

Let's talk about Risk Management How Dumbbells became the new toilet paper – Part 2



PSPC, Western Region School of Procurement Al Garlinski, Regional Trainer

September 2020







Services publics et a Approvisionnement Canada

Po]] #1

Have you attended the Webinar back in July (English) August (French). "*Let's talk about Business Acumen – How Dumbbells became the new toilet paper*".



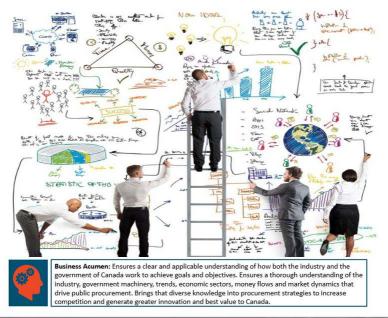
Learn, Engage & Explore How to improve my Basiness Acumen skills in one morning



LEARNING @ SUNRISE

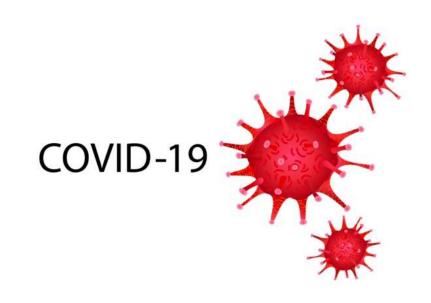
Learn, Engage & Explore How to improve my Business Acumen skills in one morning.

What is Business Acumen?



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29	30	31				

Monday, March 16, 2020





Reference: Photo - Winnipeg Architecture Foundation





Coronavirus update:

Due to the coronavirus outbreak, We are complying with the Provincial Governments request to close our facility until further notice.

We apologize for the inconvenience, but your safety is our priority.

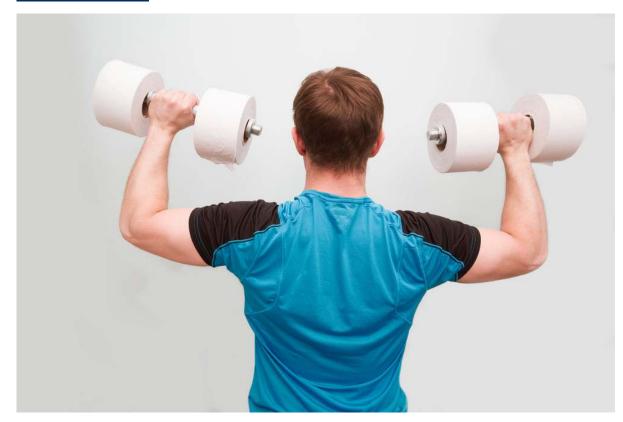
During the closure, we will be cleaning our facilities thoroughly. We have already begun the process. We hope to reopen in April, 2020.

We will be updating our members via social media.

'Dumbbells are now the new toilet paper': COVID-19 leads to demand for fitness equipment



— WATCH: One business that is booming during the pandemic is anything to do with fitness. Whether its online classes or setting up a home gym, as Sarah MacDonald reports, the hardest part about starting may be finding the equipment.



















Let's talk about Business Acumen – How Dumbbells became the new toilet paper!

🔁 Event Program



Speakers:

Al Garlinski is the Regional Trainer for the School of Procurement, Business Advisory Services, Western Region, Public Services Procurement Canada (PSPC).

He is a seasoned procurement expert with over 33 years of government procurement experience with a vast array of experience across a number of commodities, all with PSPC. He currently coaches and mentors students under the School of Procurement program from the University of Alberta University of Date: July 29, 2020 Time: 12:00 pm - 1:00 pm

Webinar Overview:

The Government of Canada Procurement Competency Profiles have been updated to include 5 new technical competencies: Business Acumen; Data Analytics; Negotiations; Project Management and Risk Management. Take charge of your procurement career by attending this learning event. Business Acumen applies understanding of how industry and the Government of Canada work to achieve goals and objectives. It also includes risk management principles that are applied to all stages of the procurement process, where we assess and control threats that affect the results. The result is making evidence-based decisions when assuming, avoiding, transferring, mitigating sharing and compensating elements of risk.

Please join Al Garlinski, as he shares his story of the difficulty of finding fitness equipment for his home gym during the COVID-19 situation and how it led to a valuable lesson learned about the importance of business acumen awareness that can be applied to procurement in the workplace. With this newfound awareness, the

⊙⊥▼NEWS

WINNIPEG | News

Safety on the mind as fitness facilities reopen in Winnipeg

Published June 1, 2020 5:02 p.m. ET





Allison Bell cleans equipment at 30 Minute Hit on Corydon Avenue. The kickboxing style gym reopened Monday for the first time since March 16. (CTV News Photo Michelle Gerwing)

WINNIPEG -- Monday was a day many in the fitness community have been waiting for in Manitoba.

Gyms and fitness clubs were allowed to welcome back members starting June 1, with limitations and restrictions.

Global News

HEALTH

Expect a new normal when gyms given OK to open amid coronavirus: Manitoba Fitness Council



By Shane Gibson • Global News Posted May 23, 2020 6:00 am EST



People pumped over Manitoba's plan to reopen gyms, fitness centres, pools and spas

May 22, 2020



CBC news

YMCA-YWCA locations in Winnipeg to start reopening in late June

Jun 5, 2020





CTV News

Expect limited workout slots, no shower access as gyms start to reopen



Jun 3, 2020

What is your Risk Management confidence level?







As a Procurement Professional, you are asked to explain to your client, that we need to work collaboratively on completing a risk assessment. Your client looks back at you and asks you to explain what a risk assessment is? How comfortable would you feel with explaining what the process involves? Powerpoint Slides Webinar On Demand













Purpose

 Provide an awareness of the importance of risk management skills

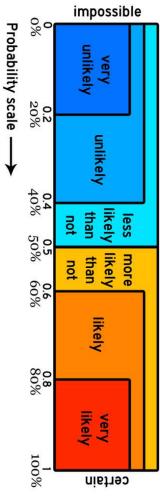
Process

 I'll be sharing my personal story during COVID-19 and answering any questions on the topic.

Payoff

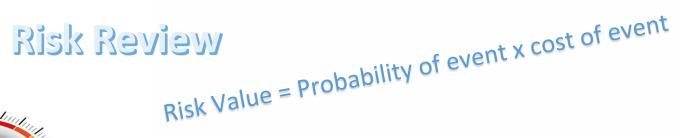
- Have a clear understanding of what is risk management.
- Understand how to develop the skill.
- Where to find resources.









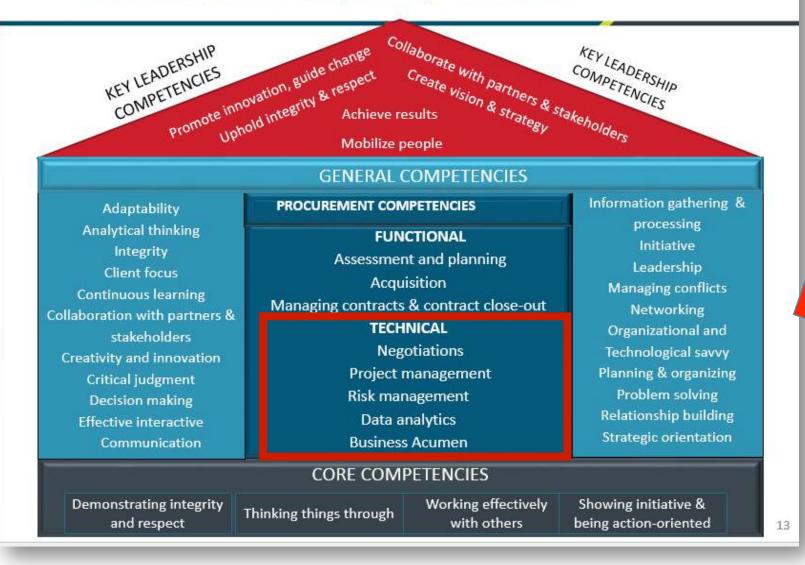


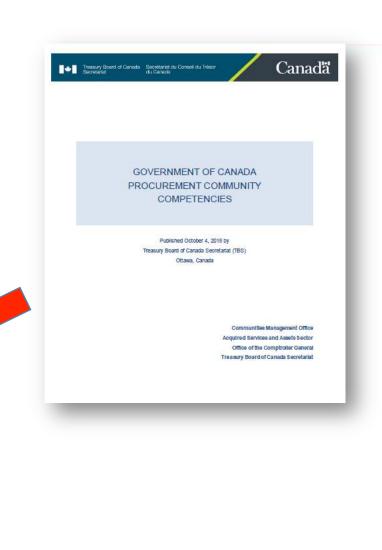






TBS Procurement Competency Framework







Procurement Technical Competencies



Negotiations: Ensures differences are settled between parties in order to achieve results and gain mutual acceptance. Actively communicates, persuades, influences and explores positions and alternatives to ultimately reach the best value, in accordance with policies and legal framework, for the best interest of Canadians and the Government of Canada.



Project Management: Ensures the ability of initiating, planning, executing, controlling, and closing a series of activities, while addressing inherent risks, to achieve specific objectives and success criteria within a defined time line.



Risks Management: Ensures the ability to assess and control threats, at all stages of the procurement process, affecting delivery of results. Specifically ensures evidence-based decisions for assuming, avoiding, transferring, mitigating, sharing or compensating elements of risks.



Data Analytics: Ensures the use of technology for extrapolating findings in support of strategic decision makings, procurement strategies, trends, supply chains and risk management. Procurement data analytics also ensures a strong capability to provide strategic insights and improve results delivery.



Business Acumen: Ensures a clear and applicable understanding of how both the industry and the government of Canada work to achieve goals and objectives. Ensures a thorough understanding of the industry, government machinery, trends, economic sectors, money flows and market dynamics that drive public procurement. Brings that diverse knowledge into procurement strategies to increase competition and generate greater innovation and best value to Canada.



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Risk Management: Ensure the ability to assess and control threats at all stages of the procurement process. Make smart decisions by either: Avoiding, transferring, mitigating, sharing or compensating elements of risk.

			July	2	2020	
Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	







According to the COVID-19 Risk Index, on a scale from 1 – 10, how risky is working out at a gym?

- **1-2:** Low risk
- □ 3-4: Moderate low
- **5-6:** Moderate risk
- **7:** Moderate high
- **8-10: High risk**

















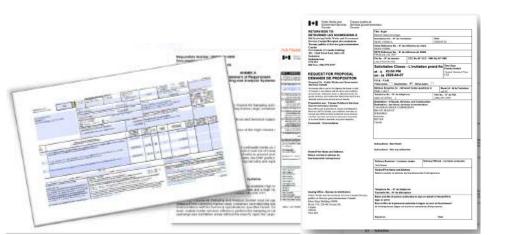
















People with Risk Management savy ask and answer 5 basic questions:



- What are we trying to accomplish? (Objective setting) Understanding the scope and environment.
- 2. What might effect me? (Risk identification)
- 3. Which of the things that might effect me are most important?
- 4. What should we do about it?
- 5. Did it work?



What are we trying to accomplish?
 (Objective setting) Understanding the scope and environment.





"To be able to visit the fitness center four (4) days a week, while keeping myself and my family safe" "To be able to issue a contract to safely delivery heating oil to Nursing Stations located in remote locations during the winter

road season"



2. What might effect me? (Risk identification)









Expect a new normal when gyms given OK to open amid coronavirus: Manitoba Fitness Council



By Shane Gibson • Global News Posted May 23, 2020 6:00 am EST



The Manitoba Fitness Council says things won't be right back to normal when gyms and fitness centres get the green light to open in Manitoba. Getty Images





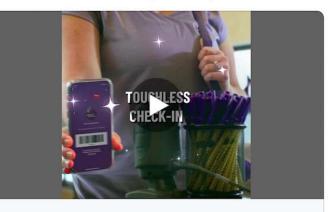




Planet Fitness Canada Sponsored · 😵

...

Now Open! Mask up & gym confidently with our NEW crowd meter PLUS cleaning stations, touchless chec...







OBJECTIVE: "To be able to visit the fitness center four (4) days a week, while keeping myself and my family safe"

2. What might effect me? (Risk identification)

- Because there would be pressure to accommodate the pent-up demand from the membership, management may allow too many people exercising at one time, resulting in catching the virus.
- Because of the high turn-over of staff, the gym may not be cleaned consistently or become careless over time, resulting in catching the virus.
- Because working out at a gym is considered a "high-risk" activity, and I plan to frequently visit the gym 4 days a week, may result in catching the virus.
- If the facility **does not follow provincial health guidelines**, I may catch the virus and pass it on to my family members that are older (Mom, Dad, Grandmother) that all have severe underlying conditions.
- Because there are no rules to wear masks, and if no one wears a mask, it may result in catching the virus.

"if-then" "because-event-consequence"







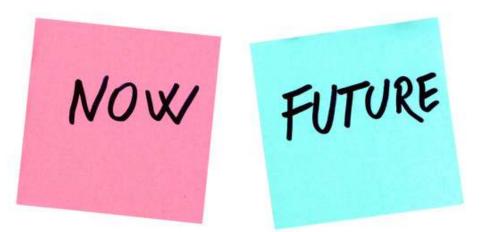




2. What might effect me? (Risk

PAST

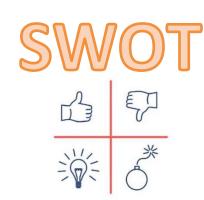








Lessons Learned Report





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3. Which of the things that might effect me are most important (Risk Assessment)?

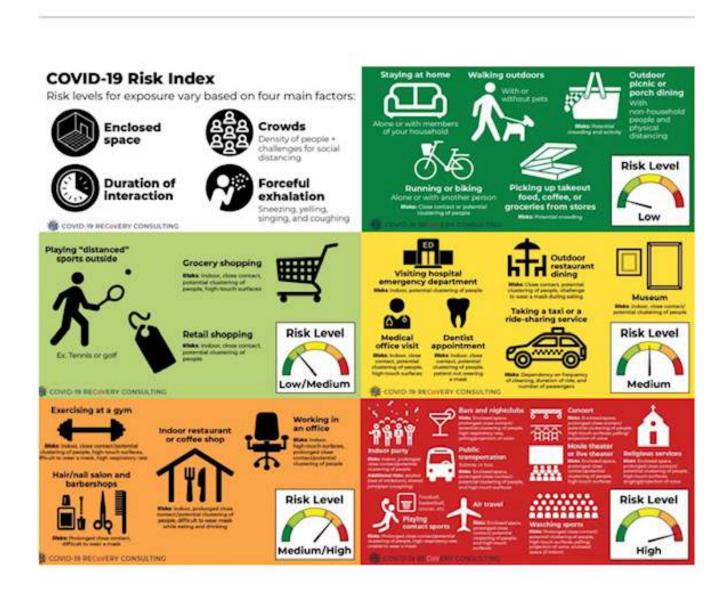


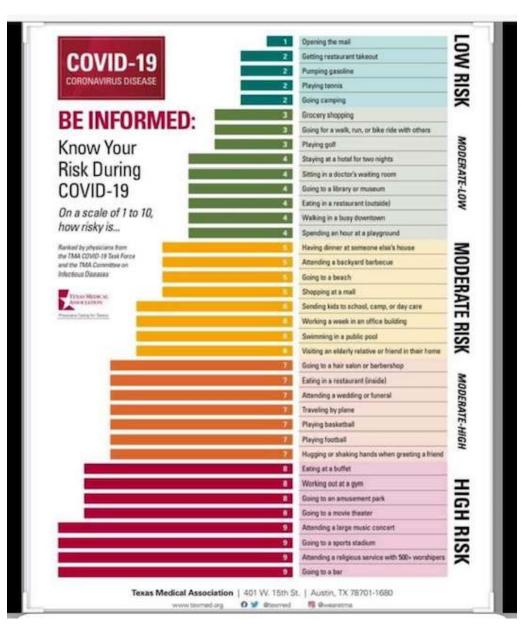




According to the COVID-19 Risk Index, risk levels for exposure vary based on which main factors?

- **Enclosed space**
- Crowds (Density of people + challenges for social distancing)
- **During of interaction**
- Forceful exhalation (Sneezing, yelling, singing and coughing)
- □ All of the above





Reference: The School District of Palm Beach County, "COVID-19 Activity Risk Index Infograghic", accessed Sept 20, 2020. Website: palmbeachschools.org

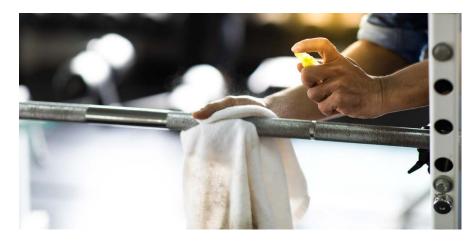
Reference: Texas Medical Association, "BE INFORMED – Know your risks during COVID-19", accessed Sept 20, 2020. Website: texmed.org



Which of the things that might effect me are most important (Risk Assessment)?

	Potential Risks	Ranking from highest to lowest
	I plan to visit the gym at least 4 times a week – repeat exposure to the environment.	1 (High risk)
	More frequent visit to my parents at the senior facility during the same day as going to the gym.	1 (High risk)
	No one wearing a mask at the gym provides additional exposure.	2 (Medium risk)
	Too many people in the gym at one time: overcrowded.	2 (Medium risk)
	The gym may not be cleaned frequently between sessions.	3 (low risk)
	Gym does not follow provincial guidelines – future risk and exposure	3 (low risk)





"To be able to issue a contract to safely delivery heating oil to Nursing Stations located in remote locations during the winter





Which of the things that might effect me are most important (Risk Assessment)?

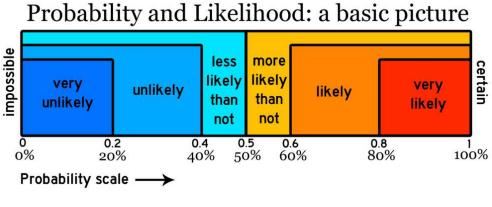
Potential Risks	Ranking from highest to lowest
Because of global warming, the winter road season (road opening) is becoming shorter, which may result in non-delivery of fuel.	1 (High risk)
Because of global warming, the winter road season (road opening) has ever changing weight restrictions, which may result in non-delivery of fuel.	1 (High risk)
Because of the unpredictable weather, the truck may fall through the ice, causing environmental damage.	2 (Medium risk)
Because of the lack of competition, may result in no responsive bids, and delaying contract award, which may result in non-delivery of fuel.	2 (Medium risk)
Because of previous vendor performance issues, may result in non-delivery of fuel.	3 (low risk)

Apply a Risk Analysis Matrix

What is the likelihood (probability) of an unfortunate event occurring?

What is the potential impact (or damage) incurring by the event? if this risk happens?





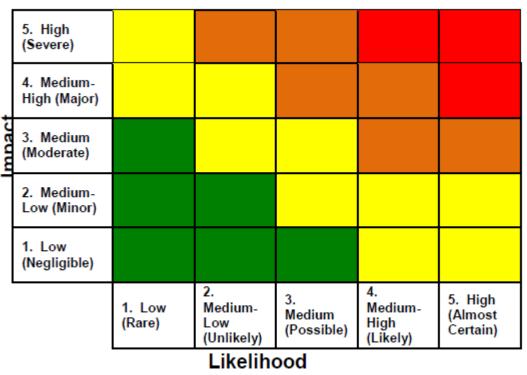
Apply a Risk Analysis Matrix





Source : CAN/ CSA Q31001-11 Risk Management: Implementation to CSA-ISO-31000

	Likelihood	Impact	
1	High (almost certain); could be expected in most circumstances	High (Severe): could stop of organizational goals/objectives	
4	Medium-High (Likely): could probably occur	Medium-High (Major): could threaten organizational goals/objectives	
(1) (1)	Medium (Possible): could occur at some time	Medium (moderate):could necessitate significant adjustment to overall organizational goals/objectives	
2	Medium-Low (Unlikely): would not be expected to	Medium-Low (minor): could inhibit an element of	
	occur	organizational goals/objectives	
1	Low (Rare): could occur in exceptional	Low (Negligible): could have a low consequence on	
	circumstances only	organizational goals/objectives	







4. What should we do about it? (Identifying the appropriate response for each risk)



Potential Risks	Ranking from highest to lowest	My risk mitigation strategy
I plan to visit the gym at least 4 times a week – repeat exposure to the environment.	1 (High risk)	Reduce the visits to 3 times a week. Limit to a 60 minute work-out.
More frequent visit to my parents at the senior facility during the same day as going to the gym.	1 (High risk)	Visit my parents on different days at the gym.
No one wearing a mask at the gym provides additional exposure.	2 (Medium risk)	I will wear a mask if the gym is crowded. Keep 6-feet apart.
Too many people in the gym at one time: overcrowded.	2 (Medium risk)	Book session in the early morning
The gym may not be cleaned frequently between sessions. Gym does not follow provincial guidelines – future risk and exposure	3 (low risk)	Verify with the owner if cleaning protocols are being followed. I will clean the equipment before & after use. I will sanitize my hands between exercises.
I actually catch the COVID-19 Virus	3 (low risk)	Self Isolate for 2 weeks.

4. What should we do about it? (Identifying the appropriate response for each risk)







LOSS AVOIDANCE: (eliminate, withdraw from or not become involved

LOSS PREVENTION: Activities to prevent losses from occurring or to reduce the likelihood of occurrence.

LOSS REDUCTION: Activities used to reduce the impact of a loss once it has occurred.

Contractual transfer of risk: The used of contract conditions to the risk of loss and/or the obligation to control loss to a contractor.

Risk Financing: Use of insurance.



Which risk response technique am I most familiar with?

5. Did my plan work?







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How to unleash your Risk Management Superpowers!



1. Download the Competencies

- 2. Focus on your weaknesses
- 3. Take action!



Treasury Board of Canada Secretariat du Consell du Trésor Secretariat du Canada



GOVERNMENT OF CANADA PROCUREMENT COMMUNITY COMPETENCIES

Published October 4, 2018 by Treasury Board of Canada Secretariat (TBS) Ottawa, Canada

> Communities Management Office Acquired Services and Assets Sector Office of the Comptroller General Treasury Board of Canada Secretariat



Govt of Canada Procurement Community Competencies

Procurement Technical Competency 3 Risks Management

Ensures the ability to assess and control risks affecting delivery of results at all stages of the procurement process. Specifically ensures evidence-based decisions for assuming, avoiding, transferring, mitigating, sharing or compensating elements of risks.





	Basic Proficiency	Intermediate Proficiency	Advanced Proficiency
•	Demonstrate an understanding of risk management principles and has the ability to analyse and explain to colleagues and other stakeholders the risks and their impacts from a procurement perspective. Is able to review simple contracts to ensure that risks are managed to ensure successful delivery of results. Differentiates between mandatory and discretionary terms and conditions to manage risks in low complexity contracts.	 Analyses, develops and implements risk management approaches for complex procurements. Contributes to the development of a risk management framework and supports its consistent adoption within the organization. Is able to develop and implement risk management strategies that are consistent with the level of risk the organization is willing to tolerate. Behavioural Indicators 	 Demonstrates the ability to consider political, social, environmental and economic risks and issues as well as their impacts on the procurement activities and outcomes. Takes responsibility for procurement risk monitoring and emerging risk detection, creating risk registers and other mechanisms for managing risks to better inform ecisions. Considers both risks and opportunities to achieve results while ensuring business continuity, sustainability and reputation stability.
	Basic Proficiency	Intermediate Proficiency	Advanced Proficiency
•	Gathers information from established tools (e.g. risk assessment matrices or checklists).	 Identifies risks (e.g. conflict of interest, late delivery or confusing statement of work) associated with complex requirements and procurement activities. 	 Assesses the sources of risks and the like incts of those risks upon the organization from irrement perspective.
•	Identifies and describes basic risks associated with the requirement and the procurement activities, early in the process.	 Collaborates with stakeholders to create risk registers for complex requirements. 	 Evaluates the risk and benefit opportunity and where feasible seeks to maximise those opportunities in the interest of Canadians and the Government of Canada.
•	Assists in the monitoring and management of risks for non-complex procurements.	 Analyses preliminary risks in accordance with the Treasury Board Secretary Risk Management Policy. 	 Takes a global approach to riskmanagement, by sharing lessons learned with other internal stakeholders.

Reference:



GCpedia, ASA CMO – Competencies (Home): Procurement Community Competencies (2018) October, 4, 2018, accessed Feb 14, 2020.

https://www.gcpedia.gc.ca/wiki/ASAS_CMO_-_Competencies_(Home)

Procurement Technical Competency 5

Business Acumen

Ensures a clear and applicable understanding of how both the industry and the government of Canada work to achieve goals and objectives. Ensures a thorough understanding of the industry, government machinery, trends, economic sectors, money flows and market dynamics that drive public procurement. Brings that diverse knowledge into procurement strategies to increase competition and generate greater innovation and best value to Canada.



Behavioural Indicators		
Basic Proficiency	Intermediate Proficiency	dvanced Proficiency
Satisfies the needs of the client and better inform decisions by continually acquiring new	 Takes both industry and government knowledge into account when developing new contract clauses, (e.g., basis of payment, supplier selection). 	• Analy a uses the knowledge of the market and go at to lead changes that create value.
information about industry trends and the supply chain structure.		
Makes procurement related decisions or recommendations in taking into consideration business fundamentals.	 Promotes procurements initiatives that have economic, social and environmental value to Canadians. 	borates innovative approaches to procurement that benefit both the industry and the government.
Analyses the procurement issues and identifies potential solutions.	 Maintains and develops networks of both internal and external stakeholders who provide information and intelligence around the market and emergent opportunities. 	 Develops talent management strategies (e.g., training, assignment) around business acumen to improve the team.
Uses goods and services commodity knowledge in forming effective procurement activities.	 Develops strategic procurement plans that take into account longer-term activities, issues, challenges and opportunities. 	 Briefs senior management strategically on how the industry and government goals and objectives impact procurement strategies and approaches.
Integrates sustainability into procurement processes.	 Promotes the consideration of industry and government trends and priorities when making recommendations to senior management. 	 El a borates complex procurement strategi es by leveraging the knowledge of the industry dynamics.
Clearly states expected deliverables for suppliers.	 Identifies opportunities for new procurement strategies and market innovations. 	 Addresses project and procurement risks based on the knowledge of both the industry and government priorities, dynamics and operational structure.
		Maintains strong government-supplier relationship.





COURSE

Risk Management Basics (T404)

Communities:

Delivery Types: Online Se

Online Self-Paced

Employees

Troduction to Risk Management (C210)

Communities:

Topics:

Employees, Managers, Supervisors, Financial Officers

Human Resources, Operational Effectiveness

Delivery Types:

Online Self-Paced

Take advantage of Online learning

🛱 COURSE

Assessing Your Organization's Risks (G008)

Communities:	Employees, Managers, Supervisors, Directors, Directors General, Assistant Deputy Ministers
Topics:	Personal Development, Personal and Team Development
Delivery Types:	Online Self-Paced

COURSE

Responding Effectively to Risks (D013)

Communities:	Employees, Managers, Supervisors, Directors, Directors General, Assistant Deputy Ministers
Topics:	Personal Development, Career Development
Delivery Types:	Online Self-Paced

COURSE

Identifying Risks in Your Organization (G017)

Communities:	Employees, Managers, Supervisors, Directors, Directors General, Assistant Deputy Ministers
Topics:	Personal Development, Career Development
Delivery Types:	Online Self-Paced





VIDEO

Best Advice Executive Series- Deputy Minister Daniel Jean (Risk)

Communities:

Directors, Directors General, Assistant Deputy Ministers

EXecuTALK - Public Service Renewal: An Act of Intelligent Risk Taking

Communities:

Directors, Directors General, Assistant Deputy Ministers

Topics: Leadership, Personal Development, Personal and Team Development

Online videos, interviews, panel discussions

EXECUTALK - PUBLIC SERVICE RENEWAL: AN ACT OF INTELLIGENT RISK TAKING



Given the demographic shift underway in the Government of Canada, renewing the workforce with fresh, diverse talent is a key priority-and that means staffing will play a critical role in the future of the public service. Listen to this EXecuTALK as Patrick Borbey, President of the Public Service Commission, talks about how his organization is embracing intelligent risk and innovation in staffing to support renewal.



"Bit size" learning on social media



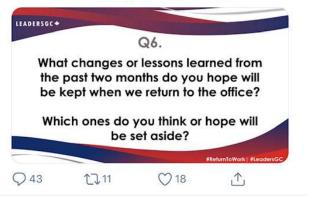
LEADERSGC

LeadersGC @LeadersGC · 2020-06-11 Since November 2015, the #LeadersGC has connected public servants across the country with over 35 engaging topics and amazing guests. Our success is all due to YOU, our community that is now over 6,000 strong! Here's to many more years of engagement. #ThankYou!



LeadersGC @LeadersGC · 2020-05-21 V We are loving your answers! Let's keep it going!

> Q6. What changes or lessons learned from the past two months do you hope will be kept when we return to the office? Which ones do you think or hope will be set aside? #ReturnToWork #LeadersGC







Anya Lisowski • 1st Government of Canada Executive 1mo • @

I highly recommend reading this article by Dan Pontefract about the opportunities that exist if we choose to take them. This is leadership - pushing past the status quo. If we do not act "We will have squandered the opportunity to redefine how we work, how we live, how we care." Let's be bold and reset how we work, lead, include, engage, live, care, diversify, exist, serve, deliver. https://lnkd.in/gQKf8Yy #leadership

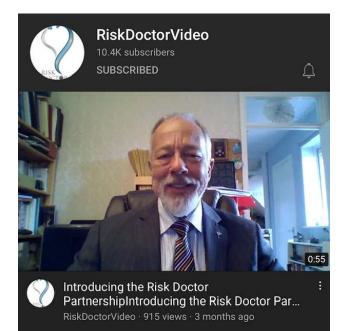


This Moment Calls For The Great Reset forbes.com 🕼 • 15 min read



Listen to podcasts on Risk Management and other topics...









Expand you mind beyond your comfort zone!



Reach out to a "Lifeline"! Expand your network & reach out to others on the topic.



TBS Communities Management Office Learning Events **CIPMM** Learning Events

SCC Supply Chain Canada Learning Events





MICRO-MISSIONS

Search/Offer a short term, voluntary and task-based opportunity that enables you to contribute outside of your daily work activities "Be stubborn about your learning goals and flexible about your learning methods"





Reference: Bangambiki Habyarimana. The Great Pearl of Wisdom

Procurement Technical Competency 3 Risks Management

Ensures the ability to assess and control risks affecting delivery of results at all stages of the procurement process. Specifically ensures evidence-based decisions for assuming, avoiding, transferring, mitigating, sharing or compensating elements of risks.





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	Behavioural Indicators			
Basic Proficiency	Basic Proficiency Intermediate Proficiency Advanced Proficiency			
Gathers information from established tools (e.g. risk assessment matrices or checklists).	 Identifies risks (e.g. conflict of interest, late delivery or confusing statement of work) associated with complex requirements and procurement activities. 	 Assesses the sources of risks and the likely impacts of those risks upon the organization from a procurement perspective. 		
 Identifies and describes basic risks associated with the requirement and the procurement activities, early in the process. 	Collaborates with stakeholders to create risk registers for complex requirements.	• Evaluates the risk and benefit opportunities and where feasible seeks to maximise those opportunities in the interest of Canadians and the Government of Canada.		
Assists in the monitoring and management of risks for non-complex procurements.	Analyses preliminary risks in accordance with the Treasury Board Secretary Risk Management Policy.	 Takes a global approach to riskmanagement, by sharing lessons learned with other internal stakeholders. 		

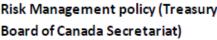
Reference:

http://www.

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https://www.gcpedia.gc.ca/wiki/ASAS_CMO_-_Competencies_(Home)

3.3 TECHNICAL COMPETENCY - RISK MANAGEMENT		
Contractor's liability	- Policy on Decision Making in Limiting Contractor Liability in Crown Procurement Contracts	
,	- Meaning of full indemnification	
Risk Assessment	- Concepts associated with risk identification, e.g., conflict of interest, complexity, insufficient funds or time, client's	
	involvement with vendors	
	- Assessing risks	
	- How to respond to risk issues (mitigation) including procurement, legal and financial aspects	
	- Applying data analytic principles to identify potential sourcing risks (repeat commissioning, contract splitting, etc).	
Risk Management in Procurement	- Process to identify, assess, manage (accept, mitigate, transfer, avoid or share) and monitor risk	
	- TBS's Integrated Risk Management approach	
	- Theories and principles of risk-based decision-making	
	- Risk assessment matrices, checklists, and terminology	
	- Risk response strategies	
	- Basic elements of Risk	
	- Steps of Risk management	
Risk Management policy (Treasury	- Risk control (acceptance, elimination, mitigation, transfer, sharing)	
Board of Canada Secretariat)		



Reference:

GCpedia, ASA CMO – Competencies (Home): Procurement Community Competencies (2018) October, 4, 2018, accessed Feb 14, 2020.

https://www.gcpedia.gc.ca/wiki/ASAS CMO - Competencies (Home)



Web links & References



TBS Framework for Management of Risk

TBS Guide to Risk Statements

TBS Guide to RIsk Taxonomies

PSPC Risk Management Guide Dec 2014

<u>Risk Principles - ISO 31000 - Putting</u> <u>Risk in its Place</u>

PSPC Risk Management Guide











<u>YouTube</u>



Picture Reference

Winter Roads Picture: Winnipeg Sun – Article: "Manitoba's ice road system now fully open", Feb 11, 2019. Photo: John Woods/The Canadian Press



GCPedia - Communities Management Office



<u>GCCollab Page: Procurement, Real Property,</u> <u>Materiel Management Functional</u> <u>Communties</u>



Statistics Canada

Canadian Institute for Procurement and Materiel Management

CIPMM Website



SWOT Analysis Explaination



Supply Chain Canada Website



SOP Business Acumen Base Camp (GCCollab)









Federal Government Certification Program

Govt of Canada Procurement Community Competencies