole, the PMMRP community is aging: 34% are 50+ and only 7% are under the age of 30.
  - 39% currently reside in National Capital Region (NCR), with the rest spread out evenly across the regions.
  - Tenured workforce: 60% of respondents have worked in FPS for more than 15 years; only 21% are new hires (have been in FPS for less than 5 years).
  - A third of respondents are new to PMMRP (less than 5 years).
- A well-educated community, but not necessarily in PMMRP designations
  - A well-educated workforce: 68% have some form of post-secondary education.
  - More than two thirds (68%) of the under 30 group have university degrees.
  - Few (15%) have received any external PMMRP certification, especially low (7%) among under 40.
- Loss of PMMRP talent by retirements
  - 40% of respondents intend to retire within the next 10 years; 21% in the next 5 years.
  - Of concern is 19% of the under 30 group who intend to work in PMMRP for less than 10 years. This is a group the community can't afford to lose.

- Not a homogenous group: Segmentation based on age, region, and function
  - Young people (under 40 group) are more likely to expect/want training, career advancement, and relevant/challenging work. They are ambitious, have high expectations of their career in the FPS, and are the likeliest group to seek training through the PDCP.
  - Regional variance is significant. Respondents from National Capital Region are more positive about training and career advancement opportunities than the provinces.
- Career advancement could be a source of frustration ... and opportunity
  - A degree of frustration at perceived limited opportunities for promotions: 37% feel they do not have a good opportunity for promotion. The younger group (under 40) however are much more optimistic (54% feel they have a good opportunity for a promotion).
  - A large gap between actual and intended promotions: 62% indicated it is somewhat or very likely that they will apply for a promotion in the next two years, yet only 27% reported they were promoted in the last two years. This gap is particularly acute among the under 40 segment where 83% intend to apply for a promotion in the next two years (93% of under 30 group).
  - Opportunities for career advancement elsewhere is a top motivation for leaving the FPS.
  - Positive correlation between participation in PDCP and career advancement.
- Training is valued and sought after by PMMRP employees
  - 81% of respondents are interested, either now or in the future, in upgrading their skills through the Professional Development and Certification Program.
  - 21% of respondents indicated they do not get the training they need for their job.
  - Ongoing learning: 32% are currently pursuing some form of learning or education (only 9% are pursuing PMMRP external certification).
  - Concern by some that new training doesn't actually effect promotional opportunities or remuneration.
- Professional Development and Certification Program is relevant, but is under-utilized
  - Low awareness of and participation in PDCP (56% have not heard of it and only 24% have used it).
  - Most (83%) have not used the competency assessment tool.
  - Competency assessment shows gap in importance vs. skill; thus a need for development in certain areas: e.g. risk management, effectiveness/stress management, strategic thinking, negotiation and persuasion, and communication.

### Conclusions ...

#### Recruit, develop, and retain Young Professionals (under 40)

- The PDCP could be used to help young professionals achieve their professional and personal development goals, thus contributing to the retention of this ambitious and highly educated group within the PMMRP community.
- Respondents under 40 years of age are highly educated; ambitious; have high expectations about career development; are eager for training; and hope to work in the FPS for their career.

- They are optimistic about their opportunities to get a promotion. And they intend to apply for promotions (93% of under 30 group intend to apply for promotions in the next 2 years).
- To young professionals promotion, training and skills development, and relevant/challenging work are essential elements to job satisfaction, along with salary and job security.
- But opportunities for training may seem elusive to this group: 34% believe they do not get the training they need to do their job and 65% were not aware of the PDCP for the PMMRP community.
- 68% of young professionals are interested in upgrading skills through PDCP.

#### Promote PDCP through improved communications ... starting with managers

- Improved communications is critical to building a learning community among the PMMRP community and bolstering morale.
  - A correlation between the perceived lack of support for training and development and the perception of ineffective communication. Improved communications would lead to improved perception of training opportunities, and thus bolster overall morale.
- Managers should be working with employees to enable training and development.
  - Managers who don't prioritize training/learning needs is among the common responses to "what excites you least". Is it possible that PMMRP managers don't know about the PDCP? Management is a good place to start building awareness of the courses and promoting professional development among PMMRP employees.

- Link learning plans to the development and use of the PDCP
  - A majority of respondents have developed learning plans (57% of respondents have developed a learning plan and 7% of respondents plan to shortly), yet very few people have used the PDCP. Learning plans are a good place to start promoting training and professional development, as offered in the PDCP.

#### Improve morale by developing a culture of learning and development in the PMMRP community

- Mixed perception of whether PMMRP is a respected profession in the FPS (21% think not).
  - Qualitative answers shed some light: low priority for training, low priority of the job, lack of resources, employee needs are not met, too many administrative responsibilities, etc.
- What can be done to improve morale and ensure PMMRP will be able to attract and retain skilled professionals?
  - Build a culture of learning and development where training and professional development is appreciated and recognized.
  - Such a culture requires transformative change, including: learning plans that are tied to career development, management that prioritizes professionalism and expertise, and less bureaucracy.

Through the PDCP, the PMMRP has an opportunity to build a culture of learning. Competencies to be developed through PDCP are outlined in this Report. Focus on where the greatest variance in skills and importance.

The presentation is available on the MMI web site under the Professional Development page.

## BACK TO BASICS: The New Public Service Core Learning Series

Much is expected of today's public service. Canadians expect results from their government, and public servants have a responsibility to deliver those results. In the constantly shifting and complex world of public service management, decision-making must respond to demands for increased accountability, transparency, and better governance.

To help public service managers at all levels meet this responsibility, the Canada School of Public Service has created the Public Service Core Learning Series, a new suite of learning products providing managers of all levels with the basic information needed to make the appropriate decisions. It focuses on four key management pillars where public servants have responsibility: human resources; finance; contracts and acquisition; and government information management.

The Public Service Core Learning Series was developed in accordance with the Management Accountability Framework (MAF), a set of statements summarizing the Treasury Board Secretariat's (TBS) expectations for modern public service management, and responds to the priorities of the Clerk of the Privy Council in regards to back to basics training for managers at all levels.

The series uses a blended approach of classroom sessions and on-line courses. The subject matter is covered by four half-day classroom courses, four 1.5-hour e-learning modules, a four-day classroom course on essentials of managing in the public service, with a 2-hour e-learning module prerequisite, and finally a briefing session for Deputy Ministers, Assistant Deputy Ministers and Agency Heads.

The Series is an excellent example of the kind of cross-functional blended learning program that the School is capable of offering, and that it intends to offer more often in the future. The e-learning courses are distinct elements of the program and not merely the same material presented through a different medium. Being able to take advantage of relevant online learning material that only takes an hour and a half of one's time shows one of the benefits of a truly blended learning approach.

#### About the Canada School of Public Service

Federal public servants have one-stop access to the common learning resources they need to effectively serve Canada and Canadians. The Canada School of Public Service offers back to basics learning products and services that are relevant, accessible, and affordable.

**For more information or to register**  
[www.mySCHOOL-monECOLE.gc.ca](http://www.mySCHOOL-monECOLE.gc.ca)  
 Telephone: (819) 953-5400  
 Toll free: 1-866-703-9598  
 E-mail: [reg-ins@csps-efpc.gc.ca](mailto:reg-ins@csps-efpc.gc.ca)

# What your DND colleagues have been up to...

Ken Krukewich, DMASP 5-4

The Canadian military has long employed Modelling and Simulation (M&S) and Synthetic Environments (SE) such as weapons simulators for small arms training and flight deck simulators to train aircrew. Recently DND has begun to pilot SEs for joint military operations where the commander and ground troops can access a combination of terrain models and feed-back data from sensors aboard Unmanned Airborne Vehicles (UAVs), satellites and other ground forces.

Now M&S and SE are also being looked at as a tool for complex systems acquisitions and life cycle management. The Director Materiel Acquisition and Support Program (DMASP) was tasked by ADM(Mat) Alan Williams to develop a DND vision and management plan for Joint Simulation and Modelling for Acquisition, Requirements, Training and Support, referred to as JSMARTS. In May 04 the ADM approved the strategic vision and plan and communicated it to all DND Level One's.

A JSMARTS Workshop, held in June 2004, presented the new JSMARTS vision document, exchanged views on the current uses of M&S and defined the way ahead. The event attracted a cross section of people from R&D establishments, Land, Sea and Air operations, the engineering community, industry, academia and Canada's military allies.

During his keynote address at the workshop, Alan Williams said he wants to see cost effective progress occur under the JSMARTS vision. The main goal is to use M&S to help reduce acquisition time. He suggested DND/CF look at what Canada's allies are doing and do it better, cheaper and faster. He stressed that project managers, LCMMs and those in charge of purchasing services, equipment, software or capabilities will be involved in developing the acquisition plan. The JSMARTS team will involve PWGSC, and brief industry on the plan. By using a joint approach, he asserted, JSMARTS could avoid 90% of the mistakes for less than 10% of the up front cost.

Participants at the workshop agreed that combining their efforts would expedite progress and reduce duplication. They also recognized the importance of proceeding quickly with the Master Plan and drafting an Implementation Plan that could include such initiatives as creating a re-use repository, developing an overall architecture, planning the acquisition of effective tools and training, identifying prime candidate projects, and providing guidance on the MA&S Mat KNET (formerly MA&S Desktop) and the Defence Management System (DMS).

The workshop vision and proceedings can be found at:

[http://cosmat.ottawa-hull.mil.ca/dmasp/SoftwareEngineeringWorkshop\\_e.htm](http://cosmat.ottawa-hull.mil.ca/dmasp/SoftwareEngineeringWorkshop_e.htm)

[http://cosmat.ottawa-hull.mil.ca/dmasp/SoftwareEngineeringWorkshop\\_f.htm](http://cosmat.ottawa-hull.mil.ca/dmasp/SoftwareEngineeringWorkshop_f.htm)

## LINKS to External Affiliated Organizations

The following organizations provide resources and offer courses that can contribute to enhancing your career in the materiel management and procurement profession.

- Algonquin College (Supply Chain Management Course)  
<http://cecat.algonquincollege.com>
- British Columbia Purchasing Commission  
[www.pc.gov.bc.ca](http://www.pc.gov.bc.ca)
- Canadian Professional Logistics Institute  
[www.loginstitute.ca](http://www.loginstitute.ca)
- National Contract Management Association  
[www.ncmahq.org](http://www.ncmahq.org)
- National Institute of Governmental Purchasing  
[www.nigp.org](http://www.nigp.org)
- Ontario Public Buyers Association  
[www.vaxxine.com/opba](http://www.vaxxine.com/opba)
- Purchasing Management Association of Canada  
[www.pmac.ca](http://www.pmac.ca)

### Hats Off to the Materiel Management Community!

*The following was received from Maurice Boudreau, Social Development Canada, in response to the MMI's web page "Your Point of View"...*

As a member of MMI, I would like to take this opportunity to congratulate the executives and staff members of this fine organization for a job well done. For many years I was given approval from my team leader to attend the MMNW in Ottawa. With department cutbacks and structure changes, opportunities have gone to other avenues within our Admin section. I have never forgotten the time spent in your sessions that I attended with other federal counterparts. It was and still is very informative for federal government purchasers and assets management officers. I'm in the last years of my career as a Purchaser with UIC, CEIC, HRDC and now SDC. It has been a rough ride with major changes through my 33 1/2 years of service, but it was worth every minute spent as a regular guy from down East New Brunswick. Keep up the good work – all purchasers are in need of sharing working experiences and meeting the MMI family which I highly recommend. Taking this opportunity to tip my hat to all hard working members of this fine community.