



Treasury Board of Canada  
Secretariat

Secrétariat du Conseil du Trésor  
du Canada

Canada

# Treasury Board Secretariat Policy Suite Reset

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# Objectives of TBS Policy Suite Reset



## Streamline

- Remove duplication
- Focus on essential requirements



## Clarify

- Balance principles with prescription
- Focus on the user
- Articulate clear roles and responsibilities



## Align

- Align within and across TBS Policy Centres

*To date, the following TB policies have been 'reset':*

**Policy on Communications and Federal Identity**

**Policy on Results**

**Policy on Internal Audit**

**Policy on Financial Management**

# Current Policy Suite for the Management of Assets and Acquired Services

- Treasury Board policies for the management of assets and acquired services set the direction to ensure that the conduct of these activities provide value for money and sound stewardship

- **Current Policy Suite consists of:**

- 1 framework
- 8 policies
- 6 standards
- 7 directives
- 12 guidelines

34 ASAS policy instruments

- 22 Mandatory
- 12 Non-mandatory

- The Acquired Services and Assets Sector (ASAS) also works to build and maintain vibrant professional communities.



# Our Approach

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- A review of the current policy instruments identified:
  - Common elements across instruments in areas such as governance and planning
  - Linkages between the functions in supporting life cycle management
- Informed by:
  - The results of the Five-Year Reviews in the areas of Investment Planning, the Management of Projects, Real Property and Materiel
  - Extensive consultations on the draft Policy on Management of Procurement (never approved)
  - Consultations with other policy centres such as the Chief Information Officer Branch and the Expenditure Management Sector

# Proposed Policy Suite

## Policy on the Management of Assets, Procurement and Projects

Sound stewardship  
Open, fair & transparent  
Value for money  
Life-cycle approach  
Support program delivery  
Capacity building

Directive on  
Management of  
Projects

Directive on  
Management of  
Procurement

Directive on  
Management of  
Real Property

Directive on  
Management of  
Materiel

- **Eight existing policies will be integrated into a single policy**
- **Policy is supported by four directives with supporting mandatory procedures**

# Proposed Policy on the Management of Assets, Procurement and Projects

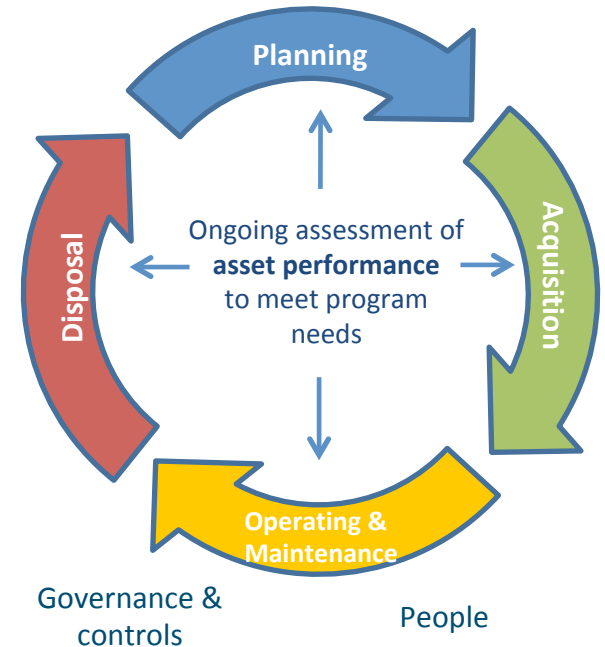
## Context

- The Policy communicates the importance of assets and acquired services from the deputy head's perspective
  - Directives, mandatory procedures, and guidance will communicate the “how”

## Key Features

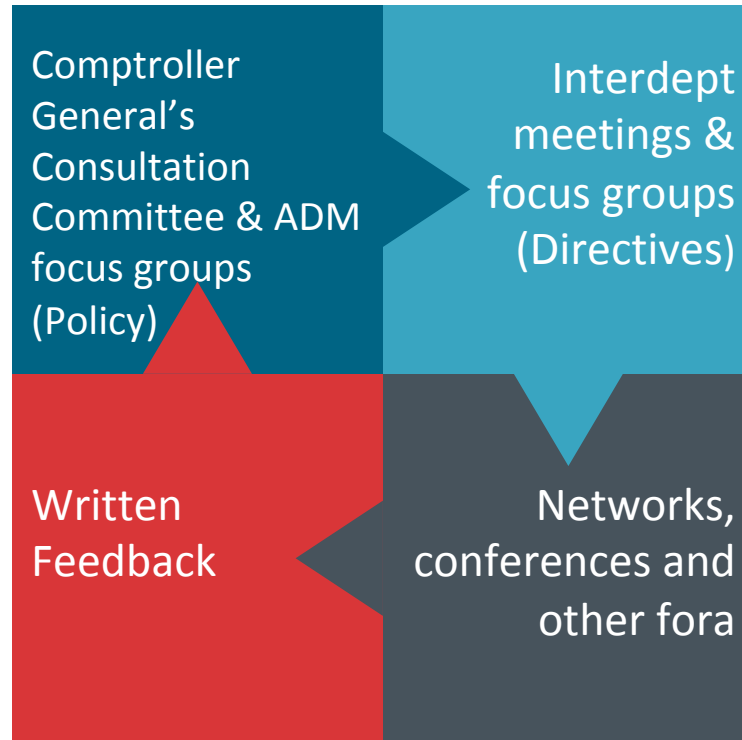
- A single policy is intended to drive more integrated decision-making and reinforce life-cycle management
- Requirement to assign responsibilities to appropriate senior officials
- Combines project, real property and procurement TB approval requirements; provides an opportunity to streamline approvals
- Capacity-building is brought to the forefront of the policy – similar to Financial Management and Internal Audit
- Alignment with the new Policy on Results to support departments' program delivery with a focus on outcomes

## Asset Management Life-Cycle



# Government-wide consultations

- Senior-level focus groups on requirements for Deputy Heads
- Instruments posted on GCpedia
- Written feedback submitted by departments to TBS



- Working group meetings to discuss draft directives
- Focus groups with practitioners on specific topics
- Presentations to build awareness (e.g. Real Property Institute of Canada, Small Agencies' Administrators Network)

# Feedback on Policy Proposals

## Integrated governance

- Support for the idea of integration
- Should bring about greater efficiencies, streamlined internal processes and promote greater collaboration

## Planning

- Support for Deputy Head requirements for the Investment Plan and for strengthening integration through the plan

## Supporting Enterprise-wide approaches

- Collaboration should be enabled throughout the policy suite; may need additional processes or agreements to operationalize this requirement
- Suggested that central agencies would need to play a role to facilitate this

## Alignment

- Renewed TB Policies: Policy on Results, Policy on Financial Management, as well as those under development
- Centre for Greening Government, Pan Canadian Framework for Climate Change
- Project Management Strategy, Fixed Asset Review
- Commitment to reconciliation with Indigenous Peoples



# Directive on the Management of Procurement

## Rescinding

*Contracting Policy*  
*Policy on Decision Making in Limiting Contractor Liability in Crown Procurement Contracts*  
*Procurement Review Policy*

## Maintaining

Treasury Board oversight – calibrated to risk

## Key Changes

- Sets out requirements for technical authorities, senior officials responsible for procurement, and contracting authorities
- Simplify and streamline requirements
- Increase and streamline entry limits
- Strengthen TB oversight of large non-competitive contracts
- Facilitate early TB engagement on procurement strategies
- Allow for greater integration of procurement with investment planning and materiel management functions, eliminates redundancies with other policies
- Bring procurement community development to the forefront

# Directive on the Management of Procurement –

## What we have heard

### General Support

- Streamlined and simpler policy tool
- Proposed increases to basic limits
- Better defining and separating the responsibilities of technical authorities and contracting authorities

### Intent or language not clear

- Expected results, Limitation of Liability, Removal of amendments column, Ministerial approval of contracts with former public servants

### Flexibility

- Request for the right balance of prescription vs principle-based (too much flexibility creates uncertainty)

### Socio-economic

- New framework being developed

### Guidance

- Crown Procurement Agreements (Contractual Arrangements), Sole source contracting (includes ACAN), CLCAs, Reporting, Information on contract file, Limitation of Liability, TAs vs CAs responsibilities

# Directive on the Management of Materiel

## Rescinding

*Policy on Management of Materiel*  
*Directive on Disposal of Materiel*  
*Controlled Goods Directive*  
*Directive on Fleet Management: Light Duty Vehicles*  
*Directive on Fleet Management: Executive Vehicles*

## Maintaining

Life-cycle approach, core requirements and principles

## Key Changes

- Simplifying and streamlining requirements; clarifying language
- Updating definitions
- Modernizing requirements related to executive vehicles; adding electric vehicles to standard
- Facilitating donation of unused heritage assets to recognized institutions
- Removing requirement for appraisal of assets prior to disposal for assets that have exceeded their useful life (standard table to be developed and provided in guidance)
- Direction on the termination of programs

# Directive on Management of Materiel –

## What we have heard

### Disposal of surplus materiel

- Support for proposed requirements to eliminate red tape

### Fleet

- Modernizing language (e.g. green/environmental specifications; technology such as GPS)
- Proposed revision regarding transfer of executive vehicles – agree with intent but raised additional questions

### Controlled goods

- Clarity regarding roles and responsibilities; precision of language
- Guidance to be developed (no previous guidance in this area)

### Definitions

- Focus group on definitions provided useful clarity as to how these terms are used in practice; ensure alignment with terms used in financial management suite

### Guidance

- Written consultations identified issues to be expanded upon in guidance
- ‘Useful life’ for various classes of assets to facilitate disposal
- Departments seeking guidance for deployment of electric vehicles and installation of charging stations

# Next steps

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**Revision and  
review**



**External-to-  
government  
consultations**



**Approvals**



**Guidance  
development and  
preparation for  
implementation**

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Questions?