

Chief Procurement Officer Pilot Project

A Procurement Modernization Initiative

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Procurement Modernization – a GC priority

*The 2015 Mandate Letter of the Minister of Public Services and Procurement Canada included direction to **modernize procurement practices so that they are simpler and less administratively burdensome.***

The 2019 letter specifies to continue in collaboration with TBS.

*The 2015 Mandate Letter of the President of Treasury Board and Minister of Digital Government specified to **modernize comptrollership, which includes procurement policies and community.***

Policy Renewal

- Improve the planning and management of complex procurement through policy and legislation to achieve better results, including socio-economic and environmental objectives

Service, Processes and Tools

- Address issues of speed, user experience and ability to support agile and innovative procurements

Human Resources

- Increase the professionalization of the procurement leadership and workforce

Procurement Modernization: Challenges and Goals

Department

- Limited **strategic advice & procurement planning**
- Uneven **application & monitoring of policies**
- **Gaps in accountability & leadership** for procurement

Government-wide

- Challenges advancing horizontal **government priorities & being innovative**
- Limited community **talent management & professionalization**

Outputs

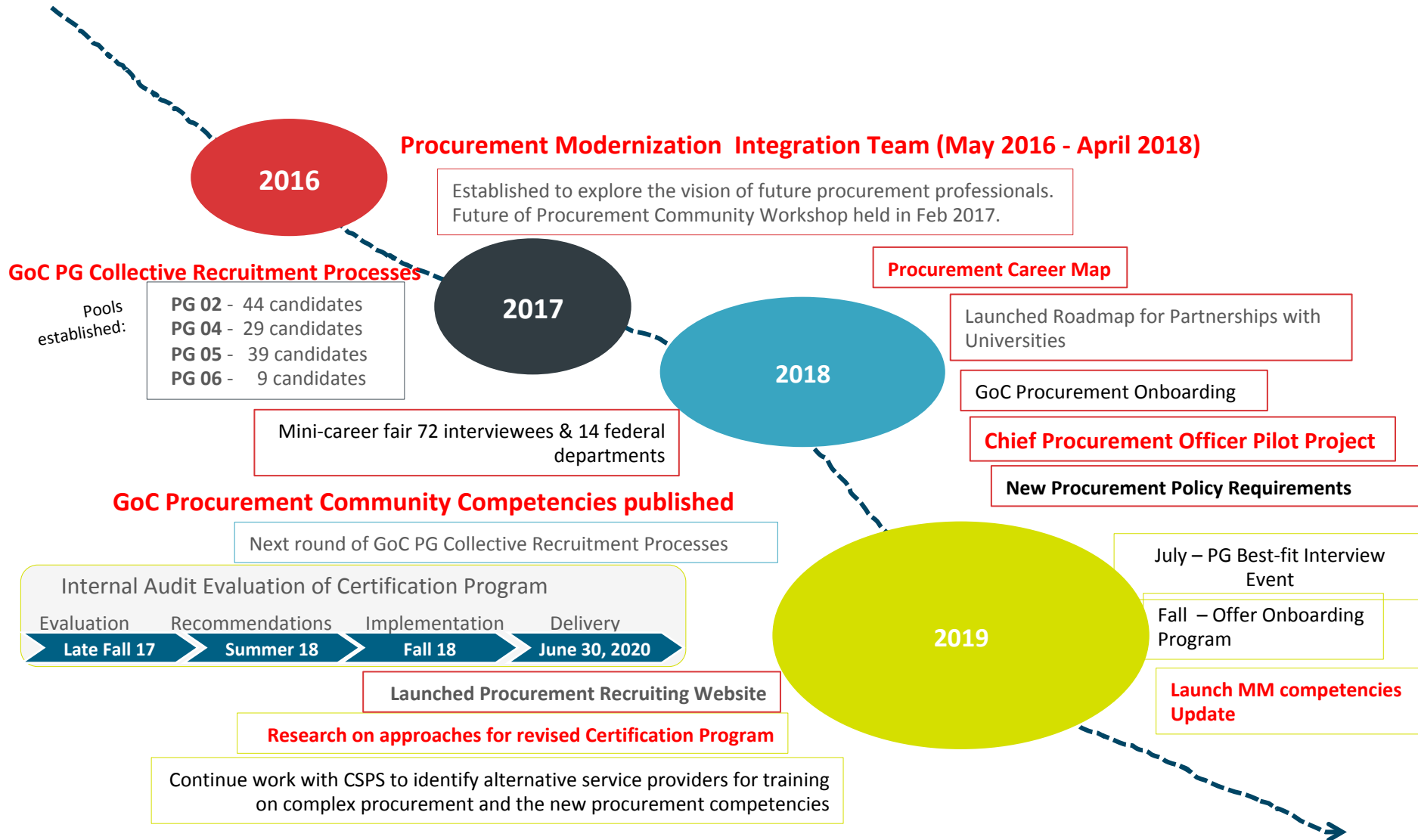
- **Clear departmental leadership & governance** for procurements
- Standardized **Procurement Management Frameworks**
- Community networks to deliver **common initiatives & exchange best practices**
- Interdepartmental **idea-sharing** forum
- Government-wide **capacity building & talent management**

Outcomes

- Clarified & strengthened **procurement processes**
- **Empowered** and innovative community
- Increased **adoption of best practices**

- Improved focus & delivery of **horizontal initiatives**
- More desirable **career of choice**
- Stronger and healthier **procurement workforce**

Procurement Modernization Initiatives

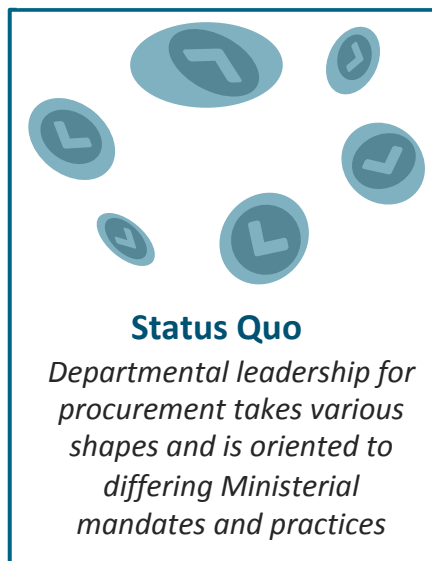


CPO Pilot Project – Why, What and How?

Why: *Deliver a CPO pilot project to test a modernized accountability and leadership approach for procurement*

What: *Designate CPO positions in selected departments and establish a government-wide CPO Council*

Governance Evolution



How: (From Feb. 2019 to Feb. 2020)

1. Operationalize a **defined CPO model**
 - a. **gather data** on effects of CPO implementation
 - b. identify **success factors and obstacles**
3. Assess the CPO Pilot according to the **Project Review Plan**
5. Identify **requirements for investment & support** for wider roll-out

CPO Model Value

Proposition

Key Senior Partner & Strategic Enabler



CPO Council Roles & Responsibilities

A Council of CPOs will:

- Support a whole of government *shared vision for the procurement function & workforce*
- Influence government-wide procurement related decisions & directions
- Be an idea sharing & innovation forum

CPO Council Membership includes:

- Pilot CPOs (ESDC, RCMP, TC, PSPC, IAAC, StatCan, CBSA)
- Representatives of PSPC & SSC
- Representatives of key stakeholders (DND, GAC & DFO)

Areas of activity:



Identifying, elaborating and promoting best procurement practices



Providing strategic advice on procurement and GC policy objectives



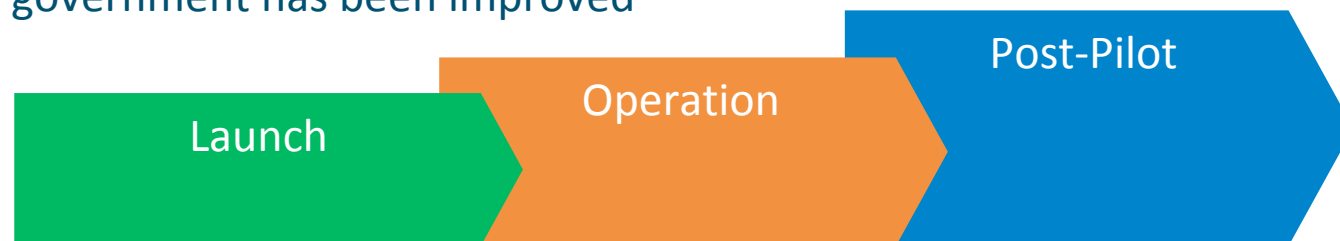
Enhancing procurement capacity

How the CPO model could enhance your career?

- ✓ Provides a central focus and overall direction for procurement;
- ✓ Standardizes departmental Procurement Management Frameworks;
- ✓ Emphasizes data analytics and agile practices;
- ✓ Streamlines procurement community recruitment, development and talent management;
- ✓ Professionalizes the procurement functions;
- ✓ Positions the procurement community as a strategic partner; and
- ✓ Provides a complete career path within the procurement profession (up to CPO).

Pilot Project Review Plan

Pilot Review – Includes 3 phases to measure if procurement in government has been improved



- What are the needs (e.g. resources, policy, governance) to implement across government?




Key Questions to address through action-based evidence-gathering:

- Are deputies offered better advice on procurement?
- Has the procurement workforce been further professionalized?
- Are procurement processes and outcomes improved?
- Do business owners (end users) receive better procurement services?
- Do key participants recommend the CPO model?
- Has the sharing of best procurement practices across departments improved?

Methodology - Triangulation using multiple methods:

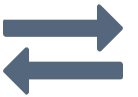
- Review of departmental Procurement Management Frameworks
- Interviews and surveys of CPOs and key participants
- Analysis of quantitative data (financial and human resources)

CPO Pilot Project Highlights

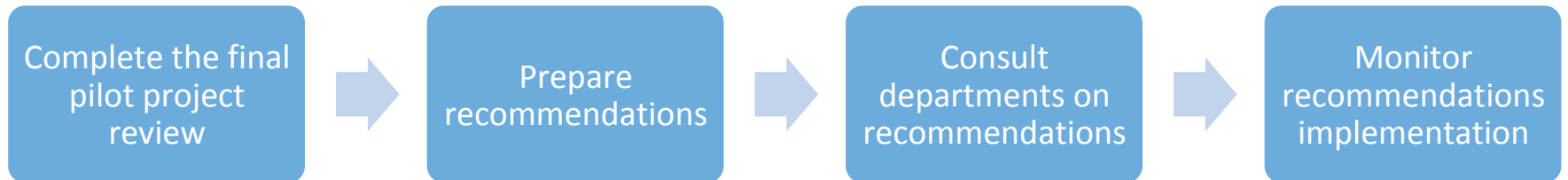
- 7 departments participated in the CPO pilot project
- A working group representing participating departments and other key stakeholders was established 
- Guiding documents were developed in consultation with the CPO working group and approved by the CPO Council.
 - ✓ Project Plan
 - ✓ Project Work Plan
 - ✓ CPO Work Description Template
 - ✓ CPO Council Terms of Reference
 - ✓ CPO Council and CPO position success indicators
 - ✓ Procurement Management Framework
 - ✓ Pilot Project Review Plan
- Launched of the CPO Pilot Project on February 27, 2019
- Transformational training for CPOs (end of March 2019) 


CPO Pilot Project Highlights (cont'd)

- Briefed various governance committees (CAB, PMIC, PMMAC, TBACC, etc.)
- Documented participating departments pre-pilot environment
- Provided secretariat function support to the Council of CPOs and the working group
- Monitored Pilot implementation



Next Steps



Questions