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Supplier Engagement: Key to Improving Federal Procurement

February 2017



Government
of Canada

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du Canada

Canada

Our presentation today will discuss:

1. OSME-SE's role
2. Who/What/When/Where/Why/How of Supplier Engagement
3. Consultation Findings and Best Practices
4. Where to get more information
5. Questions



Office of Small and Medium Enterprise and Strategic Engagement (OSME-SE)

Our mandate is to:

- Encourage the participation of SMEs in federal government procurement
- Provide information services to SMEs on how to do business with the Government of Canada and advocate on their behalf
- Identify and understand barriers suppliers face and work with government to reduce them
- Promote Acquisitions Program initiatives with departments and suppliers
- Enhance relationships with provinces and territories to advance collaborative procurement



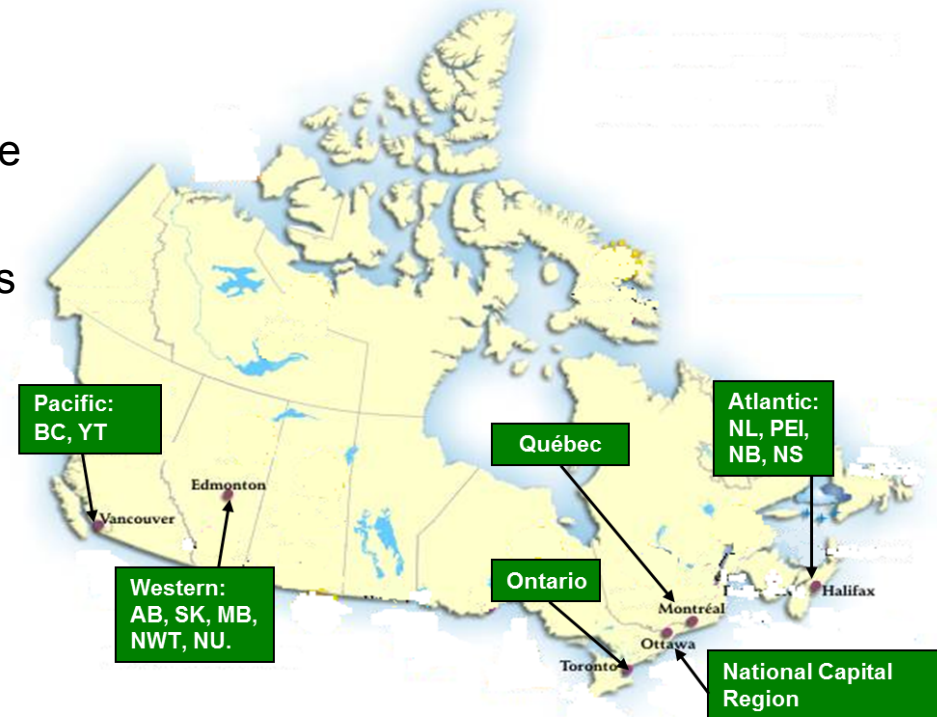
OSME-SE

Six regional offices

- Deliver seminars, webinars & one-on-one consultations on how to do business with the Government of Canada
- Promote key Acquisitions Program initiatives
- Raise awareness about OSME services at tradeshows & industry events
- Listen to and collect stakeholder feedback

National InfoLine (1-800-811-1148)

- Respond to enquiries from Suppliers, Departments and Acquisitions Branch
- Support key Acquisitions Program initiatives



Supplier Engagement and Regional Coordination Directorate (SERCD)

A centre of excellence for supplier engagement

- Guidance to clients on engaging suppliers
- Providing suppliers a voice and a champion
- Sharing supplier consultation findings
- A repository of supplier engagement tools and findings



What can happen *without* supplier engagement?

The KLEENEX story



Engagement is key!



What is “engagement”?

Engagement falls into 3 main categories:

- Inform (one way conversation)
- Consult (two way conversation)
- Collaborate (equal input)

Engage
stakeholders



Gain feedback,
refine approach



Why is engaging suppliers important?

By having an open dialogue with suppliers as early as the identification of client needs, you play an important role to:

- increase the efficiency of the procurement processes
- provide better value for money
- maximize potential of participation by suppliers



Speaking of supplier participation...

Did you know that....

- **There are over 1,165,045 SMEs in Canada**
(as of December 2015 - Key Small Business Statistics, ISED)
- **PSPC is doing business with 8,000 unique SMEs**

***There's room for improvement
and opportunity!***



Who to engage with?

Internal stakeholders (within GC) can include:

- Your colleagues/clients/management team
- Other departments and agencies
- Other functional units/communities in your department (ex. legal, communications)

External stakeholders:

- Individual suppliers
- Industry associations
- Trade unions
- Other jurisdictions (municipal, provincial/territorial, international)



When, where, how to engage?

- Industry Days
 - One-on-one Meetings
 - Focus Groups
 - Requests for Information
 - Road Show or Presentations
 - Advisory Panel of Experts
 - Online Questionnaires
- One location or multiple locations around the country?
 - Schedule of activities?



How to Engage? Engagement Process

The engagement process can be broken down into four key phases:

1. Scoping
2. Planning
3. Implementing
4. Monitoring



Engagement Phases



1) Scoping the engagement

The scope should answer four basic questions:

- Why is the engagement process taking place? (the purpose/objectives)
- Who should be involved? (the stakeholders and the team involved in the engagement process)
- What key outputs (or products) does the acquisition program wish to have from the engagement activities? (the context)
- What are the key success measures for the engagement?

Engagement Phases

2) Plan the engagement

An engagement plan identifies:

- The required resources (e.g. engagement team and skills, budget, logistics)
- The engagement methods and activities
- The timelines
- The expected deliverables
- The communication plan to support engagement methods and activities (e.g. key messages, key stakeholders, communication activities).



Engagement Phases

3) Implement the engagement

- Delivery of the engagement activities identified in your plan
- Since engagement is a participatory process, inevitable and unforeseen circumstances may arise
- You must remain flexible and adjust your engagement plan accordingly

Execution.



Engagement Phases

4) Monitor the engagement

- Regularly review the engagement process for improvements = success
- Ongoing monitoring of the engagement process may require changes to the scoping, planning, and/or implementation elements
- At this stage, you should be reviewing your key performance measures, collecting feedback and determining lessons learned



Supplier Engagement Strategy

An engagement strategy allows stakeholders to understand and buy into the process

- Objectives / Desired Outcomes
- Stakeholders
- Risks and mitigation options
- Success measures
- Key messages
- Activities



Best practices and findings

Past supplier consultations



Past consultations

- **2014 Supplier Consultation Initiative**
 - Email sent to approximately 130,000 suppliers seeking feedback on improvements to federal procurement
- **2015 Study of Small and Medium Enterprises in Federal Procurement**
 - Online questionnaire responded to by 728 suppliers
 - Identified barriers and challenges faced by SMEs in participating in federal procurement and their recommendations for improvement

What we heard from businesses

- Reduce administrative burdens related to procurement
- Reduce restrictive requirements related to solicitation(s)
- Technology is outdated and difficult to use
- Possible lost opportunities to buy strategically and advance social and economic policy objectives
- Ineffective communication with the supplier community

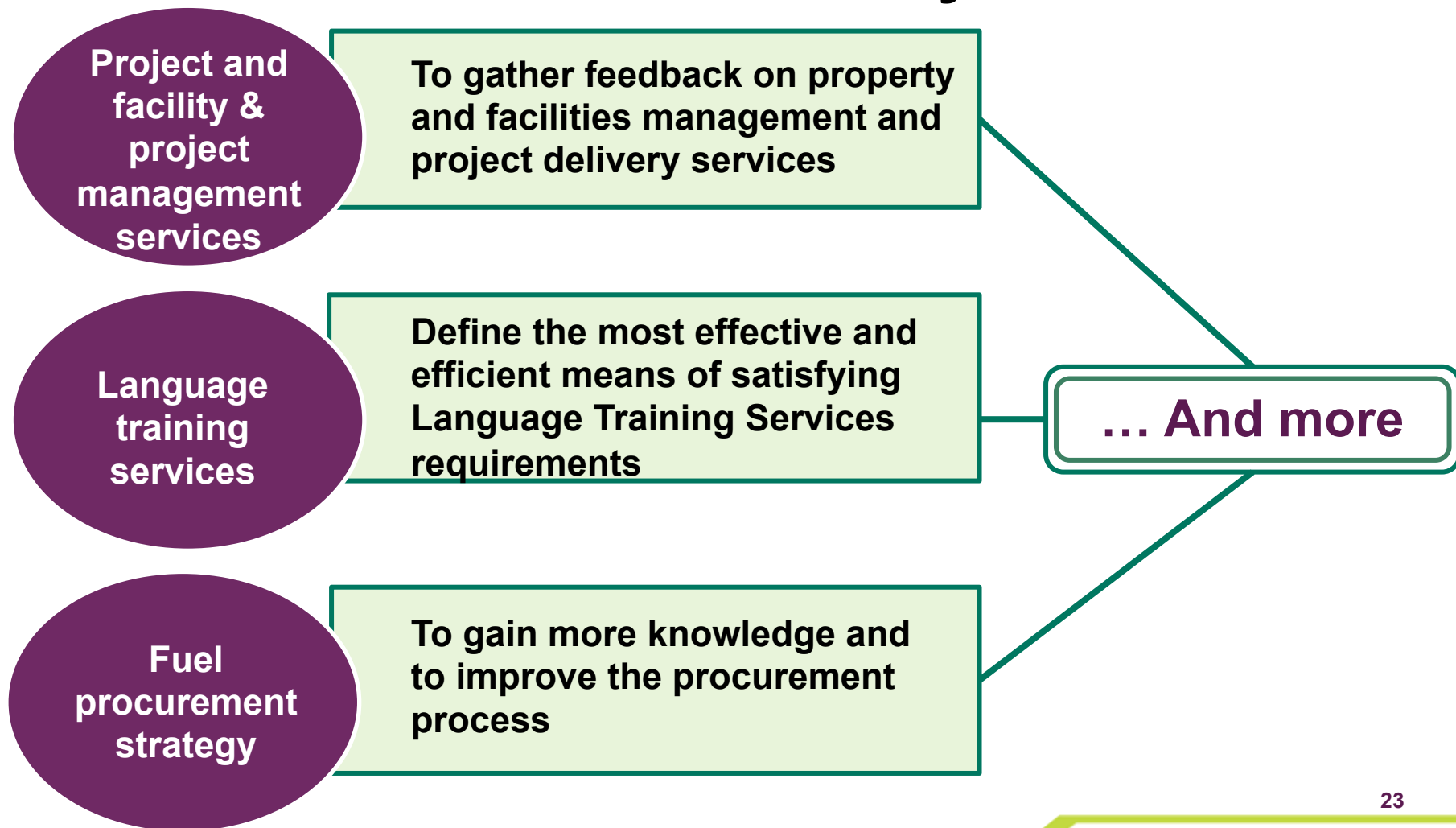


What we did:

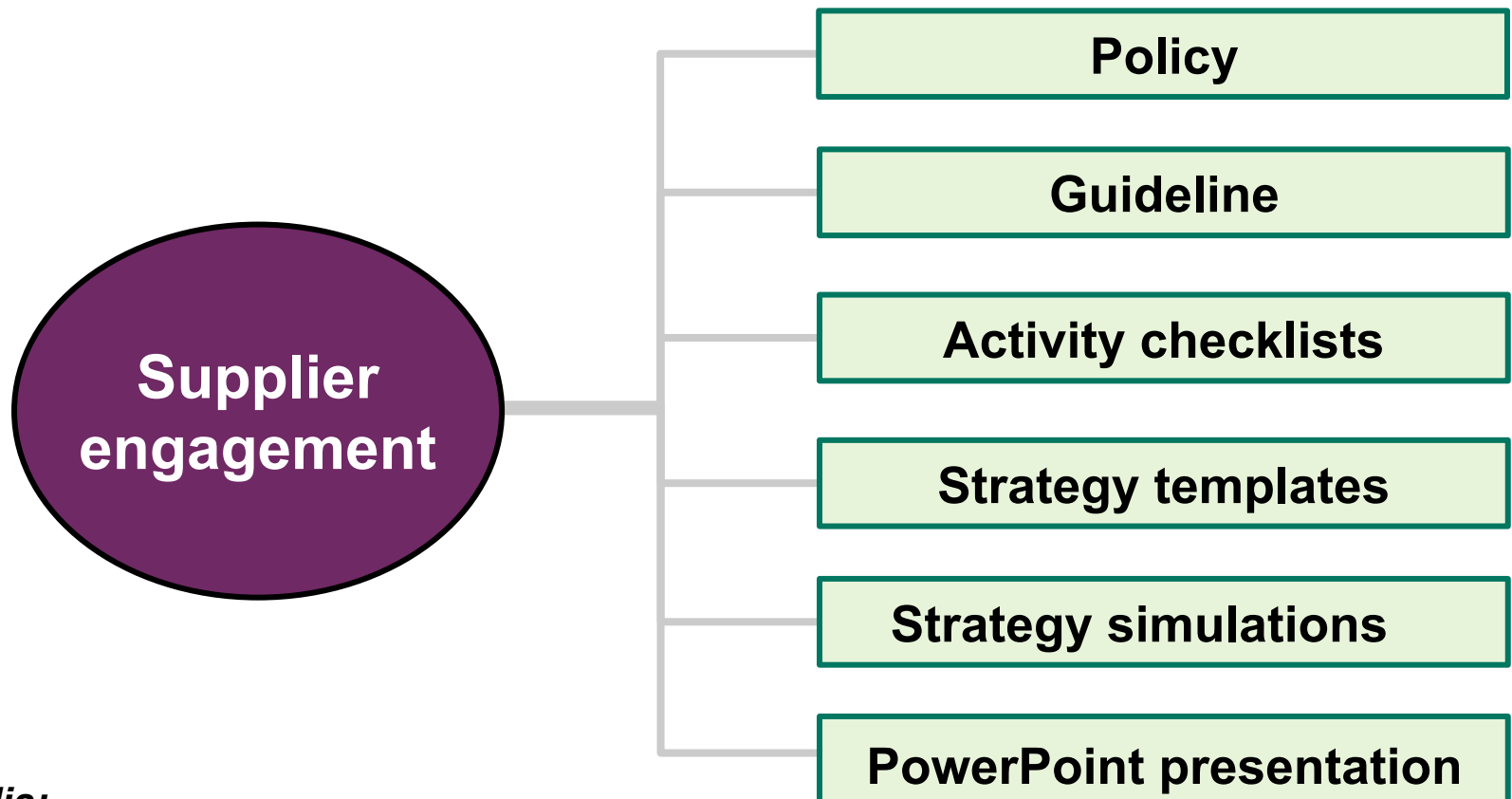
- Improved procedures for security clearances
- Enhanced Buyandsell.gc.ca
- Defined business requirements for an e-Procurement Solution
- Improved the Build in Canada Innovation Program
- Reviewed processes for electronic payment in preparation for an e-commerce environment
- Reviewed standing offers and supply arrangements in preparation for an e-commerce environment



Other consultations lead by OSME



Supplier Engagement Tools to help you



GCpedia:

http://www.gcpedia.gc.ca/wiki/SmartToolkit/Engagement#General_Guidance_and_Policy



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Need help?

Leverage your OSME resources

- OSME-SE Regional Offices
- National InfoLine (1-800-811-1148)
bpmeclient.osmeclient@tpsgc-pwgsc.gc.ca
- Contact your Account Manager (find them on Buyandsell.gc.ca)





Supplier Engagement

**The key to putting
all the pieces
together!**



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