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

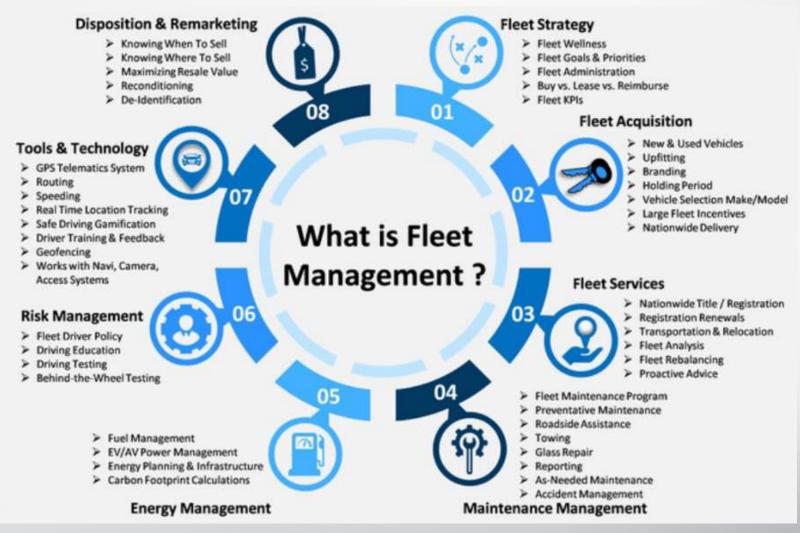
- Who we are ?
- What is fleet Management?
- Why fleet management matters?
- Overview of Our Current Fleet
- Our Current Fleet Management Model
- Challenges of the Current Fleet Management Model
- Proposed Operating Fleet Management Model
- Accomplishments
- Next Steps
- Opportunity to Expand Green Vehicles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

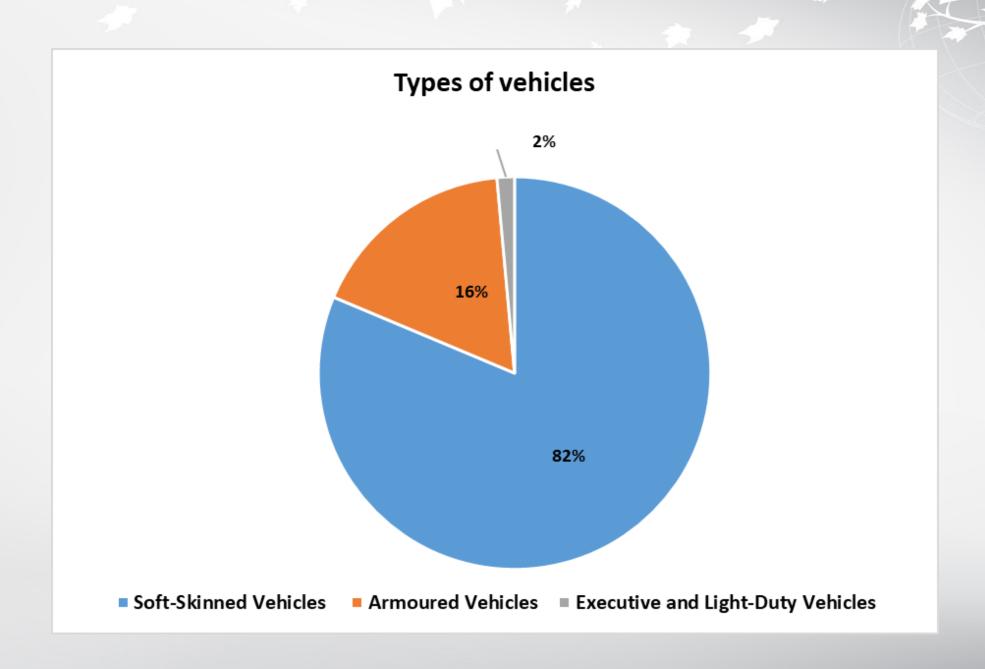
- 178 Missions across the World (Day to day operations, record keeping)
- International Platform Branch at HQ (Financial Management, Procurement, Policy)
- Corporate Planning, Finance and Information Technology Branch at HQ (Financial system, IT support)
- The Consular, Security and Emergency Management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

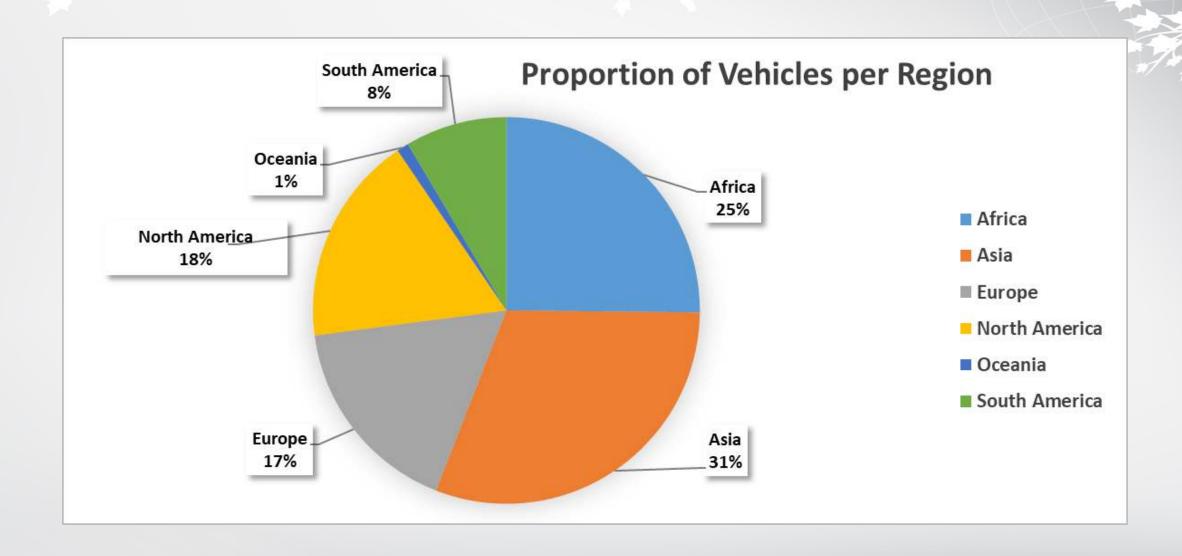
❖ Large size of fleet : 900 vehicles

Various types of vehicles

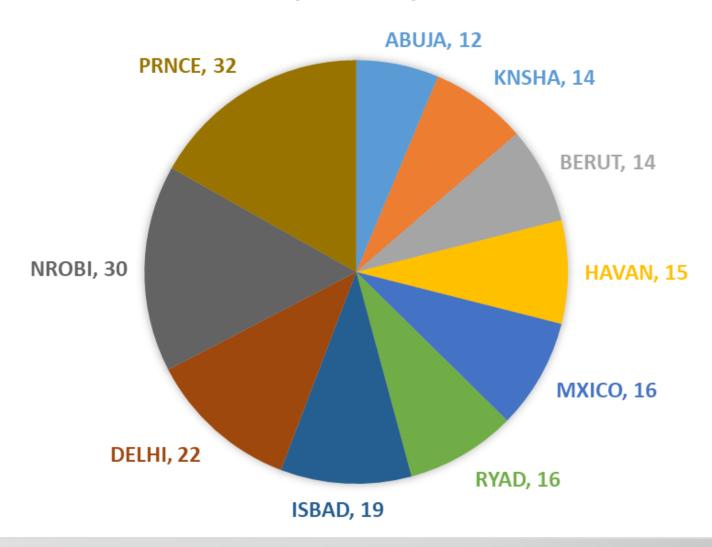
- Canada: Executive and Light-duty vehicles
- Missions: Soft-Skinned and Armoured vehicles

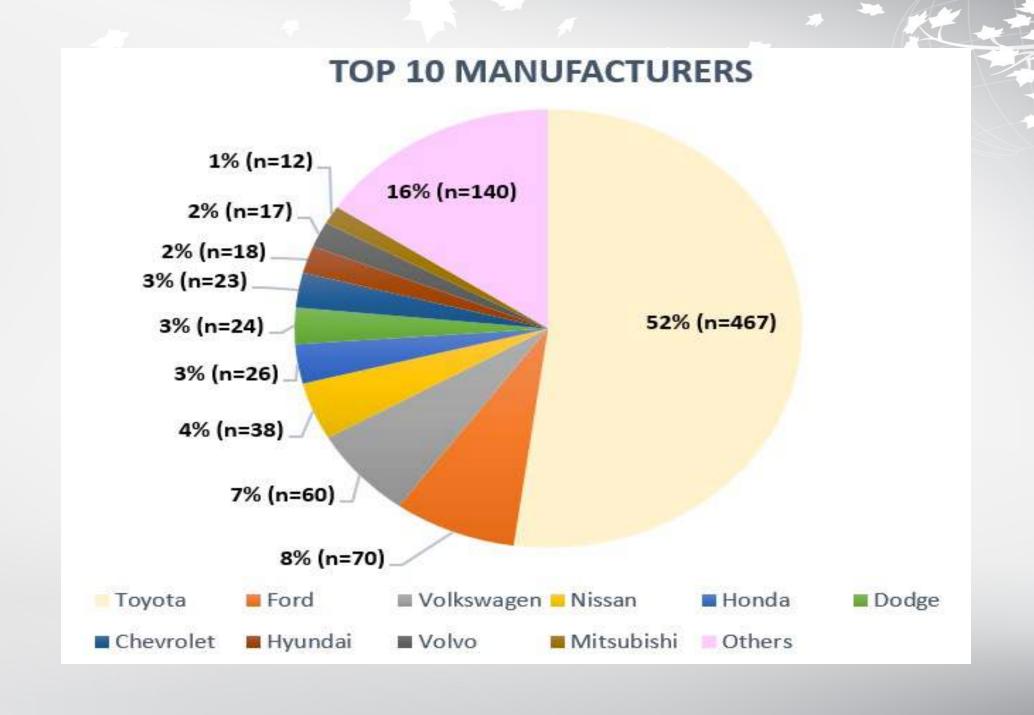
❖ Acquisition value of \$67 million





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





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

Planning

Approval

Procurement

Management

* SOFT-SKIN

- . Responsibility: Mission
- . Key Systems/Tools Used: Strategia
- . Key Activities: Evaluating need for new and vehicles to replace. Identify need in Strategia
- . Key Collaborators: AFS
- . Key Platform Ressources: Fleet Manager at Mission and/or other similar ressources
- . Main operations costs: Salary of ressources.

*ARMOURED

- . Responsibility: Missions
- . Key Systems/Tools Used: SIMS
- Key Activities: Evaluating need for new and vehicles to replace, identify need in SIMIS
- . Key Collaborators: CSS
- . Key Ressources: Fleet Manager at Mission and/or other similar ressources
- Main operations costs: Salary of ressources

- · Responsibility: AFS
- · Key Systems/Tools Used: Strategia
- . Key Activities: Review Request from Missions. Evaluate Funding requirement, approve procurement, convey decision to Missions and AAO for procurement actions
- Key Collaborators: Missions
- . Key Platform Resources: Common Services Manager and for other similar resonurses
- . Main operations costs: Salary of ressources

- · Responsibility: CSS AWCT
- Key Systems/Tools Used: SIMS
- . Key Activities: Review Request from Missions: Evaluate Funding requirement, Approve procurement, Work on specifications (AWCT) and submit requirement to AAC for procurement actions.
- Key Collaborators: Missions
- . Key Resources: AWCT and CSS employees
- · Main operations costs: Salary of ressources

- *Reponsibility: AAO. . Key Methods Used: Standing Offers
- . Key Activities: Obtain AMS for each vehicle procured, handle procurement process and shipping logistics.
- Key Collaborators: AAG, Missions, SMOQ
- Key Platform Ressources: Procurement Officer
- . Main operation costs: Salary of ressources

+ARMOURED

- · Reponsibility: AAC
- Key Methods Used: Procurement via PSPC.
- . Key Activities: Obtain AMR for each vehicle procured, handle procurement process and in collaboration with PSPC and AWCT.
- . Key Collaborators: AWCT, SMOQ
- · Key Ressources: Procurement Officer, requirement initiator, SMOQ staff
- Main operations costs: Salary of ressources

*SOFT-SKIN and ARMOURED

- · Responsibility: Missions
- *Key Systems/Tools Ulant: Mixed of manual and losttech tools i.e. Excel, MRO, logs books.
- · Key Activities: Manage day to day use of vehicles. deployed at Missions, record pertinent vehicles data, handle vehicles disposal.
- . Key Collaborators: AAC, SMGQ, AWCT (AVs).
- Key Platform Ressources: Employees at Missions
- including fleet manager, dispatchers, drivers.
- · Main operations costs: Salary of ressources

suitable system(s) to be used by the Missions for vehicles. Such system, would allow for affective, efficient and compliant

OPPORTUNITIES FOR ENHANCED COLLABORATION, CONSOLIDATION OF FUNCTIONS AND ACTIVITIES

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

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

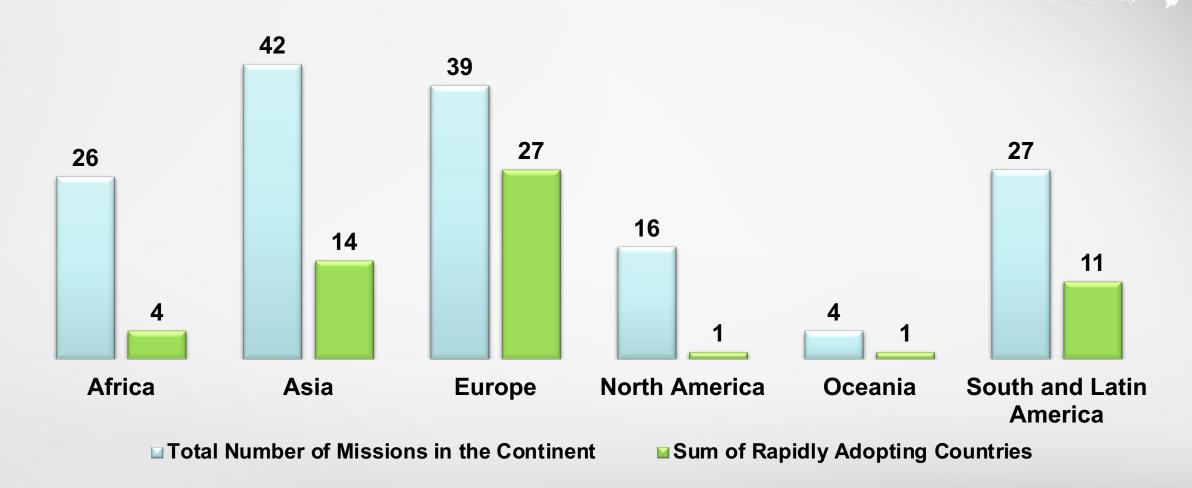
Accomplishments

- 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