



Global Affairs
Canada

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Canada

Fleet Management in an international setting – our journey

Global Affairs Canada
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Summary



With a presence in over 178 locations around the world and close to 900 vehicles of all types including armoured vehicles. Managing the fleet at GAC is a complex exercise. Especially when there are many parties involved with different accountabilities.

How did GAC manage our fleet and what are we doing to migrate to a more effective and efficient management model?

The presenters will share with you our experience, the challenges faced as well as lessons learned!

Agenda

- **Who we are ?**
- **What is fleet Management?**
- **Why fleet management matters?**
- **Overview of Our Current Fleet**
- **Our Current Fleet Management Model**
- **Challenges of the Current Fleet Management Model**
- **Proposed Operating Fleet Management Model**
- **Accomplishments**
- **Next Steps**
- **Opportunity to Expand Green Vehicles Internationally**
- **Questions**

Who we are ?

- ❖ Global Affairs Canada (GAC) Mandate :
 - Manage Canada's diplomatic relations,
 - Provide consular services to Canadians,
 - Promote the country's international trade
 - Lead Canada's international development and humanitarian assistance.

- ❖ GAC is a Global network of 178 missions in 110 countries

- ❖ GAC has over 12k employees in Canada and abroad

- ❖ GAC has 3 ministers and 4 Deputy ministers

What is fleet Management?

- Fleet management is a system of technologies and procedures allowing organizations to optimally manage their vehicles. It includes a variety of functions :



Why fleet management matters?

- ❖ Accountability
- ❖ Transparency
- ❖ Consistency
- ❖ Effectiveness; costs and operations
- ❖ Efficiency
- ❖ Compliancy

Overview of Our Current Fleet

❖ Numerous stakeholders

- 178 Missions across the World (Day to day operations, record keeping)
- International Platform Branch at HQ (Financial Management, Procurement, Policy)
- Corporate Planning, Finance and Information Technology Branch at HQ (Financial system, IT support)
- The Consular, Security and Emergency Management Branch (C Branch) at HQ (Safety, security and privacy relating to vehicles)

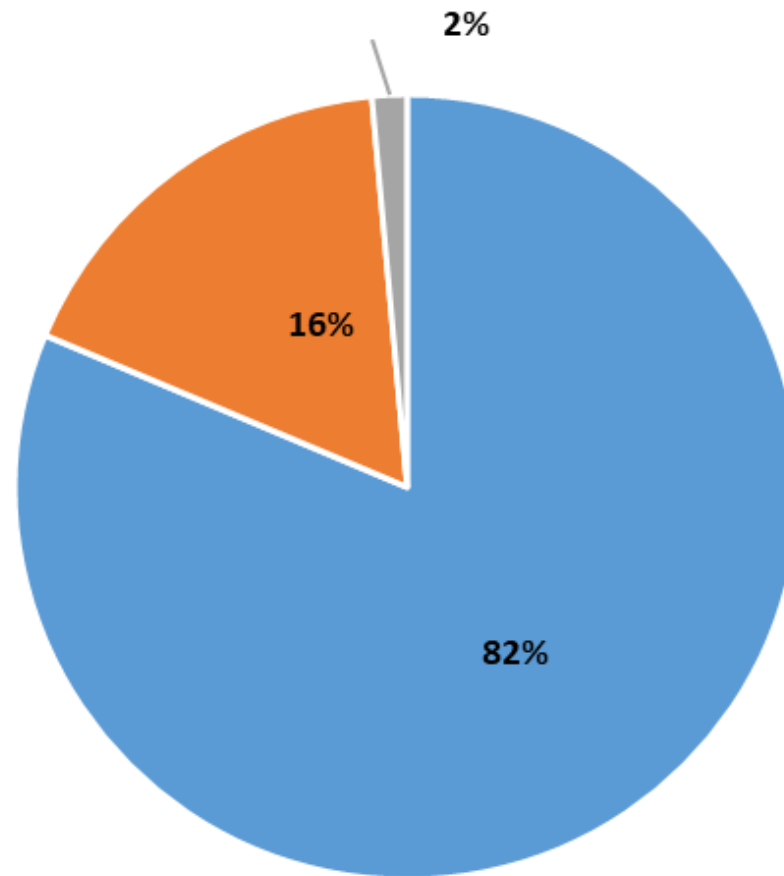
❖ Large size of fleet : 900 vehicles

❖ Various types of vehicles

- Canada : Executive and Light-duty vehicles
- Missions : Soft-Skinned and Armoured vehicles

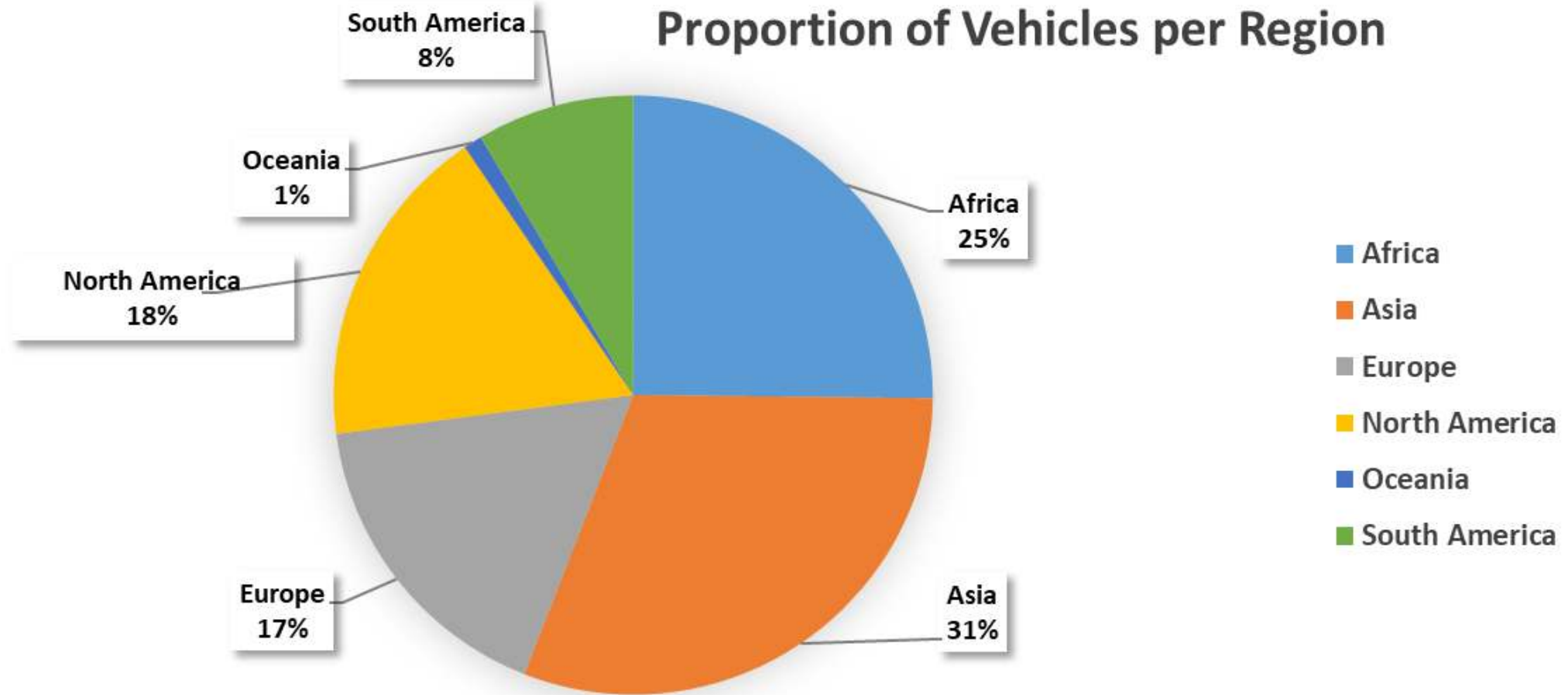
❖ Acquisition value of \$67 million

Types of vehicles

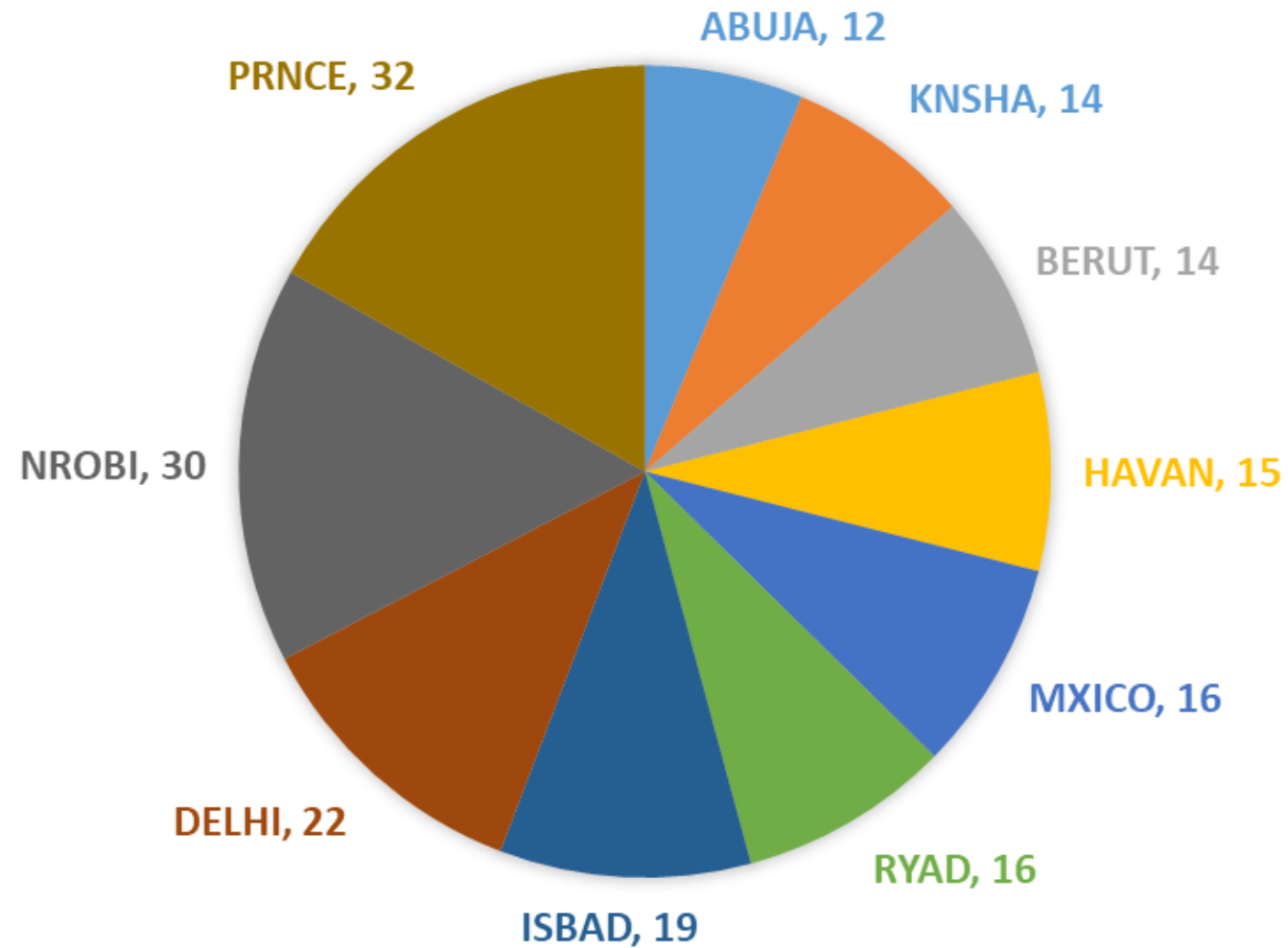


■ Soft-Skinned Vehicles ■ Armoured Vehicles ■ Executive and Light-Duty Vehicles

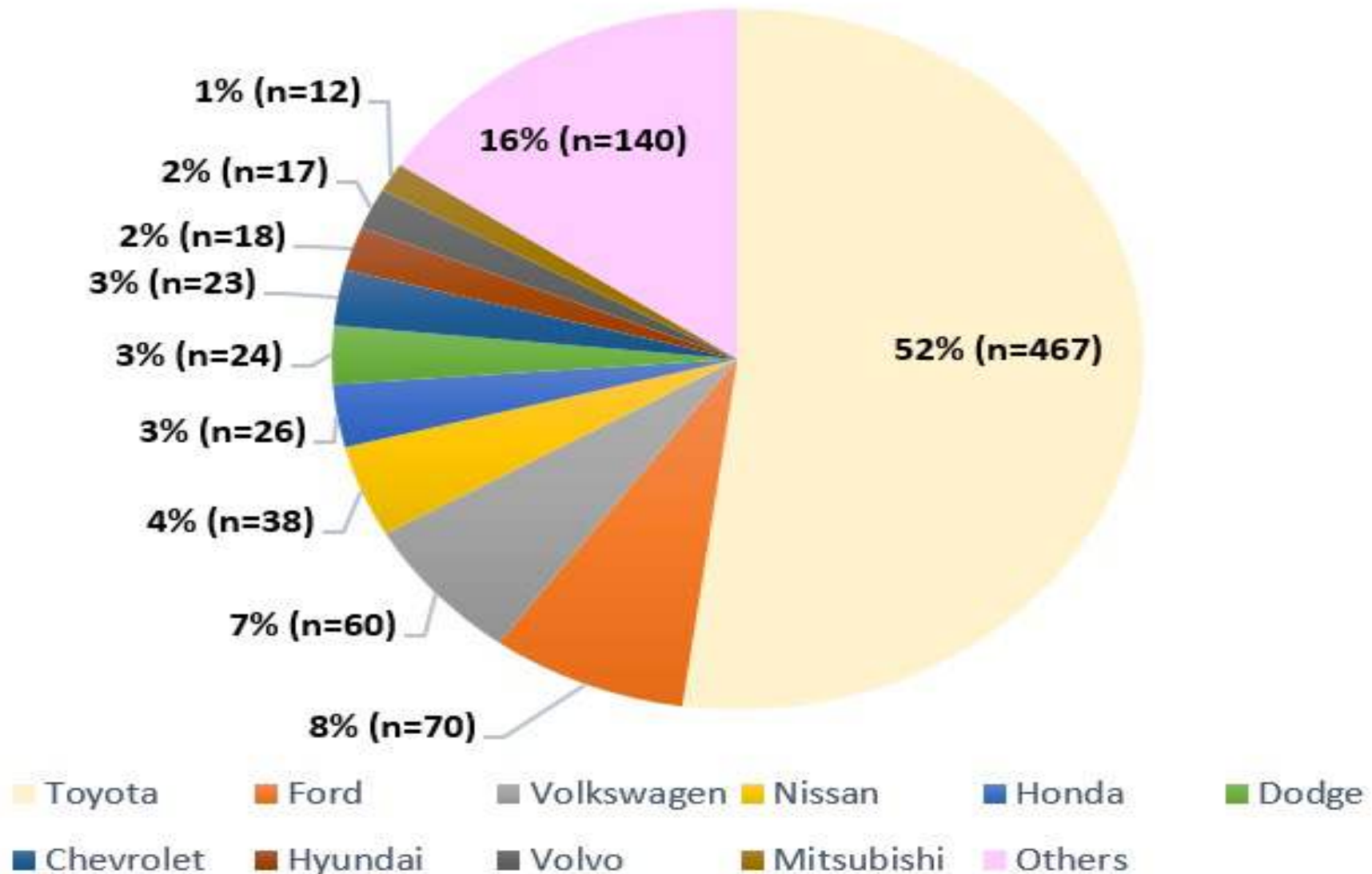
Proportion of Vehicles per Region



TOP 10 MISSIONS WITH THE HIGHEST NUMBER OF SS & AV VEHICLES (JULY 2022)



TOP 10 MANUFACTURERS

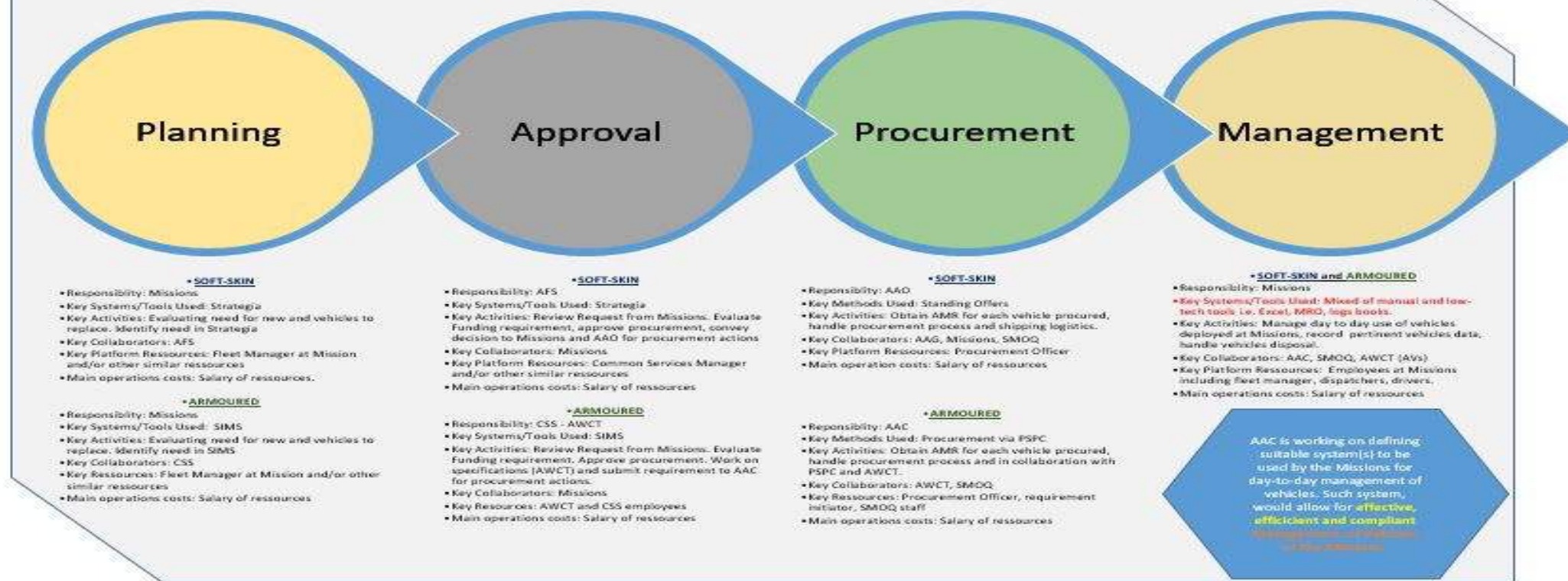


Our Current Fleet Management Model

Policy Coverage:

SPP (Internal Policy - Policy Alignment with TBS)
 AFS - Commodity Manager for Missions' Soft-Skin Fleet (Directives, Standards, Guidelines, Procedures)
 CSS - Commodity Manager for Armoured Vehicles Fleet (Directives, Standards, Guidelines, Procedures)*

EXISTING FUNCTIONS WITH GAPS, UNCLEAR ROLES & RESPONSIBILITIES, OBSOLETE & INADEQUATE PROCESSES AND TOOLS



OPPORTUNITIES FOR ENHANCED COLLABORATION, CONSOLIDATION OF FUNCTIONS AND ACTIVITIES

KEY CHALLENGES: 1) LACK OF SUPPORT FOR AN ENTREPREISE VISION AND SOLUTION 2) LACK OF TRUST 3) RISKS ADVERSE

* To be clarified

Proposed Operating Fleet Management Model

MISSIONS:

Identify and submit
Automobiles
Requirements

Vehicles operations,
management and
oversight at location

Procurement Services
Funding Approval
Policy, Directives Guidance
Tools, Systems Support
Fleet Planning Assistance
Life Cycle Help including disposal

Vehicles requirements; new request,
replacement, transfer, disposal, etc.

Provide Vehicles Operations Data on regular
basis and other local fleet information as
required.

HQ - GLOBAL FLEET COE:

- * Financial Management
- * Commodity Management
- * Procurement
- * Policy, directives, guidance
- * Systems, tools, processes
- * Monitoring, control
- * External relations
- * Governance
- * Strategic direction

COE Implementation



- ❖ New concept of operations
- ❖ IM/IT requirements and design
- ❖ Organizational change management
- ❖ Change management strategy
- ❖ Covid impacts on operational activities

Accomplishments

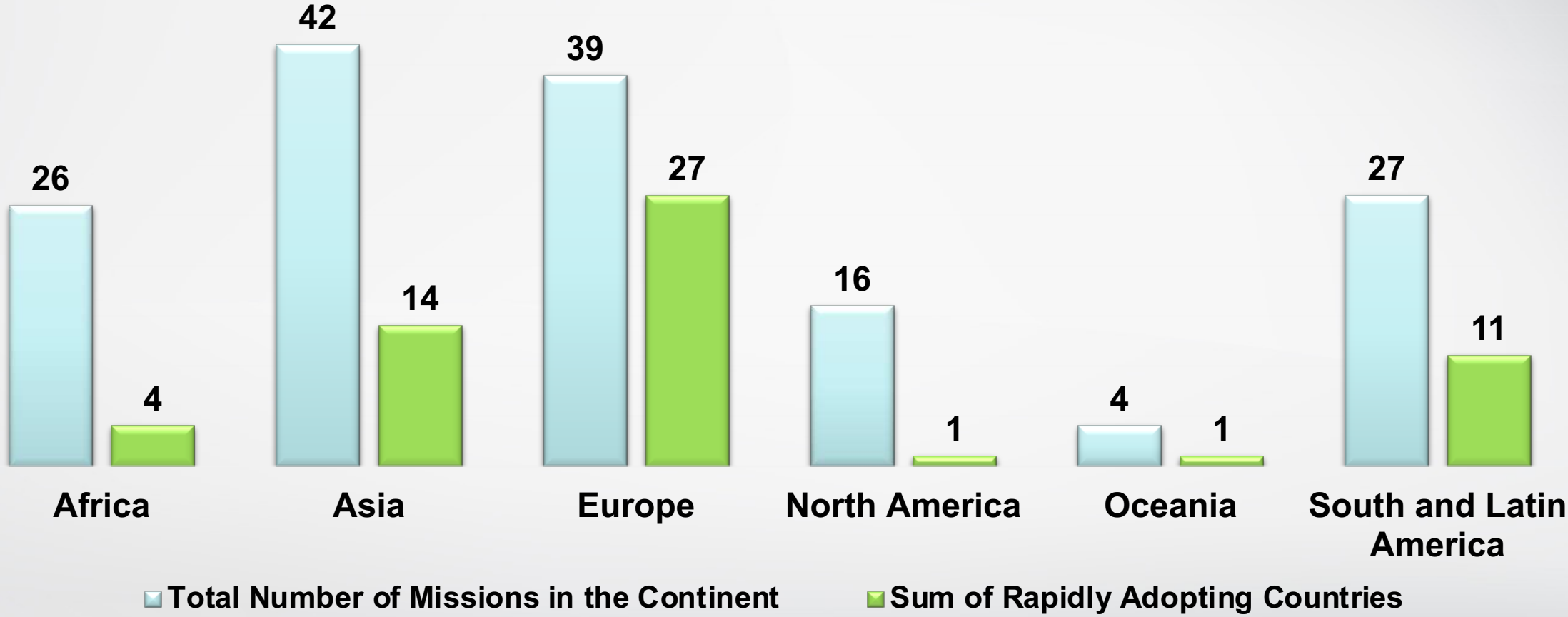


- ❖ Inventory Management; Spectrum Dashboard
- ❖ Fleet Management Framework;
- ❖ Governance Structure
- ❖ Stakeholders and Clients (Missions) Engagement

Next Steps

- ❖ Pilot Fleetio Fleet Management System
- ❖ Roll-outs of COE and Fleet Management System

Opportunity to Expand Green Vehicles Internationally





Questions