



SPEAKERS' BIOS AND SESSIONS' DESCRIPTIONS

WELCOME REMARKS:

Hellas Uddin, Regional Manager, Public Services and Procurement Canada and CIPMM Regional Workshop Chair

Hellas' regular job is with Public Services and Procurement Canada (PSPC) as the Regional Manager of Procurement, Ontario Region. He has over 20 years of experience in the areas of procurement, people management and change management. Hellas has been a member of the CIPMM board of directors from 2019 and chairs the Regional Chapters and Regional Workshop Committees. Hellas holds a Bachelor of Commerce (BComm) degree from Ryerson University, Toronto, Ontario and a Master of Business Administration (MBA) degree from Laurentian University, Sudbury, Ontario. On a personal level, Hellas lives in Vaughan, Ontario with his wife and two sons. Hellas is a fan of cars and likes to go for long drives.

Marie-Claude Marcoux, Regional Manager Quebec-Atlantic regions, GCSurplus Receiver General and Pension Branch, Public Services and Procurement Canada

Marie-Claude Marcoux is the regional manager of GCSurplus for the Quebec and Atlantic regions. She completed her post-secondary studies in chemistry-biology and completed a B.A. in administration at HEC de Montréal. Marie-Claude has more than 15 years of experience in the private sector, particularly in finance and administration. She also has 15 years of experience in the federal public service where she worked for the Department of National Defense and for the Department of Public Services and Procurement Canada, notably at GCSurplus. During the pandemic, she helped support the Public Health Agency of Canada's COVID-19 relief team. Marie-Claude has extensive experience in material management including the divestment of departmental assets and seized or confiscated assets. She is a new member of the CIPMM regional committee as the Quebec representative since fall 2023. She is passionate about her work with client departments and Canadian buyers as she contributes to understanding how responsible asset disposal promotes better environmental practices. When Marie-Claude is not working, she is a mother and a traveler.

Catherine St-Louis, Supply Team Leader, Procurement Systems Directorate, Public Services and Procurement Canada

Catherine St. Louis is a Supply Team Leader in the Procurement Services Transformative Solutions Sector (PSTSS) within the Procurement Branch at Public Services and Procurement Canada (PSPC). She has over 22 years of experience in the Government of Canada working in Procurement, including a past role as a Program Mentor for PSPC's Intern Officer Development Program. She has been on the Canadian Institute of Procurement and Material Management's Board of Directors since 2018. She is currently Chair of the Awards Program, and Co-Chair of the Procurement Mentorship Program. She is self-professed lifelong learner. Through her volunteer activities in CIPMM's varied workshops, programs and conferences, Catherine is a dedicated champion for high quality learning opportunities for the Procurement and Material Management Communities.

WELCOME REMARKS FROM PREMIER PARTNER

Tamara McNulty, Senior Director - Procurement, Grants and Contributions Branch / Chief Financial Officer Directorate, Parks Canada Agency

Throughout her 22-year career in federal government procurement, Tamara McNulty has devoted her passion and strategic approaches to operational challenges through functional leadership of various teams providing contracting services for goods, professional services, information technology, construction, as well as architectural and engineering services. Since 2015, in her role as Director, Tamara has led a transformation of Parks Canada's procurement and grants and contributions functions by building a team of over 60 functional experts in the delivery of procurement for goods, services, construction, A&E services, materiel management (including fleet), and transfer payments. Working from as many as 14 locations across Canada, Tamara and her team provide value-added procurement services to support and enable the delivery of Parks Canada's mandate in operating our national parks, national historic sites and national marine conservation areas for visitors to learn about, enjoy and protect for future generations. She began her career at Public Works and Government Services Canada in 2001, moving to Canada Revenue Agency where she spent 11 years before joining Parks Canada Agency. Tamara holds a Bachelor of International Business degree from Carleton University.

KEYNOTE # 1

PARKS CANADA – REAL PROPERTY CONSTRUCTION CONTRACTING BID EVALUATIONS

This presentation focuses on the evolution of bid evaluations in construction markets, shifting from a traditional lowest-price model to a tender that requires the demonstration of project understanding and minimum experience criteria thresholds. Discover how this approach can improve bid quality and project performance. Concrete examples will demonstrate how this approach fosters more rigorous selection, aligning with sustainability, performance, and innovation goals while optimizing long-term outcomes.

Sylvie Lagacé, Acting Manager, Real Property Contracting, Procurement, Grants and Contributions Branch (PGCB), Parks Canada

Sylvie Lagacé has over 20 years of experience in procurement within the Canadian federal government, including 15 years with Parks Canada. Her diverse background has allowed her to manage markets from junior buyer to now as acting manager for real property contracting for Eastern Canada.

Sylvie is known for her commitment to innovation and her curiosity about new procurement trends. She emphasizes inclusive and sustainable practices, focusing on Indigenous participation plans, accessibility, and providing opportunities for small and medium-sized enterprises in public procurement. Her forward-thinking vision and strategic approach contribute to the ongoing evolution and improvement of procurement practices within the government.

CONCURRENT SESSION # 2

THE EVALUATION OF DIVERSITY AND INCLUSION CRITERIA IN PROCUREMENT PROCESSES

This presentation will analyze two recent reviews of complaints conducted by the Office of the Procurement Ombud. The complaints focused on instances where federal departments failed to define evaluation criteria to effectively reduce barriers toward diversifying the federal supply chain. These reviews will serve as a springboard for discussing best practices in evaluating diversity and inclusion within procurement processes.

Alexander Jeglic, Procurement Ombud, The Office of the Procurement Ombud

Mr. Alexander Jeglic has been re-appointed as Procurement Ombud for another five-year term.

Alex, a lawyer by background, previously served as General Counsel for Private-Public Partnerships Canada Inc. He has held various roles in the U.S. and Canada, including Senior Legal Counsel at the Canadian Commercial Corporation and Business Development Manager and International Trade Advisor at the Australian Trade Commission in Washington, DC. His expertise in procurement, contracting, and dispute resolution has been pivotal in his role as Procurement Ombud.

He graduated from Carleton University with a Bachelor of Arts in Law (2000), completed the Cornell Law School Paris Summer Institute (2001), and earned a Juris Doctor degree from Loyola University Chicago School of Law (2003) with a certificate in International Law.

Alex has also taught procurement law at Carleton University for several years.

Heather Bartlett, Senior Risk Advisor, Quality Assurance and Risk Management, The Office of the Procurement Ombud

Heather Bartlett has been a member of the federal public service since 2003 gaining significant experience in procurement management and leadership.

She has held various roles across multiple departments starting her career as a PG at the Department of National Defence, transitioning to procurement policy and her current role.

Heather has held numerous leadership roles, including Senior Manager and Acting Director roles. She has been responsible for policy guidance related to topics such as Intellectual Property, Risk, Greening Government, Diversity and Inclusion, Social Procurement, and Indigenous Procurement Initiative (5%). Additionally, she has served as a mentor through the Canadian Institute for Procurement and Materiel Management (CIPMM).

Since joining the Office of the Procurement Ombud in January 2024, Heather completed a review of complaints regarding a contract awarded by Immigration, Refugees, and Citizenship Canada (IRCC) and is leading a report on best value in procurement.

CONCURRENT SESSION # 3

RECYCLING AND SERVICE CONTRACTS (FILLING IN THE DIVESTMENT GAP)

Federal departments, agencies, and Crown corporations have a regular stream of surplus materiel that must be divested. Some of these assets can become surplus regularly with divestment occurring multiple times a year. GCSurplus offers departmental partners the ability to use period contracts to divest of some of these assets.

This course provides the materiel management community—beginners and experienced practitioners—with concrete examples of when period contracts might be helpful in divestment strategies. Course participants will broaden their understanding of innovative divestment approaches related to these as well as enhance their knowledge related to new service offerings from GCSurplus where service gaps may exist.

Dave Gosselin, Team Leader, GCSurplus, Receiver General and Pension Branch, Public Services and Procurement Canada

Dave Gosselin joined the Canadian Armed Forces in January 1997 as Supply Technician (now called Material Management Technician). He had the pleasure of serving with the Royal Canadian Navy, the Canadian Army, the Royal Canadian Air Force and the Special Forces. He also deployed on many occasions overseas. His last position before his retirement was as the 25 Canadian Forces Supply Depot Sergeant-Major in January 2022. He joined the Public Service at the same time and has been working with GC Surplus as Team Leader for Quebec region since May 2022.

CONCURRENT SESSION # 4

ELIMINATING PREVENTABLE WORK TO FREE UP YOUR TIME

Procurement and Materiel Management specialists and their supporting functions often find it impossible to keep up with demand – and are caught in a chronic cycle of overload, rushing and stress. There is hope to find and free up capacity so that the work does not require heroics and is more humane on the humans working in the process. Some functions spend 20-50% of their capacity on something that is called Preventable Work or Failure Demand.

Failure Demand is demand on our people that occurs because something:

1. Failed to be done correctly the first time, resulting in preventable work to fix an error, e.g. clients make mistakes that must be corrected
2. Failed to be done at all, resulting in a preventable contact to provide missing information, e.g. clients do not provide important details, causing Procurement to chase information;
3. Failed to be done clearly the first time, resulting in a clarification contact, e.g. Solicitation documents are unclear to vendors, resulting in multiple rounds of Q&A and extra work;
4. Failed to be done quickly enough, resulting in a “where’s my stuff?” progress chasing; the process takes too long so clients and service providers chase progress updates.

Each of these are largely within the control or influence of Procurement and Materiel Management groups.

In this talk, participants will learn about the root causes of each of these four types of Failure Demand, and what real-life Procurement and Materiel Management shops have done to reduce or eliminate them – freeing up capacity and allowing the work to get done the first time through with less stress fewer heroics.

Craig Szelestowski, Founder, Lean Agility Inc., Director, Lean Programs, Telfer Business School Centre for Executive Leadership, University of Ottawa

Craig is a Lean/Agile transformation specialist with more than two decades of experience implementing dramatic turnarounds. He founded Lean Agility Inc. in 2010 to apply Lean exclusively to knowledge work / government organizations. With his coaching, his clients have reduced delivery times by up to 95%, increased capacity by up to 400% and created outstanding levels of employee engagement.

In his public service career, as a Vice President, he led the Royal Canadian Mint’s Lean transformation which helped move the organization through a challenging era of cutbacks and job losses into an extended period of financial and organizational health and stability. During his tenure, the Mint realized tens of millions of dollars of Lean improvements, dramatically reduced the time and effort to deliver its products and services, moving from a financial loss to a profit of over \$68 million. In terms of employee engagement, it improved from 100 grievances per year to 20 per year and was named by Maclean’s magazine as one of “Canada’s Top 100 Employers” from 2007 to 2010.

Craig has served multiple times as a part-time professor at the Telfer School of Business at the University of Ottawa. He is currently the Director of Lean content at the Telfer Centre for Executive Leadership and has taught Lean to Telfer’s MBA students.

He is a contributor to Canadian Government Executive magazine and various other publications, contributing both articles and podcasts. He founded the annual Lean Government Summit in 2011.

CONCURRENT SESSION # 5

25 CANADIAN FORCES SUPPLY DEPOT: MODERNIZATION EFFORTS IN AN EVER-CHANGING LANDSCAPE

This presentation will focus on the ongoing modernization efforts within 25 CFSD to showcase the current projects both at the local and strategic levels. It'll include a brief overview of the organization, how it fits into the Defense Supply Chain, Ongoing Projects, Challenges, and things being considered into the future.

Scott McCarthy, Commanding Officer, 25 Canadian Forces Supply Depot, Canadian Armed Forces

LCol McCarthy, from out port Newfoundland, joined the CAF in 2001 and graduated from the Royal Military College of Canada in 2006 with a BA in History.

During his career, he served with 1 Service Battalion in Edmonton, Canadian Forces Logistics Training Center Borden, 1st Canadian Division HQ, Canadian Forces Base Kingston – Logistics Support Squadron, Canadian Forces College Toronto, and the Canadian Army Command and Staff College.

LCol McCarthy deployed to Afghanistan as a member of the Operational Mentoring and Liaison Team in 2009. Additionally, has been involved in other operations such as Operation Renaissance 15-01 (Nepal), a member of the Non-Combative Evacuation Operations team, National Command Element Lead Planner and J4 for Exercise Trident Juncture 2015, Initial mentor team member at NATO's Multinational Division HQ (Southeast) and the National Command Element's Liaison and Reconnaissance Team Command Officer (Designate).

LCol McCarthy holds an MBA and a Master of Defense Studies. He and his wife Julie have two sons – Ethan and Benjamin. In his free time, he enjoys hockey, automobiles, and hosts a leadership podcast.

CONCURRENT SESSION # 6

YOU WANTED A RFI ... BUT ISSUED A RFBUI. WHY ARE RESPONSES BARELY USEFUL?

Useful industry input is critical to any competitive procurement process, yet many procurement officers will describe their RFI outcome as a Request For Barely Useful Information (RFBUI). Did your RFI lead to useful edits to your Statement of Work? Did your RFI lead to useful feedback on your evaluation criteria? Did your RFI lead to a short list of suppliers who actually ended up submitting a proposal? If it didn't ... maybe I can help convert your RFBUI in a useful RFI.

Martin Chénier, Procurement Strategist, President, Procurement Alliance of Canada

Passionate about public sector procurement and driven by the Customer Service Experience, Martin is an award-winning business and people manager who spent the last two decades helping Industry and the Federal Government buy and sell professional services.

Martin is the President and Founder of The Procurement Alliance of Canada; a subscription-based service providing practical resources, webinars, advisory services, and self-directed learning material to public sector procurement professionals, their clients, and suppliers.

Earlier in his career, Martin served two mandates as National Chair of Government Relations for the \$15B Industry Association of Staffing Services; he was a Forty Under 40 recipient in 2008; winner of the Consumer's Choice Award for Best Staffing Agency in Ottawa Gatineau; and Branch Manager of the Year for Outstanding Achievement and Service Excellence.

He provides procurement advisory, mentoring, and training services to Federal Government Departments and is an active Industry representative on various Government committees and working groups.

His speaking engagements focus on the "eye opener" experience of working alongside suppliers, clients, and public sector procurement folks with a goal of creating an optimal procurement experience.

CONCURRENT SESSION # 7

PROCUREMENT TRANSFORMATION: INNOVATING PROFESSIONAL SERVICES FOR ENHANCED VALUE

The purpose of the presentation is to share the federal government's direction for suppliers to align their service offerings with the expectations and requirements of the professional services procurement transformation began by PSPC. It also seeks to encourage engagement between government and IT service providers for successful modernization of public services.

The following points will be discussed:

1. Context for the ongoing transformation of federal procurement of professional services
2. Guiding principles for achieving together the vision of the transformation: Increased value to Canadians through broader competition, fair, transparent and open procurement.
3. Private Sector Engagement
4. Questions and Feedback
5. Attached: PSPC responses to questions from the private sector about Purchases Canada

This presentation will be an opportunity for procurement professionals and professional services providers to learn more about the changes underway and discuss ways to contribute to the success of this transformation.

Jason Knowles, Senior Manager, Procurement Transformation and Partnerships Directorate, Public Services and Procurement Canada

Jason Knowles is a manager in PSPC's newly created Professional Services Transformative Solutions Sector (PSTSS). Jason has 19 years of experience in the public service in procurement operations (PG) and procurement policy (EC) roles. In his current role Jason is responsible for developing and overseeing the departments Transformation Action Plan (TAP) in response to recent audits and reviews of professional services procurement. Jason lives and works in Ottawa.

PANEL DISCUSSION # 8

PROFESSIONAL DEVELOPMENT PANEL DISCUSSION

Professional Development for the Procurement and MM community. What are the challenges and the opportunities?

Moderator:

Minh-Khai Trinh, Director, International Procurement, Policy and Community Development (AAO), Global Affairs Canada

Panelists:

- Tamara McNulty, Senior Director - Procurement, Grants and Contributions Branch / Chief Financial Officer Directorate, Parks Canada Agency
- Annie Fournier, Procurement Manager, Professional Training and Development, Public Services and Procurement Canada
- Anne-Marie Signori, Regional Director, Procurement Assistance Canada - Quebec Region, Public Services and Procurement Canada

Minh-Khai Trinh, Director, International Procurement, Policy and Community Development (AAO), Global Affairs Canada

Minh Khai Trinh has 20 years of professional experience in procurement, assets and fleet management. As a director of international procurement, policy and community development at Global Affairs Canada (GAC), Khai currently leads a division mandated to provide Real Property and Security Services procurement in support of GAC's vast Missions network. Prior to joining GAC, Khai had worked at CIDA, DND and PSPC (PWGSC) where he had the opportunities to lead and be involved in major IM/IT procurement initiatives and Defence projects/programs including the CF-188, the Snowbirds and the ammunition programs. Khai holds a science degree from l'Université de Montréal and a mini-MBA from McGill.

Tamara McNulty, Senior Director - Procurement, Grants and Contributions Branch / Chief Financial Officer Directorate, Parks Canada Agency

Throughout her 22-year career in federal government procurement, Tamara McNulty has devoted her passion and strategic approaches to operational challenges through

functional leadership of various teams providing contracting services for goods, professional services, information technology, construction, as well as architectural and engineering services. Since 2015, in her role as Director, Tamara has led a transformation of Parks Canada's procurement and grants and contributions functions by building a team of over 60 functional experts in the delivery of procurement for goods, services, construction, A&E services, materiel management (including fleet), and transfer payments. Working from as many as 14 locations across Canada, Tamara and her team provide value-added procurement services to support and enable the delivery of Parks Canada's mandate in operating our national parks, national historic sites and national marine conservation areas for visitors to learn about, enjoy and protect for future generations. She began her career at Public Works and Government Services Canada in 2001, moving to Canada Revenue Agency where she spent 11 years before joining Parks Canada Agency. Tamara holds a Bachelor of International Business degree from Carleton University.

Annie Fournier, Procurement Manager, Professional Training and Development, Public Services and Procurement Canada

Annie Fournier, a former teacher and long-time procurement professional, has been the manager of the Professional Training and Development Division at PSPC for the last two years. She began her career in the public service in 2001 and built a career rich in experiences in several departments and agencies before joining Public Services and Procurement Canada in 2014. Annie's team is charged with the creation and implementation of training programs for the PG community at PSPC. Under her leadership, her team has put together several new initiatives to guide procurement officers through the complexities inherent to the procurement process. Known for her meticulous attention to detail and a profound desire to support her colleagues, Annie continually strives to provide invaluable resources that help them thrive in a dynamic environment.

Anne-Marie Signori, Regional Director, Procurement Assistance Canada - Quebec Region, Public Services and Procurement Canada

Anne-Marie Signori has been the Director of Procurement Support Canada within Public Services and Procurement Canada in the Quebec region since October 2020. She is speaking today as temporary Acting Director of the Procurement Directorate for the Quebec region.

Anne-Marie holds an M.B.A. from HEC Montréal and a Bachelor of Commerce from Concordia University in International Business.

Before joining the ranks of Public Services and Procurement Canada, Ms. Signori worked for Employment and Social Development Canada as well as the Canada Border Services Agency and Citizenship and Immigration Canada where she held management and executive positions.

For Anne-Marie, procurement is an exciting new area of expertise. Working with the industry and buyers to innovate the way we buy is very exciting!

CONCURRENT SESSION # 9

WHAT YOU DIDN'T KNOW YOU DIDN'T KNOW ABOUT BID-RIGGING: LEARN HOW TO PROTECT THE INTEGRITY OF YOUR PROCUREMENT PROCESSES

Public procurement can be at risk for bid-rigging, especially in a challenging economic environment. Evolving markets can push suppliers to engage in risky behaviour to try to make an extra buck. Learn how to prevent, detect and report bid rigging in your procurement processes, and participate in a demonstration of the Competition Bureau's web-based Collusion Risk Assessment Tool that can help you minimize the risk of bid-rigging.

Majid Charania, Director, Compliance and Outreach Unit, Competition Bureau

Majid Charania is Director of Compliance and Outreach at the Competition Bureau of Canada. His team is responsible for promoting compliance by companies of all sizes with the laws enforced by the Competition Bureau. Prior to taking on his current role, he was special advisor to the current and former Commissioners of Competition. Majid has previously held enforcement and litigation roles at the Bureau, the Department of Justice and the European Commission's DG Competition. He has also taught competition law at Toronto Metropolitan University's law faculty. Prior to joining the Bureau, he worked in the private sector. Majid is a certified compliance and ethics professional and holds law and international business administration degrees.

Yanick Poulin, Acting Senior Competition Law Officer, Cartels and Deceptive Marketing Practices Branch, Competition Bureau

Yanick Poulin is an Acting Senior Competition Law Officer. He joined the Competition Bureau in 2001 and has extensive experience in enforcing the Competition Act. Throughout his career, he has led and contributed to numerous investigations, including several criminal cases involving collusion and deceptive marketing practices. In addition to law enforcement, his involvement with various partners in Quebec helps protect Canadian citizens and promote competition in Canada. Mr. Poulin obtained his Bachelor of Civil Law from the University of Ottawa in 2001 and was admitted to the Quebec Bar in 2005.

CONCURRENT SESSION # 10

SOUND DECISION MAKING IN DIVESTMENT

You have a project in mind? You need to dispose of assets that have become useless for your organization? Here is an overview of GCSurplus services adapted to the representativeness of the audience in order to provide decision-making tools and advisory resources to meet all your needs and questions. In the end you will know how to obtain all the services you need and honor your responsibilities with confidence.

Marie-Claude Marcoux, Regional Manager Quebec-Atlantic regions, GCSurplus Receiver General and Pension Branch, Public Services and Procurement Canada

Marie-Claude Marcoux is the regional manager of GCSurplus for the Quebec and Atlantic regions. She completed her post-secondary studies in chemistry-biology and completed a B.A. in administration at HEC de Montréal. Marie-Claude has more than 15 years of experience in the private sector, particularly in finance and administration. She also has

15 years of experience in the federal public service where she worked for the Department of National Defense and for the Department of Public Services and Procurement Canada, notably at GCSurplus. During the pandemic, she helped support the Public Health Agency of Canada's COVID-19 relief team. Marie-Claude has extensive experience in material management including the divestment of departmental assets and seized or confiscated assets. She is a new member of the CIPMM regional committee as the Quebec representative since fall 2023. She is passionate about her work with client departments and Canadian buyers as she contributes to understanding how responsible asset disposal promotes better environmental practices. When Marie-Claude is not working, she is a mother and a traveler.

CONCURRENT SESSION # 11

CORCAN - THE STORY BEHIND THE WALLS

Do you know what type of employment training is available to offenders in federal penitentiaries? Some of you may have knowledge of CORCAN products and services, as well as the ease of government departments procuring from CORCAN; however, we invite you to join this session to learn more about how CORCAN is assisting offenders in their rehabilitation – the story behind the walls.

Johanne Perron, Regional Operations Manager, Correctional Service of Canada - CORCAN

Trained as a psychoeducator, Johanne Perron joined the federal public service in 2007. She has held various positions at Correctional Service Canada, including Psychoeducator at the Archambault Regional Mental Health Centre and the Special Handling Unit, Community Corrections Program Officer, and CORCAN Employment and Employability Program Coordinator. Her practice in rehabilitation led her to deepen her understanding of the population served by Correctional Service Canada, and to complete a Graduate Diploma specializing in mental health. In 2019, Ms. Perron joins the CORCAN management team where she will act, among other things, as National Manager CORCAN Employment and Employability Program, and currently as Regional Manager CORCAN Operations in the Quebec region.

CONCURRENT SESSION # 12

INVESTING IN PEOPLE FIRST: THE BENEFITS OF HAVING A DEDICATED OUTREACH AND PROCUREMENT COMMUNITY DEVELOPMENT TEAM

The presentation will describe the role of ECCC's newly created Outreach and Procurement Community Development team. It will highlight the advantages of having such a client training and community development focused team, in relation to the new Directive on the Management of procurement (such as workforce capacity, collaboration between contracting authorities and business owners, identifying and addressing the department's needs with respect to the necessary competencies, capacity and professional development in procurement management) , the Procurement Management Framework (including service delivery, continuous learning and innovation, workforce capacity) and an opportunity to increase knowledge on the Government of Canada's procurement priorities (socio-economic considerations, indigenous procurement, etc) . It will demonstrate the qualitative and quantitative results achieved since the creation of the

group to show how such a function can help departments in their continued efforts to improve client relations and procurement knowledge and competence.

Josee St-Georges, Senior Manager, Outreach and Procurement Community Development, Environment and Climate Change Canada

Josée St-Georges started her career in the public service with the former Canadian International Development Agency (CIDA), newly named Global Affairs Canada, as a Procurement Officer. She has cumulated 16 years of experience in procurement both on the operations side and for the past 10 years in a procurement policy function. She has joined Environment and Climate Change Canada in 2022 and is now Senior Manager responsible for the Outreach and Procurement Community Development team. She has a passion for finding creative ways to make procurement-related subjects interesting and engaging for clients and procurement officers alike.