



Treasury Board of Canada
Secretariat

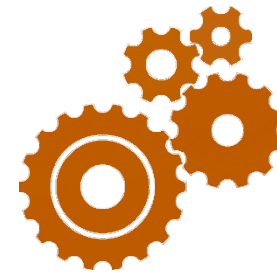
Secrétariat du Conseil du Trésor
du Canada

Canada

Treasury Board Secretariat Materiel Management Policy Suite Update

TBS Acquired Services and Assets Sector – Materiel Management

CIPMM 2019



Outline

- TBS Materiel Management Policy Suite Reset (PSR)
 - Context
 - Planned changes and updates to TB materiel management policy suite
- Materiel management working groups
- Materiel management guidance
- Management Accountability Framework (MAF) and the materiel management policy suite

Pre-PSR Policy Suite for Assets and Acquired Services

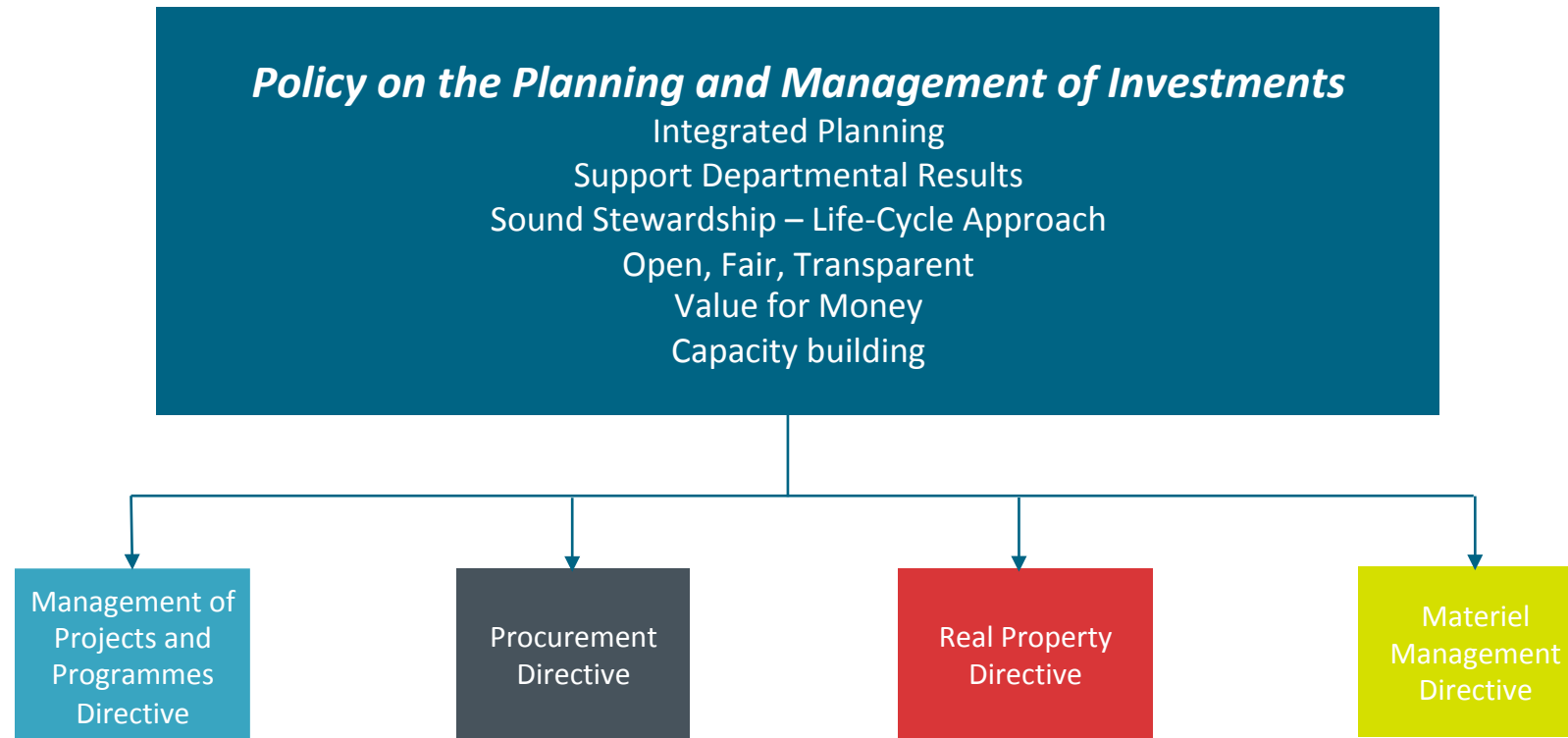
- Treasury Board policies for the management of assets and acquired services set the direction to ensure that the conduct of these activities provide value for money and sound stewardship
- Current Acquired Services and Assets Sector (ASAS) Policy Suite consists of:
 - 1 framework
 - 8 policies
 - 6 standards
 - 7 directives
 - 12 guidelines

34 ASAS policy instruments

 - 22 Mandatory
 - 12 Non-mandatory
- *Common Services Policy* is also led by ASAS
- ASAS works to build and maintain vibrant professional communities



Proposed ASAS Policy Suite



- Eight ASAS policies are integrated into one policy – *Policy on the Planning and Management of Investments*
- Policy is supported by four functional area directives with supporting Mandatory Procedures
- TB approval limits for projects, real property transactions and contracts are addressed in the policy and corresponding functional directives, as appropriate

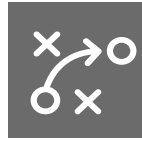
Phased Approach to Policy Renewal

Phase 1 (Received TB Approval April 2019)



A. New Policy and Project Management

- New *Policy on the Planning and Management of Investments* to strengthen planning and life cycle management of assets, investments and projects
- New *Directive on the Management of Projects and Programmes* to align with IT policies and codify project management best practices



B. Housekeeping

- Amendments to *Contracting Policy* to increase contract entry limits and require consideration of accessibility
- Rescind *Procurement Review Policy*
- Technical updates to *Policy on Management of Real Property*

Phase 2 (2019/2020)



A. Procurement

- New *Directive on the Management of Procurement* and associated guidance, procedures and tools
- Updates to the *Policy on the Planning and Management of Investments* as needed



B. Assets

- New *Directive on the Management of Real Property*
- New *Directive on the Management of Materiel*
- Updates to the *Policy on the Planning and Management of Investments* as needed

Other

- Rescission of the *TB Common Services Policy*

Material Management Policy Architecture

Current Materiel Management Policy Suite

Policy on Management of Materiel

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

Supports the *Policy Framework for the Management of Assets and Acquired Services*



Proposed Materiel Management Policy Suite

Directive on the Management of Materiel

- *Mandatory Procedures for land Vehicle Fleet Management*
- *Mandatory Procedures for the Management of Controlled Goods*

Supports the *Policy on the Planning and Management of Investments*

Material Management Senior Designated Official



Management
Framework



Advice to the Deputy
Head

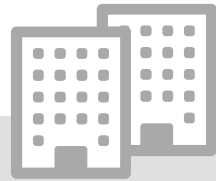


Workforce capacity

Capacity Building

The rules bring capacity building to the forefront by making it an explicit part of the duties of several senior-level roles

Departmental Capacity



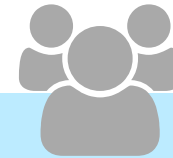
Deputy Heads

Ensure systems and processes are appropriate (e.g., enable effective life-cycle management)

SDOs

Focus on community support, advice to the Deputy Head, and the creation of a framework for the function in the department

Workforce Capacity



Comptroller General

Support GC-wide leadership and professional development of functional communities

SDOs

Identify and address departmental needs for knowledge, skills, and experience

Material Management Themes

Greening

- Aligning with Greening Government Strategy by strengthening environmental considerations into expected results, performance measurement, and lifecycle management
- Greater greening of fleet, in addition to the recent addition of green requirements for the executive fleet
- Greater emphasis on re-use and re-fit of specialized and high value items

Promoting Enterprise Approach

- Promoting the transfer of assets between departments prior to disposing of them outside the federal domain
- Clarifying that IT should be offered to other departments prior to disposing through Computers for Schools program

Material Management Themes

Disposal

- Clear requirement to identify surplus materiel
- Direction on assets related to programs that are ending or programs being transferred to other departments.
- Clarified/revised right of first refusal for Computers for Schools Program. Surplus computers to be offered within federal domain before invoking CFSP RFR.
- Facilitating disposal and donation through the introduction of expected life table

Operations and Maintenance

- Strengthened requirement around stocktaking
- Greater direction around heritage assets
- Consideration of personal use of assets

Controlled Goods

- Updating definitions
- Clarified roles and responsibilities
- Clarified requirements

TBS Materiel Management Working Groups

Materiel Management Working Group

- Heritage, Cultural and Aboriginal Artifacts Working Group
- Office Furniture, Furnishings and Equipment Working Group
- Scientific Equipment Working Group
- Drone Working Group
- Intellectual Property Working Group
- Asset Transfer and Disposal Working Group

Fleet Management Working Group

- Executive Vehicle Working Group
- Commercial Vehicle Working Group
- Off-Road Working Group
- Construction Equipment Working Group

TBS Guidance on Materiel Management

Updating of the TBS Guide to Fleet Management

- Also drafting guidance on:
 - Commercial vehicles
 - Off-road vehicles
 - Executive vehicles
 - Construction equipment

Updating the TBS Guide to Materiel Management

- Also drafting guidance on:
 - Heritage, Cultural and aboriginal artifacts
 - Scientific equipment
 - Office furniture, furnishings and equipment
 - Administration of drones
 - Intellectual property

MAF

Who? What? When?

Why? How?

What is the Management Accountability Framework (MAF)

- Established in 2003.
- A framework for management excellence, accompanied by an annual assessment of management practices and performance in most federal departments and agencies of the Government of Canada.
- MAF sets out expectations for sound public sector management, to support the management accountability of deputy heads and improve management practices across government.
- As a central agency, the Treasury Board of Canada Secretariat (TBS) is responsible for conducting MAF assessments of federal departments and agencies. MAF is a key management oversight tool used by TBS as part of its management board function, to help ensure that federal departments and agencies are well managed, accountable, and that resources are allocated to achieve results.

MAF

MAF and the ASAS Area of Management

MAF Methodology Overview

“The sound management of acquired services and assets touches on several interrelated operational areas in the Government of Canada, including the planning and management of investments, projects, procurement, real property and materiel assets.”

MAF

Who is Assessed for the Management of Materiel?

- The MAF assessment process involves a review of management practices and performance in small and large departments and agencies across the federal government on an annual basis.
- 11 departments/agencies are assessed on their management of materiel:

CBSA	ESDC	PSPC
CSC	GAC	RCMP
DFO	Health Canada	SSC
DND	Parks Canada	

MAF

How it Works?

- Each Area of Management (AoM) has a methodology.
 - AoM methodologies developed by subject matter experts within TBS's policy centres, in consultation with their functional communities in departments and agencies.
 - Methodologies outline the specific performance measures that are used in the assessment and specify what must be submitted in the way of supporting documentation.
 - AoM relies on the use of questionnaires that are completed on the [MAF Portal](#), as well as data that is retrieved from central systems.
- MAF is an evidence-based assessment process, where departments and agencies are required to support their responses with documentation.

The logo for the Management Assessment Framework (MAF) consists of the letters 'MAF' in a bold, red, sans-serif font. The letters are slightly tilted and have a subtle drop shadow effect, giving them a three-dimensional appearance.

MAF Results and Reporting

- When MAF results are reported to the participating departments, they provide both organization-specific and government-wide views of the state of management practices and performance across the federal government.
- For individual organizations, the results contain observations by TBS on whether the organization's performance meets the expectations on the specific measures assessed, and where there are opportunities to improve.
 - Each department or agency receives a tailored MAF assessment report, which highlights its performance in the AoMs on which the organization is assessed.
- All departments and agencies assessed also receive a government-wide report that provides a broader perspective on the MAF results.

MAF

How are the MAF Results Used?

- MAF results help organizations to continuously improve their management capabilities, effectiveness and efficiency.
- Deputy heads/departmental managers use the MAF assessment results to:
 - understand management capacity;
 - identify the areas that are performing well, or, which may require attention;
 - give deputy heads information to benchmark their performance against performance government-wide and implement positive changes within their organizations.
- TBS uses the MAF results to:
 - gain a broad perspective on the state of management practices and challenges in the federal government;
 - monitor policy compliance and implementation across government;
 - track progress on government-wide management priorities and transformation initiatives.

MAF

Materiel Management Questions in MAF

- Before 2018-19, there were 8 MM questions.
- Reduced to 5 questions last year as follows:
 - Did the department/agency review the effectiveness of its MM framework and make changes as required?
 - Did the department or agency have complete and accurate materiel asset information?
 - For its materiel holdings, did the department/agency develop acquisition, maintenance and disposal strategies that consider asset performance information, ongoing program needs, value for money and that reflect government priorities?
 - Was the decision-making informed by performance indicators for all of the areas listed below to measure how well its materiel meets program requirements? (Physical condition, Functionality, Use, Financial performance, **Environmental impact**.)
 - What percentage of vehicles in the departmental fleet licensed in Canada have their odometer readings updated on a monthly basis, as a minimum?

MAF

What You Can Expect Going Forward

- Greater engagement with departments
 - ❑ Two formal engagement sessions to discuss methodology
- No significant changes to the Materiel Management-related questions
- Number of questions will remain the same
- Greater clarity to be provided regarding questions being asked
- Removal of the odometer-readings question and replaced with a more in-depth question related to the tracking of mandatory information about fleet vehicles

MAF

Timelines for 2019-20 MAF Cycle

- Late May 2019: Inter-departmental meeting
 - Post-mortem/results from last year
 - Preliminary discussions on new Methodology
- Early/mid-July 2019: Inter-departmental meeting
 - Proposed methodology/crosswalk shared
 - Final input by departments/agencies
- Late August 2019: New methodology completed
- Mid/late September 2019: Launch MAF 2019-20
- November-December 2019: 1st round of assessments
- February 2020: Final round of assessments

MAF

Thank You - Questions

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