



LEADER IN PUBLIC PROCUREMENT AWARD 2011

Winner

Public Sector Procurement Program

Province of Nova Scotia, Robert Salah

Public Sector Procurement Program

Level One

Introduction to Public Sector Procurement. This is a self-directed online offering that takes approximately 8 hours to do, covering the entire procurement cycle from planning through evaluation.

Level Two

Three topics: Planning; Solicitation and Award; and Managing and Evaluation – 2 days each in class led by an instructor, plus online pre/post testing.

Level Three

Procurement Practice – Putting it all Together. This inter-active, instructor-led, peer-to-peer online course takes 4 weeks and approximately 7.5 hours per week. Key concepts from Level One and Two are recapped, then further readings, targeted discussions and individual assignments serve to deepen understanding. Advanced topic areas, such as public-private partnerships and other advanced contract structures, are also explored.



L to R: Gordon Kyle (Gordon Kyle & Associates), Robert Salah (Government of Nova Scotia and winner of the Leadership in Public Procurement Award), Maureen Sullivan (NECI) and Kathleen Muretti, President CPPC

According to their award submission, the Province of Nova Scotia, Procurement Services (NSPS), “was seeking procurement training specific to the challenges faced by the public sector, grounded in Canadian law and best practices... [and] training that was flexible enough to root the procurement process in the fundamentals of Atlantic Canadian policies as well as the harmonized terms and conditions, and help advance the collaborative procurement principles of the Council of Atlantic Premiers.”

Additional goals were to: maximize the value of public sector spending in Atlantic Canada; provide appropriate training for administrative staff, procurement and contract managers, as well as procurement specialists; address Canadian, regional, provincial and local issues and best practices from the public sector perspective; showcase Nova Scotia as a leader in Atlantic Canada procurement initiatives; position NSPS to support the province’s anticipated Public Sector Procurement Act; establish a community of procurement practitioners in Atlantic Canada; and be affordable and available as soon as possible

No pre-existing program met NSPS requirements, so, even without a budget to develop such a program, in the spring of 2010 the organization issued two RFPs. The first sought to find a local program manager to provide local and regional input and promotion for the resulting training program. The successful proponent was Gordon Kyle and Associates Inc. (GKAI), well known for its work within the public sector. The second RFP sought to find a program delivery partner with a proven track record and established reputation for high quality, relevant and timely procurement training. The successful proponent, chosen in the fall of 2010, was National Education Consulting Inc. (NECI), the publisher of The Legal Edge newsletter and the company that led the consortium that designed, developed and delivered BC’s Procurement and Contract Management Program (PCMP) – now delivered in-house by the Government of British Columbia.

THANK YOU TO OUR JUDGES

MICHAEL ASNER
Procurement Advisor
Asner & Associates, BC

DEREK BATES
City Manager
City of Prince George, BC

DIANE MCINNIS
Manager, Procurement
and Tendering
Nova Scotia Liquor
Corporation

STEVE MILLS
Manager of Purchasing
and Office Services
York Catholic District
School Board, ON

BOB RANKIN
Director of Sourcing
Mohawk Shared Services, ON

The project provided a win-win situation for each partner: NSPS wanted the training; NECI was in the process of developing a program and wanted a committed promotional and endorsement partner; and, GKAI was looking to increase procurement capacity in public sector clients in Atlantic Canada.

Together they developed the Public Sector Procurement Program (PSP) – an adaptable, three-level program that was launched in January 2011. It claims to be the first program of its kind in Canada – integrated, competency based and immediately suitable for a wide range of public sector audiences.

Students/participants must complete all three levels, achieving a 75 percent passing grade in order to receive a Public Sector Procurement Professional certificate. They are also invited to participate (at no cost) in the online Community of Practice, restricted to only program graduates. This online community is expected to grow in numbers (including procurement practitioners from across Canada), depth of experience and range of public sector perspectives by providing an environment to share and refine best practices, collaborate on the use of tools, tem-

plates and examples, and encourage networking, both on and offline.

The first graduating class in June 2011 comprised 17 procurement practitioners from Nova Scotia, PEI and Newfoundland representing a wide range of public sector organizations – provincial governments, school boards, municipalities and health care organizations – and at various stages of their career.

Plans for the future include capturing improvements in the various aspects of public procurement through such means as procurement audit reports, employee engagement and retention rates, measured reduction in procurement litigation and challenges, vendor satisfaction and other evaluation initiatives.

The new program provides other jurisdictions with a template to develop their own programs. For example, the program is currently being adapted to address the unique features of public sector procurement in Ontario, such as the new Broader Public Sector Accountability Act and the Procurement Directive pursuant to that legislation, as well as unique trade agreement and other public sector obligations pertinent to Ontario.



LEADER IN PUBLIC PROCUREMENT AWARD 2011

Finalist

IT Staff Augmentation Strategic Sourcing Initiative

City of Edmonton

The City of Edmonton (COE) and the Edmonton Police Service (EPS) rely on a wide variety of external IT contract resources – project managers, business analysts, system analysts, web and oracle developers and application architects to name a few – to support the effective and efficient delivery of numerous IT projects. Prior to 2006, the city's typical approach was to issue RFPs for each individual requirement, at significant effort and expense, and generally with poor results.

In late 2006, as part of Edmonton's strategic sourcing program, the IT Staff Augmentation initiative was initiated utilizing the IBM full-value procurement sourcing methodology. Led by the strategic procurement section of the city's materials management branch, the city's IT branch and the Edmonton Police Service IT section came together to discuss their challenges with the existing approach to gain understanding of the business requirements and objectives each had relative to hiring external contract resources.

Following informal meetings and dialogue with industry organizations such as IBM and EDS, a vision for a new model was formed and a Request for Information was issued. Based on that feedback, a formal RFP was developed and issued that allowed the city to award and enter into agreements for up to five years duration. The city contracted the selected primary vendor and confirmed secondary vendors in May 2006. A Web-based system was supplied that provided full automation of the entire hiring process,

including in-system workflow functionality automating the approvals process.

According to Edmonton's award submission, "the primary objective of the IT Staff Augmentation Strategic Sourcing project was to implement a business model through an open and competitive procurement process for the engagement of IT contract resources based on industry best practices that delivered improvements to the contractor engagement process while resulting in financial savings compared with previous practices."

The results met the city's objectives and exceeded expectations reducing the time it takes to fill a position to an average of 1-2 weeks; quality candidates are available and the focus is on candidate fit and quality, not just lowest cost; cost savings in the 5-10 percent range have been achieved representing savings of \$600k – \$1.2 million annually; administrative processes were streamlined reducing the number of contracts to manage; and electronic invoicing and electronic funds transfer payments have been implemented to further automate the payment process.

This contract expired June 30, 2011, however it was so successful that the new RFP issued in early 2011 was based on the same model and a contract (term of up to 8 years total) was issued in July 2011.

Projects like this help build credibility and demonstrate the strategic value that a proactive and innovative procurement group can achieve for organizations.



LEADER IN PUBLIC PROCUREMENT AWARD 2011

Finalist

CSEC LTAP

Defence Construction Canada

When the Communications Security Establishment Canada (CSEC) decided to procure the agency's long-term accommodation project via a public-private partnership (P3), they approached DCC for assistance. Highly specialized and technically complex, the procurement arrangement was the largest of its kind ever created in the country and by far the largest that DCC, the Department of National Defence or the national cryptologic agency had ever undertaken.

Due to the highly classified and technical nature of its work CSEC had specific facility requirements for its new long-term accommodation project (LTAP) in Ottawa, some of which included an appropriate combination of office and special purpose spaces; room for approved growth in personnel and associated expansion of operations; access to stable and significantly sized sources of electrical and back-up power; and a sufficiently large and well equipped 24-hour/seven days per week operations facility. The result of the procurement was to be a state-of-the-art, high-security facility (a 72,000 net square metres building) housing the largest repository of top-secret information in the country. Built under a P3, the associated 30-year, design-build-finance-maintain contract includes unique security, infrastructure and financing arrangements. The project includes an anticipated 42-month construction period with an operating period of approximately 33 years (which includes the LTAP operating period of approximately two years and eight months and the LTAP operating period of 30 years).

To aid in accomplishing this, DCC hired Marty Cukierman, one of the public sector's foremost experts in public-private partnerships. According to the DCC award submission, Cukierman and DCC personnel "worked closely with teams from CSEC and

other advisors to develop specifications for the project... During the procurement process, the project team enacted a supervised, interest-based negotiation model through which they offered input and detailed feedback to each proponent team. Proposals were evaluated for suitability against myriad criteria, and members of all evaluation teams reached unanimous agreement on every decision. Independent fairness monitors supervised every step of the procurement exercise to ensure that the process and evaluation team's decisions were as objective and transparent as possible."

Project objectives included: creating a P3 procurement subject to extreme timelines and totally collaborative in nature where all participants would be treated fairly, openly and transparently; a result that provided three viable and different solutions based on the needs and objectives of the client organization; and to develop an interest-based approach so that the needs and interests of all participants could be achieved appropriately.

Eight strategic objectives were developed and followed. From the inception of the Request for Qualifications (RFQ) to the Request for Proposals (RFP) all timelines established and provided were met or exceeded which was important in providing industry with confidence. The evaluation criteria and the evaluation methodology ensured that the Crown would receive the most value for money within a given affordability ceiling. This process provided more innovation and greater flexibility to the proponent teams and CSEC achieved the design of a facility beyond their expectations but within budget. The new facility, achieving LEED GOLD certification and accommodating the flexibility and other goals of the client, will be ready for occupancy in 2014. 



LEADERSHIP IN PUBLIC
PROCUREMENT AWARD

AND



LEADERSHIP IN GREEN
PROCUREMENT AWARD

Since 2005 your colleagues have been submitting their procurements for these two awards, developed by *Summit magazine* in collaboration with the Canadian Public Procurement Council. The result shows leadership in many areas of procurement from across Canada for you to celebrate and learn from.

Join the list for 2012.
Nomination information at
www.summitconnects.com

2005 Leadership in Public Procurement Award

Winners: Government of British Columbia, Procurement and Contract Management Program; CRA, Administration Directorate Management Team, Procurement Reform Project

Finalists: Atlantic Partnership Group, Healthcare Supply Chain Management; Montreal Transit Authority, City Bus Procurement

2006 Leadership in Public Procurement Award

Winner: City of Ottawa, Light Rail Transit Procurement

Finalists: Ontario Ministry of Municipal Affairs and Housing, Advisory Guide on Developing Procurement Bylaws; Catholic School Board Services Association, Electricity Acquisition Program

2007 Leadership in Public Procurement Award

Winner: Ontario Shared Services, Contract Management Tool Kit

Finalists: Greater Vancouver Regional District, Sustainable Procurement; Vancouver Island Health Authority, Strategic Procurement; Infrastructure Ontario, Durham Consolidated Court House; Pembina Trails School Division, Dark Fibre Network

2007 Leadership in Green Procurement Award

Winner: Ontario Ministry of Transportation, Constructing Green Pavements

Finalists: PWGSC Western Region, Greening of Imaging Products; Leaf Rapids, New Municipal By-law; Manitoba Lotteries Corporation, Creating a Demand for "Green"

2008 Leadership in Public Procurement Award

Winner: Alberta Infrastructure, Alberta Schools Alternative Procurement

Finalist: University of Toronto, eProcurement Marketplace

2008 Leadership in Green Procurement Award

Winner: PWGSC, IT Hardware NMSO

Finalists: Ontario Public Service, Green Fleet Project; Halifax Regional Municipality, Sustainable Procurement Collaboration Initiative; Nova Scotia Liquor Corporation, Cheers to Change, Bag Strategy

2009 Leadership in Public Procurement Award

Winner: City of Edmonton, Light Duty Vehicles Strategic Sourcing Initiative

Finalists: Edmonton Public School Board, Sustainability through Proper Disposal; Natural Resources Canada, Shared Services

2009 Leadership in Green Procurement Award

Winner: NRCan Canmet, RETScreen International

Finalists: Halifax Regional Municipality, Green Battery Initiative; Kawartha Pine Ridge District School Board, Going Green Initiative

2010 Leadership in Green Procurement Award

Winner: Toronto Transit Commission, Green Purchasing Policy

Finalists: Ontario Public Service, Life Cycle Analysis for Green Procurement; Greater Vancouver Regional District, Sustainable Procurement Policy and Standardized Green Procurement Practices