



Government
of Canada

Gouvernement
du Canada

Canada

Logistics Management at Global Affairs Canada



Profile

Worked in several facets of Supply Chain Management for over 30 years;
currently Director, Logistics Management

Highlights – to name a few...there are many others

- Tsunami in South East Asia – December 2004
- H1N1 pandemic prevention – 2009
- Earthquake in Haiti – January 2010
- Operation Syrian Refugee – 2015/2016



Discussion Points

1. Supply Chain Management - How supply chain strategies are significant to sustain Canada's missions network abroad going forward.
2. Logistics – what is unique to Global Affairs Canada
3. Sustainability - building and leveraging partnerships to help deliver Canada's programs at our missions abroad.

What is Supply Chain Management ?



Supply chain management involves optimizing your operations to maximize both speed and efficiency.

Speed is **important** because customers value fast service. Increasing speed, however, can cause costs to skyrocket, so maximizing efficiency is equally **important.**

❖ Breaking down barriers

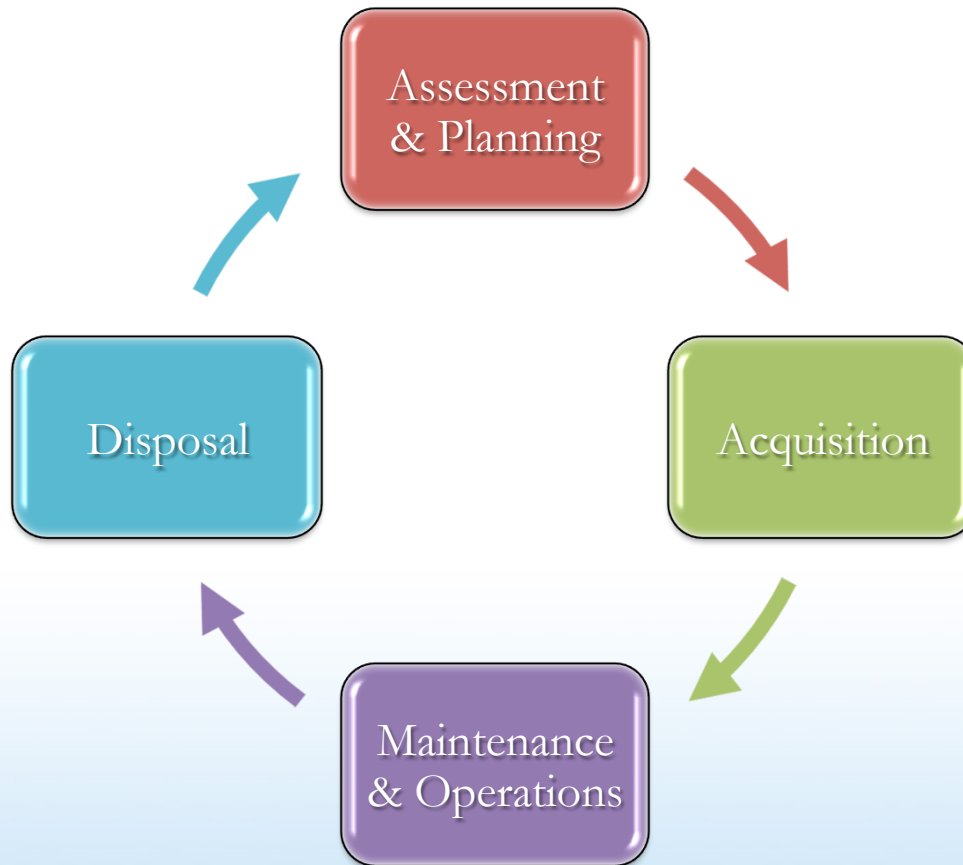
❖ Cultural shift

❖ Engaging and involving clients and colleagues in the initial stages

❖ Think thing through



Life cycle Management at Global Affairs Canada



Assessment
& Planning

```
graph TD; A[Assessment & Planning] --> B[Assess & Define requirements]; A --> C[Evaluate and forecast];
```

Assess & Define requirements

Evaluate and forecast

Acquisition



```
graph TD; A[Acquisition] --- B[Define and Specify (RFI/RFP)]; A --- C[Source]; A --- D[Accept];
```

Define and Specify (RFI/RFP)

Source

Accept

Maintenance
& Operations



```
graph TD; A[Maintenance & Operations] --- B[Warehousing]; A --- C[Inventory management]; A --- D[Asset Management]; A --- E[Transportation];
```

Warehousing

Inventory management

Asset Management

Transportation

Disposal

```
graph TD; Disposal[Disposal] --- Strategy[Strategy]; Disposal --- Dispose[Dispose]; Disposal --- AssetManagment[Asset Managment];
```

Strategy

Dispose

Asset Managment

L EAN

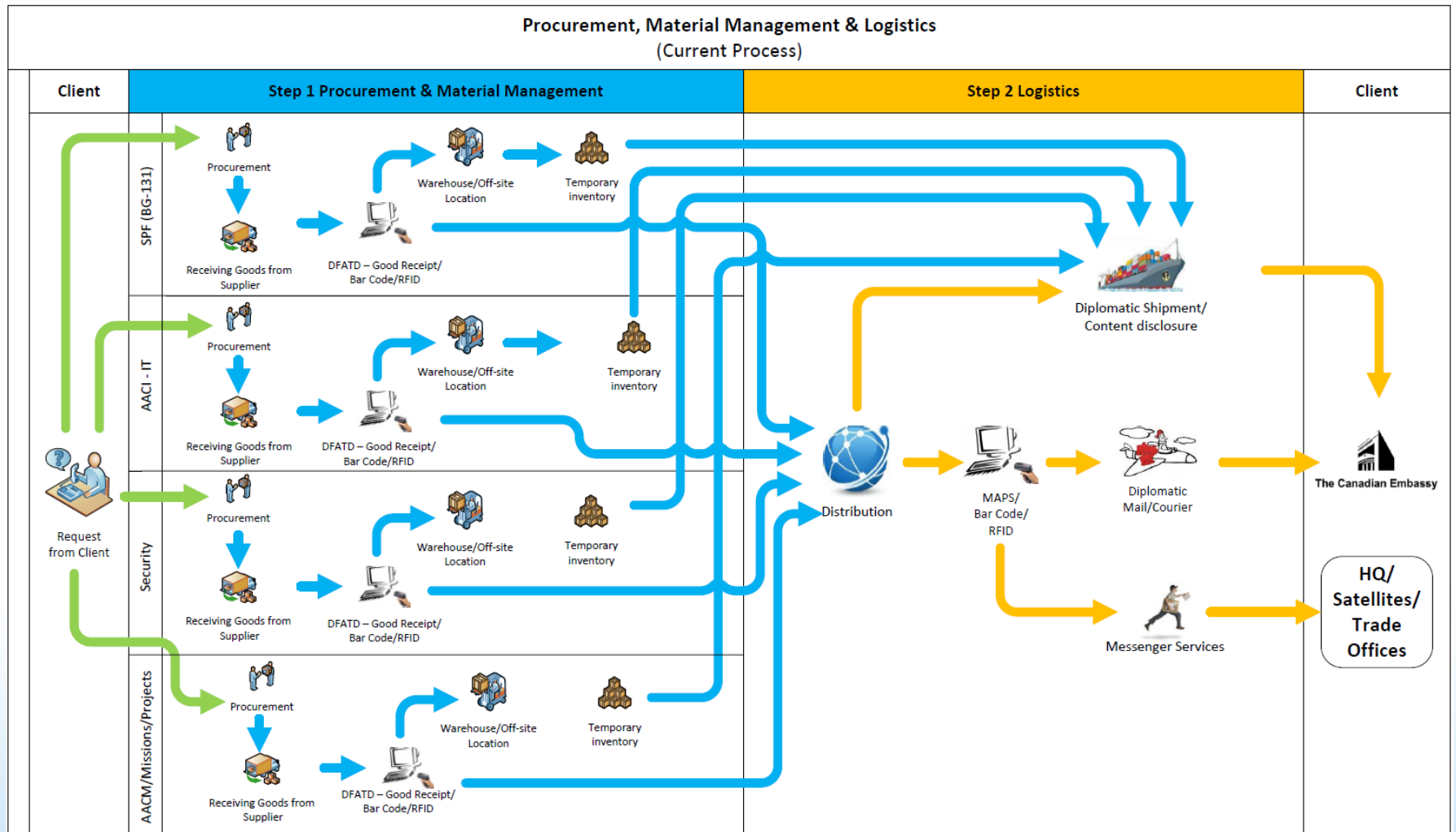
E LIMINATION
OF WASTE

A CTIVE
INVOLVEMENT

N ON-STOP
IMPROVEMENTS

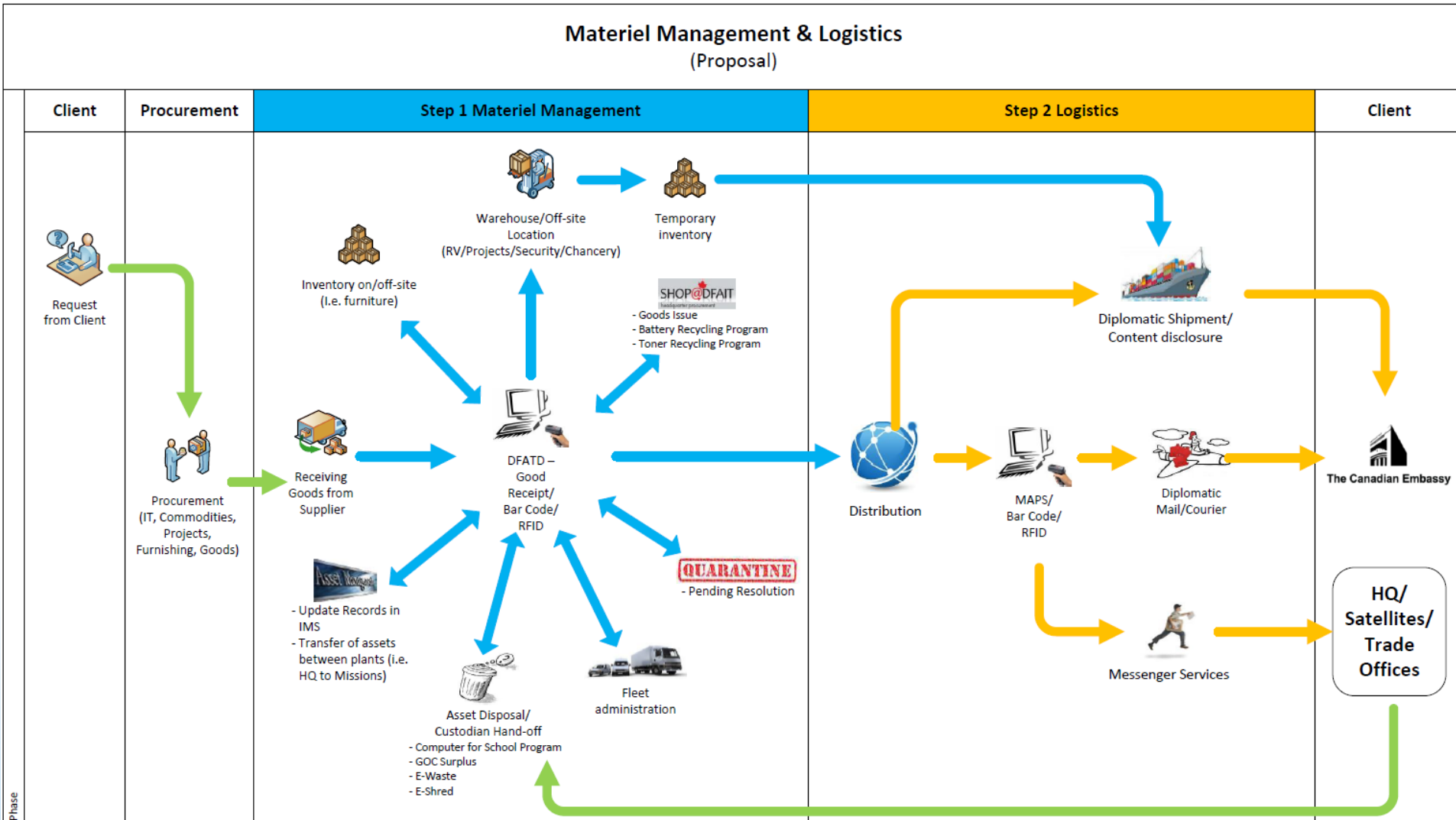
- ❖ Procurement / Supply chain
- ❖ Variety of certifications
- ❖ Objectives are similar assess, review, adapt and improve efficiency
- ❖ GAC introduced (Procurement Modernization Initiative)

Process prior to PMI



Logistics Management

Integration of Materiel Management and Logistics





SCM - Benefits

- ❖ Eliminate duplication
- ❖ Life cycle management is progressing towards increased horizontal communication
- ❖ Reduce the warehousing footprint and increase - Just in time deliveries (JIT)
- ❖ Develop a procurement, materiel management and logistics center of expertise (COE)
- ❖ Improve ability to be involved in all facets of transportation at HQ and abroad





Review

- ❖ Supply chain strategies (best practices)
- ❖ Plan and include procurement and logistics at the assessment and planning stages
- ❖ Procure items locally whenever possible; seek local suppliers; avoid shipping from Canada
- ❖ Secure funding for transportation
- ❖ Involve all stakeholders to ensure a smooth project



Discussion Points

1. Supply Chain Management - How supply chain strategies are significant to sustain Canada's missions network abroad going forward.
2. Logistics – what is unique to Global Affairs Canada
3. Sustainability - building and leveraging partnerships to help deliver Canada's programs at our missions abroad.

Logisitcs at Global Affairs Canada

- ❖ Air
- ❖ Sea
- ❖ Road
- ❖ Rail



- ❖ Diplomatic

- ❖ Warehousing



Where do we ship ?

❖ Global Affairs Canada footprint

NETWORK MAP

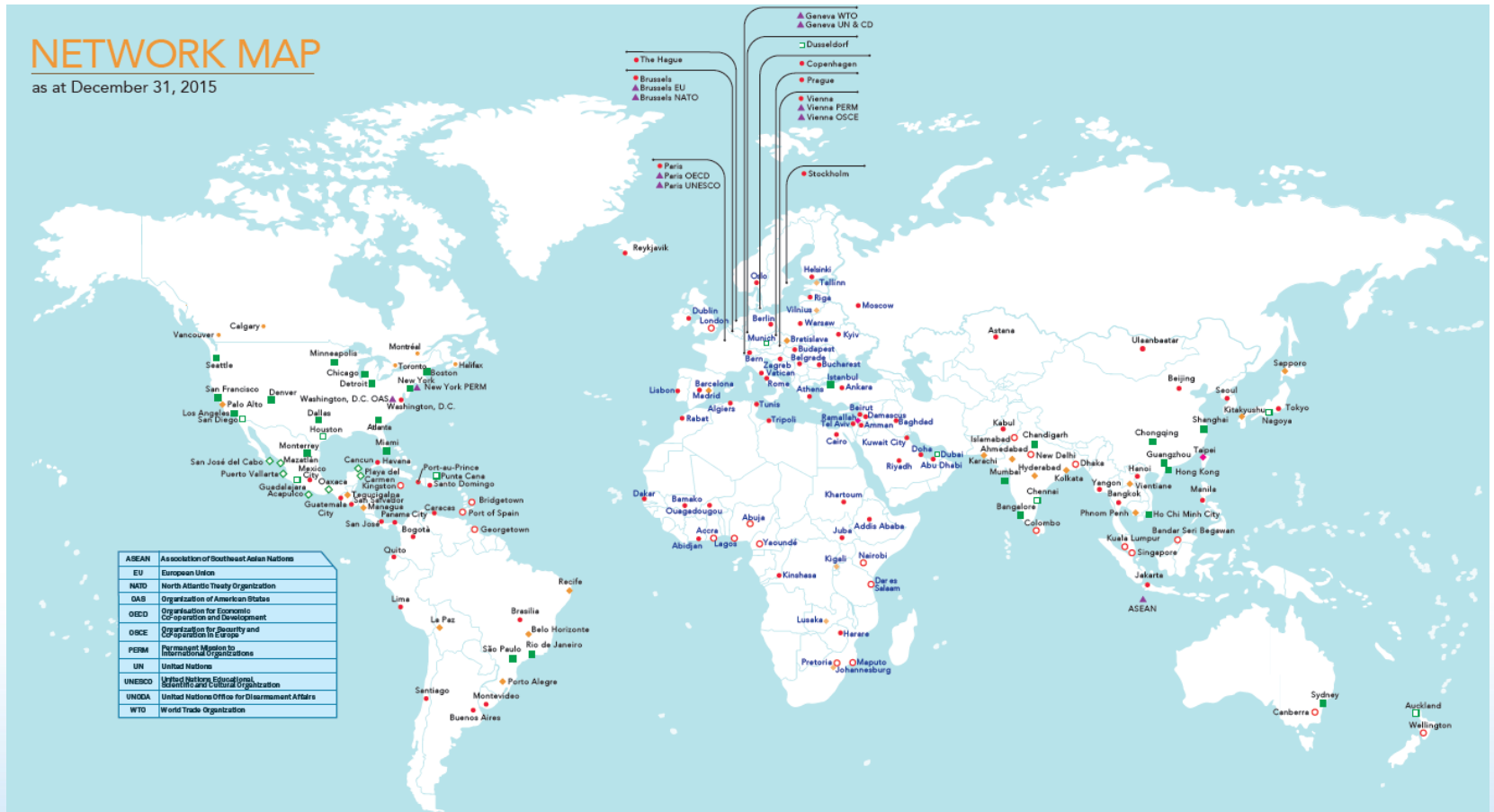
as at December 31, 2015

ASEAN	Association of Southeast Asian Nations
EU	European Union
NATO	North Atlantic Treaty Organization
OAS	Organization of American States
OECD	Organisation for Economic Co-operation and Development
OSCE	Organisation for Security and Co-operation in Europe
PERM	Permanent Mission to International Organizations
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNODA	United Nations Office for Disarmament Affairs
WTO	World Trade Organization

5 CANADIAN REGIONAL OFFICES
101 positions

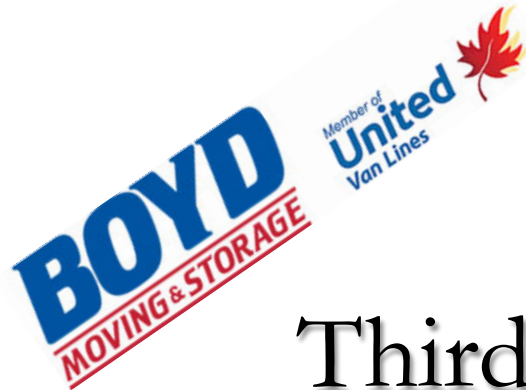
177 OFFICES ABROAD
2,262 Canada-based staff
5,357 Locally engaged staff

● Embassies 78
● High commissions 22
◆ Offices 22
◆ Representative offices 2
▲ Multilateral missions 11
■ Consulates general 25
■ Consulates 10
◆ Consular agencies 7



Snapshot of GAC clients





Third party logistics (3PL) Partners



Warehousing



- ❖ Some warehousing requirements
- ❖ Should act as a cross docking facility (in and out)
- ❖ Coordinate with suppliers to have material with 30-45 days prior to container departure
- ❖ No long term storage; over 90 days requires explanation



What is unique to GAC ?

Diplomatic transportation

A diplomatic bag, also known as a diplomatic pouch, is a container with certain legal protections used for carrying official correspondence or other items between a diplomatic mission and its home government or other diplomatic, consular, or otherwise official entities.





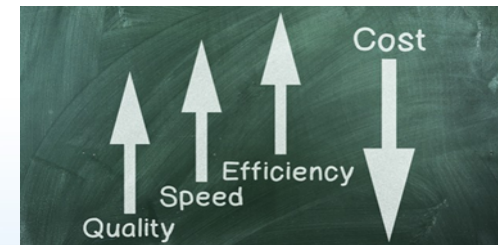
Volumes and Trends

GAC coordinates the logistics of several movements in support of its missions network; equivalent to 550 tractor trailers



Service	2016-2017	
	Units	Weight (kg)
Classified diplomatic mail	3,978	21,913
Unclassified diplomatic mail (includes integrity)	221,565	60,403
Sea and air diplomatic cargo shipments	407	657,173
Total	225,950	739,489

	AIR FREIGHT 	OCEAN FREIGHT 
Quicker Product Arrival Time	✓	
Lower Cost		✓
Safer Product Delivery	✓	
Better for Heavy Weight		✓
More likely to be on schedule	✓	✓
Tracking	✓	✓



Promoting consolidation, JIT ; local procurement to ensure long term sustainability

Another unique service provided by GAC

Diplomatic Courier Operation - Diplomatic Mail Security

Why ? The Government Security Policy identifies GAC as the only recognized entity to carry diplomatic material for Canada.



A **diplomatic courier** is an official who transports **diplomatic** bags as sanctioned under the 1961 Vienna Convention on

Diplomatic Relations. Couriers are granted **diplomatic** immunity and are thereby protected by the receiving state from arrest and detention when performing their work.



Diplomatic Courier Operations

Myth



04805frrl www.fotoresearch.com

Reality



Diplomatic Courier Operation - a team effort

Requires several weeks of planning missions, airlines, ground transportation, administrative permissions with airports and other official entities



Secure chain of custody must be maintained throughout the journey



Diplomatic Courier Operation



Diplomatic Couriers are exposed to several weather conditions and can be on duty for several consecutive hours.

On a journey couriers can be gone as long as two weeks and will spend most of their time at a hotel, airport and in the airplane.





Review



- ❖ Transportation does not stop at the port of destination
- ❖ Look for an end to end solution for the client, you're the expert
- ❖ Find the right solution at right cost to meet the requirement



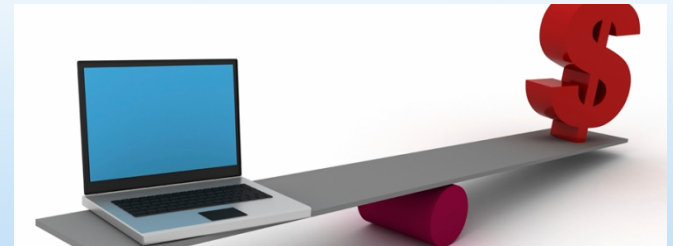
Discussion Points

1. Objective is to demonstrate the critical facets related to logistics and distribution in support of the GoC's programs at our missions abroad.
2. How supply chain strategies are significant to sustain Canada's missions network abroad going forward.
3. The importance of building and leveraging partnerships with others to help deliver Canada's programs at our missions abroad

Opportunities



- ❖ Adjusting to a changing world
- ❖ Client Service
- ❖ Manage client expectation
- ❖ Leveraging technology



Opportunities



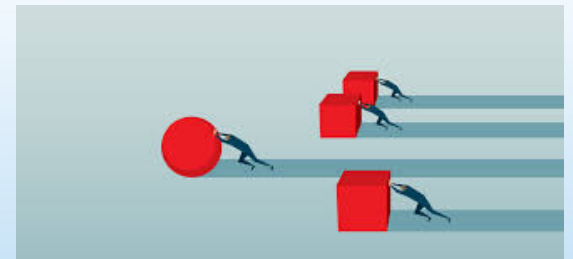
❖ Innovation

❖ Business model review

❖ Modernization and transformation

❖ Service Delivery

❖ Activities



Partnerships

- ❖ What is the private sector doing (RFI seek their input)
- ❖ Industry best practices
- ❖ Leveraging new technology
- ❖ Seek opportunities with the GoC (benefits Canadians)



Partnerships

- ❖ Leverage like minded countries to create win/win scenarios
- ❖ Cost efficiencies in resources money and people for a sustainable network
- ❖ Sharing challenges and developing solutions
- ❖ Presenting a common front



Review



❖ Ask why ? What else was looked at ?



❖ Pilot new tools (GPS)

❖ Ensure that the solution fits the need

❖ Speak up and bring perspective

❖ Leadership



Conclusion

WE CANNOT SOLVE OUR PROBLEMS
WITH THE SAME THINKING
WE USED WHEN WE
CREATED THEM

-Albert Einstein

