



National Goods and Services Procurement Strategies

Smart Procurement

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Context

Government Context - W. Wouters

- ***Economic Prosperity***
- ***Limited Spending***
- ***Debt Reduction***

Lower Taxes
Infrastructure Investment
Job Creation

Manage the Service Delivery

- Systematic and staged approach
- Consistent to build the branch

PWGSC Client Service Strategy:

- Going further than what was expected: Raise the bar on service excellence by adopting and modernizing our services and improving the way we deliver them.
- Evolve with clients' needs: Focus on client service and respond to the challenges that are driving new approaches to service delivery.



Eight Report of the Advisory Committee on the Public Service – Messages

- Involving all employees, especially those on the front lines, in process improvements;
- Putting renewed effort into streamlining business processes;
- Investing in learning with a particular focus on core Public Service competencies and skills;
- Ensuring that middle management roles are clearly defined and that management structures in departments are adapted to meet today's requirements;
- Investing in long-term thinking both in people and institutions; and,
- Sustaining the momentum of the management reforms underway and establishing milestones for progress.



DM Messages

- Transform our role from procurement administrator to strategic service provider by reviewing and renewing how we do procurement
- Understand departments' needs and industry capacity through robust engagement and consultation
- Align demand and supply to achieve best value
- Help departments be as efficient and effective as they can be in delivering their mandate
- Work as an integrated organization to advance and enhance our service
- Measure Outcomes – Continual Improvement Cycle



Smart Procurement Initiative

Smart Procurement is an approach that guides federal procurement. The four elements of the Smart Procurement approach are:

- Early Engagement
- Effective Governance
- Independent Advice
- Benefits for Canadians

It incorporates a strategic focus, by considering government-wide and market-wide solutions. It also enables us to better “Leverage the Spend” to obtain socio-economic benefits for Canada and Canadians.



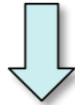
Examples of Smart Procurement

- Build in Canada Innovation Program (BCIP)
- National Shipbuilding Procurement Strategy (NSPS)
- National Goods and Services Procurement Strategy (NGSPS)

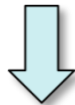


History

- ☐ GOCM
- ☐ Lastewka Report – 2003/2004
- ☐ Way Forward



- ☐ Commodity Management
- ☐ 10 Mandatory Standing Offer Commodity Groups
- ☐ A.T. Kearney



- ☐ National Goods and Services Procurement Strategies
 - Doing business better
 - Robust consultation
 - Implementing change



National Goods and Services Procurement Strategies Evolution

- Early strategies were driven by issues and challenges – resulting in process oriented results.
- Identified need for Clear linkage between Executive involvement and success
- NGSPS were treated as similar to transactions in procurement organizations
- In order to “break the mold” engaged vertical group (DG to PG) to frame client needs
- Simplifies and strengthens procurement strategy development process
- Concurrently mobilizes the organization
 - Environmental Remediation AB & RPB, all regions and HQ participating in Scenario Development
 - Language Training – a simplified menu of service offerings for client
- Scenarios Validated with stakeholders then drive action.
 - In the same manner that a car company starts from the « family car » concept and starts engineering
- Integrates the organization around common objectives – rather than around process
- Develop relevant and operationally effective strategies



National Goods and Services Procurement Strategies

Phase 1

- Food and Beverage
- Civilian Audio Visual
- Clothing and Textiles
- Communication Services
- Janitorial Services
- Medical Equipment and Medical Supplies
- Office Equipment
- Office Furniture
- Professional Services
- Research and Development
- Vehicles

Phase 2

- Business Support Services
- Civil Engineering Services
- Environmental Remediation
- Environmental Services
- Language Training Services
- Print/Publish/Reproduction
- Travel
- Armament
- Temporary Help Services
- Translation Services
- Training Services

Phase 3

- Energy
- Fuels/Lubricants
- HR & Benefits
- Infrastructure
- Office Supplies
- Telecommunications
- telecommunications and Voice

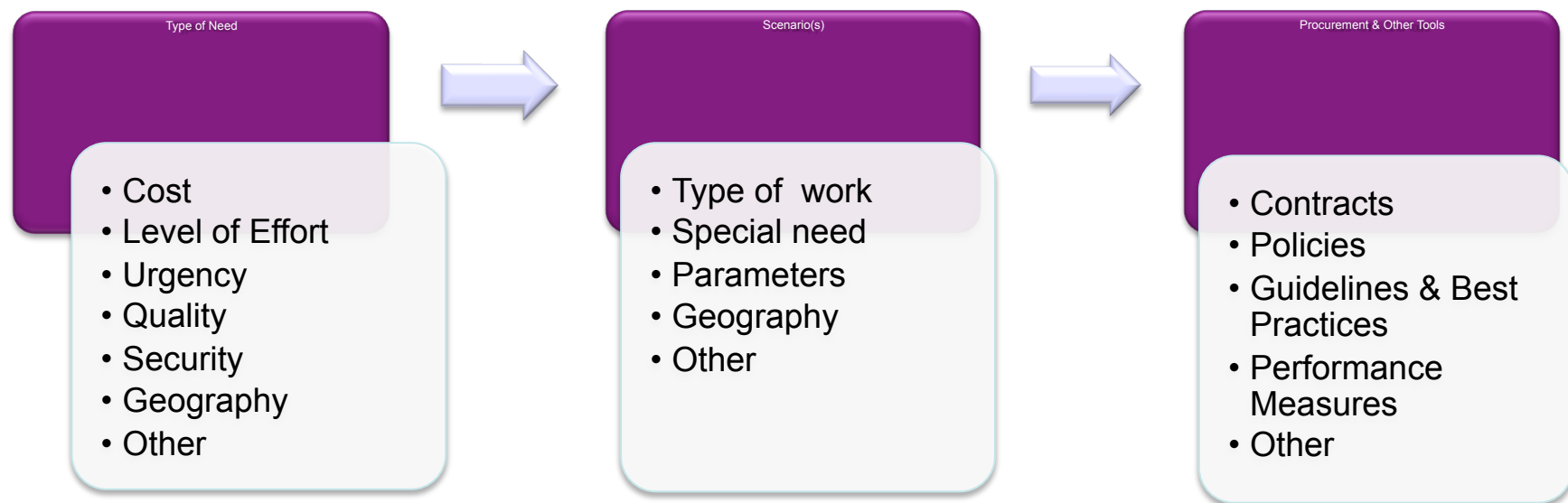


Engagement Principles

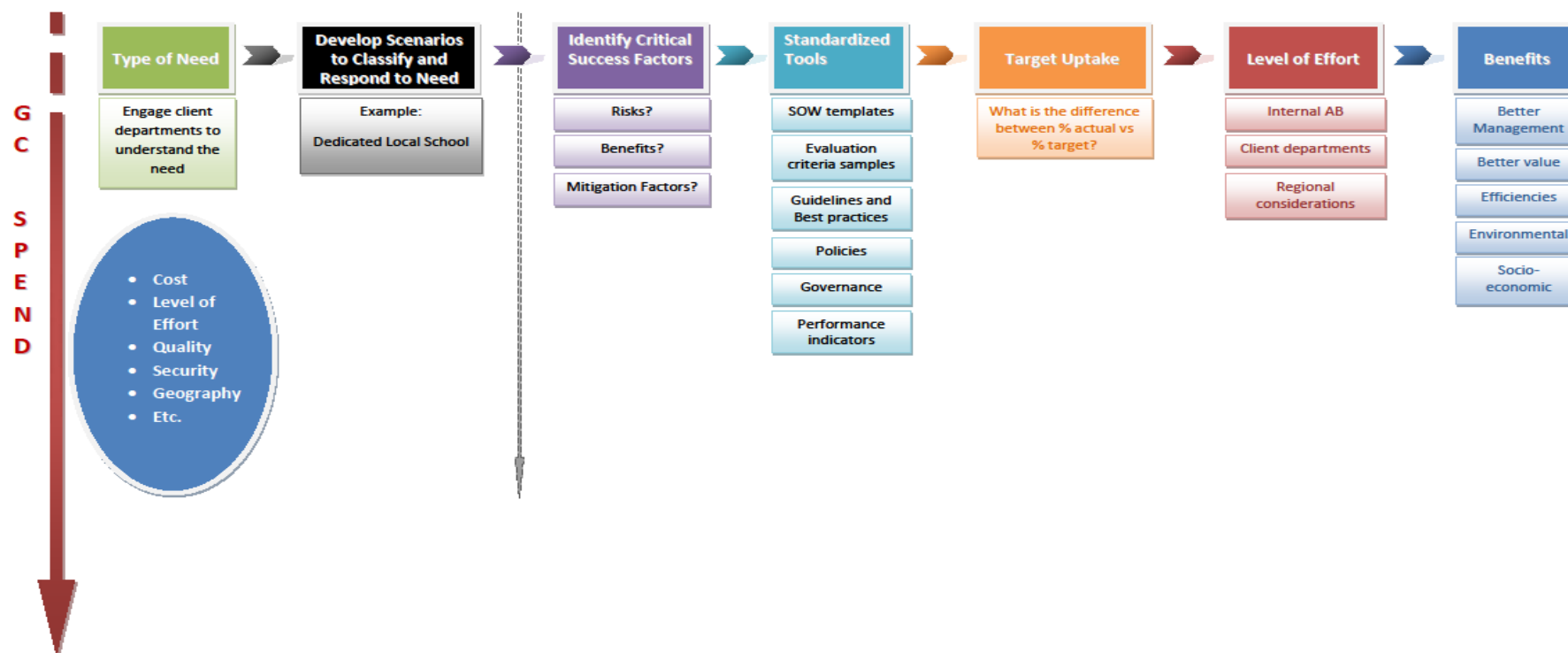
- ☐ Early and well-planned engagement with clients and suppliers will facilitate understanding of need
- ☐ Identify key stakeholders (e.g. ADMs of HR, DGs) early on in the process through consultation and work through stakeholders
- ☐ Feedback will be sought through:
 - Publishing draft strategies/scenarios on Buyandsell.gc.ca;
 - Webinars;
 - Focus groups; and
 - Face-to-face consultations
- ☐ Ensure everyone is heard and understood
- ☐ Ensure everyone has had a chance to speak
- ☐ Pertinent questions and consultation



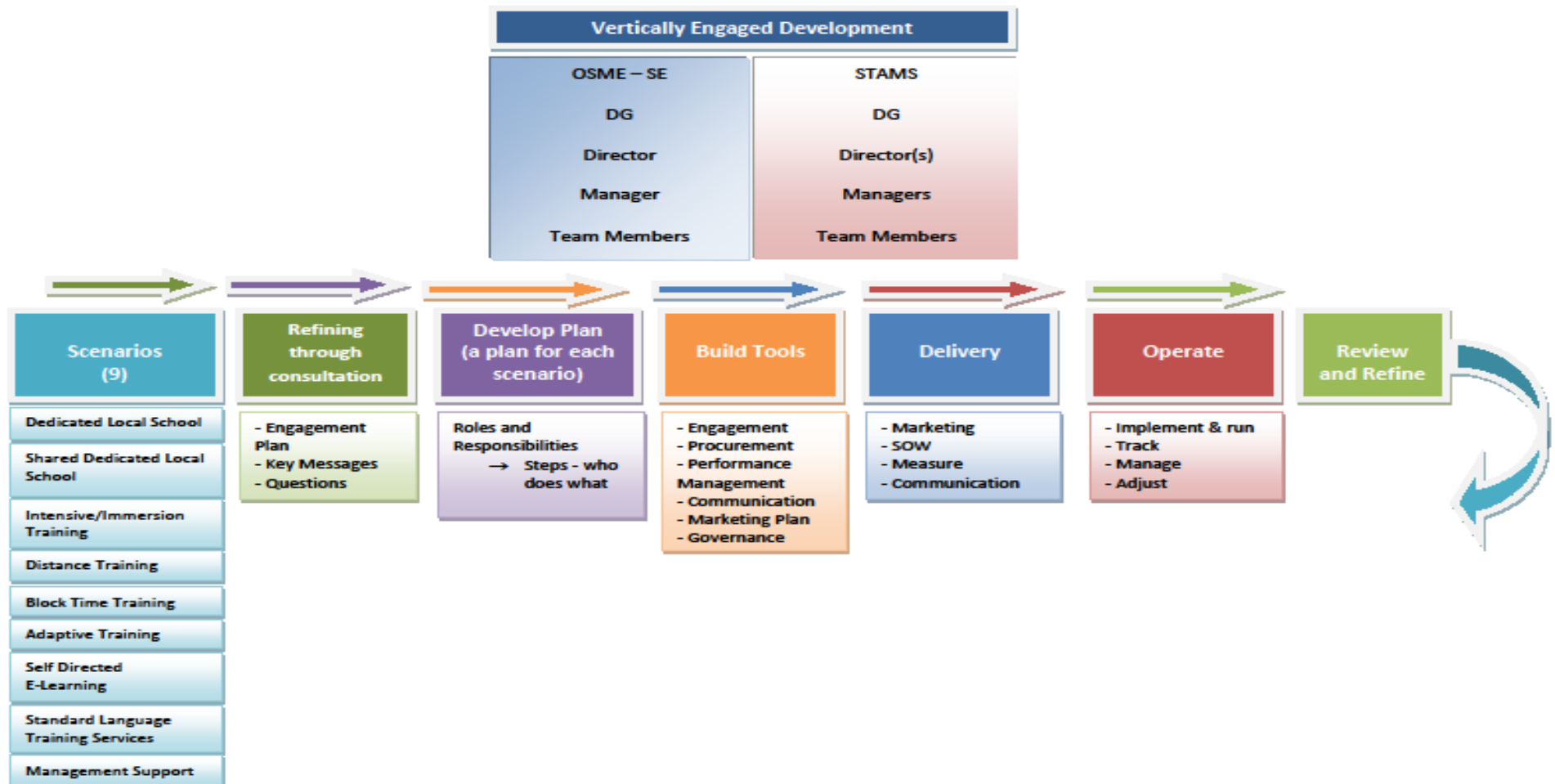
Use of Alignment Scenarios



Steps within the process



Scenarios to operations



NGSPS Categories – Examples

- ☐ **Language Training Services**
- ☐ **Temporary Help Services**
- ☐ **Environmental Remediation**
- ☐ **Translation Services**
- ☐ **Travel Services**



Language Training Services Journey



- ❖ **Flexibility** - Strategies for aligning language training services to respond to specific needs.
- ❖ **Quality** - Language training schools that are qualified to deliver specific objectives.
- ❖ **Ease of Use** - Maximize the cost-effectiveness of language training services by providing an efficient procurement process, including a suite of tools (e.g. sample statements of work, evaluation criteria) that are easy to access and use.

PWGSC is transforming LTS procurement by:

- ***Providing a menu of services to better respond to needs;***
- ***Becoming more client oriented and externally focused; and***
- ***Leading government-wide implementation on a national scale***



Menu of Services Scenarios

Scenarios will present choices to government departments and agencies:

- Identify the core concept – the need
- Change the way we do business;
- Manage the risks;
- Increase productivity;
- Create a centre of management; and
- Establish performance measures



Temporary Help Services Scenarios*

1. Long Term Absence Scenario
2. Project Team Scenario
3. Event and Summit Meeting Scenario
4. Flexible Workforce Scenario
5. Administrative Support Pool Scenario
6. Coordinated Resources Scenario
7. Geographically Remote Scenario
8. Senior Staff Scenario
9. Operational/Seasonal Scenario

- ☐ Collaboration between STAMS and OSME-SE Management (DGs to PGs)
- ☐ Preliminary response has been positive
- ☐ Consultation focuses on:
 - Validating scenarios
 - Identify risks and benefits
 - Mitigation options

***These are only examples of scenarios**



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Break-out Sessions

1) Select a scenario: Language Training Services, Temporary Help Services, Travel Services, Environmental Remediation

2) Discussion:

- Brainstorm Challenges and Possible Solutions
- Identify risks and mitigation factors
- Validate scenarios

3) Share highlights and Wrap-up



Scenario 1: Block Time Language Training

Block Time Training:

A block time language training scenario is when a supplier is on-site within a federal government department or agency to provide a set block of time allocated in advance to teach several co-located participants through one-on-one sessions specialized for each participant's language level and training needs.

Scenario:

A federal government department has a number of co-located employees who have various levels of proficiency in their second language. A block of time for a set period would be provided by a single teaching resource, with each employee allocated a set block of time. (e.g., a group has five employees who need one hour of second language training per week. A teacher is hired for five hours a week, but, if one of the employees cannot make their timeslot, one of the other employees can fill in with no issues or additional cost). This training is low cost, will improve morale and provides exposure to new students requiring LTS. Each employee would receive training specialized for their individual needs. Participants will be allowed to exchange their times with others, thus maximizing the benefits to all involved.



Scenario 2: Administrative Support Pool

There is a certain percentage of administrative support personnel within a department (located in the same complex) that are absent each day. In order to handle this shortage of personnel, a pool of temporary resources with similar qualifications would be beneficial. e.g. one contract for a Pool of administrative resources can handle the workload while full-time administrative employees are away in PWGSC at Place du Portage. For 2 weeks a temporary resource may work in the DG's office and then the third week is assigned to work in a Director's office. At the same time, another temporary resource can replace an administrative officer (on sick leave) in another Branch within PWGSC.

▪Benefits

- After period of time investment, administrative process is faster eliminating requisition for each resource
- More flexible allowing resource to work in different areas of organization
- More stable temporary workforce that become familiar with the department will lead to better quality of work and quicker learning
- Vacancies are backfilled quickly

▪THS resources

- Ready to go, with
 - Security clearance
 - Building pass, departmental knowledge and IT log in password

- ✓Temporary Absence
- ✓Ongoing Staffing
- ✓Increase in Workload



Scenario 3: Emergency Travel Needs

Description: Complex humanitarian situations can arise from natural disasters (e.g. earthquakes, floods, hurricanes, landslides and volcanoes); civil war and conflict. In a complex humanitarian situation, DFATD engages with partner organizations including Canada Border Services Agency; Citizenship and Immigration Canada; Passport Canada and Department of National Defence to deploy adequate staff and equipment strategically to facilitate the evacuation of Canadians and to fill the gaps in the harmonization of processes for passport, citizenship and emergency travel documents.

Validity: DFATD engages with partner departments.

Benefits: Ensures Canadians abroad and in distressing situations are out of harm's way.

Risks: Creates inefficiencies when managing these types of situations.

Mitigation: DFATD and partner organizations harmonize processes and plan for routine, distress and emergency services, thereby, increasing GoC-wide efficiencies.



Scenario 4: Common Laboratory Services

Description: There are approximately 5 laboratories across Canada. Define the various types of lab work, are they done consistently? How can we use these laboratories to be more efficient and get better value.

Characteristics: All Custodians

Nuances: changing what types of test are done – aquatic or other types of tests

Considerations data storage – relationship with consultants – reporting – cost benefits.

Limitations: only 5 laboratories across Canada - similar type of work – opportunities –measure of performance – do we enforce this across with all consultants or only certain type of work.

Questions:

- 1) Is there a connection between Environmental Services consultants and the Labs.?
- 2) Can all the Labs do the same type of tests?
- 3) Can they store the data for us?
- 4) Can this be used for reporting and planning?
- 5) Can they provide us with the data as and when required?
- 6) Can we use the Labs for 1) consistency 2) storage 3) help planning





Next Steps

Thank you for your feedback, this will help us refine our direction and approach.

All feedback is useful feedback.



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