PUBLISHERS MESSAGE

Contracting for goods and services tosupport efficient and cost-effective program delivery is a challenging proposition for federal government executives these days, particularly given the transition to a new contracting philosophy based upon the use of standing offer agreements.

This sourcing guide for federal government executives in the NationalCapital Region (NCR) is designed to act as an indispensable tool, full of helpful hints on contracting and information on some of the top suppliers to departments and agencies within the NCR. The publication is made possible by a unique partnership involving a mix of small, medium and large federal government suppliers. Please use this guide, provide us with suggestions for improvement and support the firms in the guide, which, like you, are dedicated to improving management and program deliveryto the benefit of all Canadians.

Federal government procurement guidelines, contracting vehicles, tools and templates will be changing over the next few months and years and it is our intention to continue to provide you with the latest in contracting guidance, while providing details on a broader range of goods and service categories and suppliers.

John Harrison
Publisher

National Capital Region Sourcing Guide For Executives Premiere Edition

Our mission is to contribute to excellence in public service management.

The National Capital Region Sourcing Guide For Executives Premiere Edition is a special supplement to Canadian Government Executive Magazine

Mailing Address:
280 Albert St
Suite 802
Ottawa, ON
K1P 5G8
Phone 613-562-0652
Fax 613-241-2319
www.bmb.ca

Publisher: John Harrison
harrison@bmb.ca
Project Manager: Tony Broderick
consultbroderick@aol.com
Art Director: Gayle Hurmuses
gayle@hurmuses.com
Administrative Assistant: Karen Harrison
Front Page Photograph: Tony Broderick
consultbroderick@aol.com
Illustrator: Gayle Hurmuses
gayle@hurmuses.com
Printing: Solisco
Publication Date: Februrary 2006

No part of this publication may be reproduced in whole or in part without the written permisssion of the publisher

All opinions expressed within are those of the contributors and do not necessarily reflect the views of the publisher or any person or organization associated wth the magazine.

Reprint Information
Reproduction or photocopying is prohibited without the publisher's prior written consent. High quality reprints of articles are available through info@cangovexec.com

Privacy Policy
We do not sell our mailing list or share any confidential information on our subscribers.

Table Of Contents

Table of Contents Continued:

Making Sense Of It All
The Federal Government Contracting Process

The contracting process can be daunting to anyone except the most experienced of executives and their assistants. This section first describes a series of basic contracting terms and guidelines and later provides more specific direction in terms of how one can navigate through the federal government contracting process.

Contracts

A contract is an agreement between someone who wishes to buy and the person or company agreeing to provide the desired good(s) or service(s).

Only agreements that contain certain requirements are considered contracts. A legally enforceable contract must be:

- an agreement made deliberately
- created by the unconditional acceptance of an outstanding offer
- composed of a reasonably precise set of terms and conditions
- between two or more competent parties (legally capable of contracting)
- supported by some form of consideration/payment
- a voluntary, legal act (the proposes contractor has agree, voluntarily, to be placed under contract)

An "**agreement**" is reached where there is a positive "**offer**" which is accepted. An offer is not an enquiry or "**an invitation to quote**". For example, price lists, catalogues, advertisements, etc., requests for quotations or proposals, or invitations to tender are not "offers". The "offer" only comes from a person who responds to the request or invitation.

A contractual document which states: "*You are requested...*" is an offer.. Such a document only becomes a contract when the offer is accepted either by:

- written acceptance *or*
- performance

A contractual document which states: "Your tender (proposal, offer, bid, quotation) is accepted" is acceptance of an offer and forms a binding contract.

A contracting vehicle such as a "**standing offer**" is just that - an offer; no contract is formed until there is acceptance by a client organization by way of a "call-up". Contracting vehicles such as standing offer and supply arrangements will be discussed later in this section.

The Contracting Process

The Contracting Process involves four phases, as follows:

The Requirements Definition Phase includes:

- identifying or establishing a need
- analyzing ways to meet the need
- developing the statement of work (SOW) with respect to:
  - service
  - performance
  - time and estimated cost
- preparing a requisition
- ensuring availability of sufficient funds
- obtaining necessary approvals
- processing the requisition in accordance with the organization's procedures

The Contracting Phase includes:

- establishing and maintaining source lists
- sourcing
- preparing a procurement plan
- inviting bids (if necessary)
- analyzing the response
- negotiating the contract
- selecting the Contractor
- defining the terms of the contract
- ensuring the legal requirements of the contract
- drafting the contract document
- obtaining the necessary approvals
- signing the contract

The Contract Administration Phase includes:

- monitoring contract progress
- preparing requests for amendment to the contract (if necessary)
- obtaining the necessary approvals
- resolving disputes
- quality assurance review
- payment

The Post-Contract Phase includes:

- evaluating the contractor's performance
- quality assurance of the contracting process
- maintaining a contractor's performance system
- reporting

The primary responsibility for each of the four phases of the contracting process either is assigned to or shared by client representatives (Program Managers) and purchasing agents (Contract Officers) in most federal departments and agencies. The process recognizes, however, that essential input is provided by one or the other of the two parties in specific tasks within each phase.

Delegation of Authority

Any federal department or agency contracting for goods and services must have two delegations of authority:

Authority to sign contracts - delegated by the Minister of Public Works and Government Services Canada (PWGSC).

Authority to approve contracts - within certain price limits without reference to Treasury Board (TB), this is granted by TB under the Financial Administration Act (FAA)

Public servants contract with suppliers under the "Law of Agency". The public servant is the "agent" who acts under authorization from the "principal" - the Crown as represented by the Minister.

As a result, the principal assumes all responsibility for the actions of the agent provided the actions of the agent have been authorized by the principal.

If the public servant (agent) acts without authority from the principal, the agent is responsible for all actions.

For example, if an agent (public servant) approves a contract prior to the principal granting authority, or if the agent signs a contract which varies from the specific approval given by the principal, the agent is personally responsible for those actions.

Types of Contracts

For convenience, contracts are considered to be either "goods" contracts or "service" contracts.

Examples of goods contracts are those for the purchase of:

- computers
- office furniture
- stationary and office supplies

Goods are normally purchased from:

- petty cash (smaller purchases)
- acquisition card
- standard Government of Canada local purchase order (LPO) form
- standing offers *or*
- through PWGSC

The ceiling for goods purchases is being increased to 25,000 for departments willing to accept certain conditions.

Low dollar value goods are often bought by acquisition cards which are gradually replacing the LPO as a method of purchase.

Examples of service contracts are those for the purchase of:

- graphic design
- informatics consulting
- temporary help services (THS)
  - writing and editing

Services are normally purchased from:

- standing offers or supply arrrangements, directly or through PWGSC
- departmental or standard Government of Canada (GoC) service contracts *or*
  - through PWGSC

For services, departments can generally contract up to the following thresholds:

- $400,000 for competitive procurements
- $100,000 where there is no competition (sole sourcing)
  - $2 million by competing services requirements on MERX

Treasury Board approval must be obtained when a proposed procurement for services exceeds $2 million.

Service contracts are divided into two categories:

- consulting
- non-consulting

Consulting service contracts provide for advice to be given by a qualified individual firm or individual under contract. The consultant expresses views, gives opinions, advises on definitions, solutions, alternatives and outcomes of various problems as presented. The advice may be presented orally or in writing.

Non-consulting service contracts require specific work to be completed, other than just advice, in order to fulfill the contract. For example, contracts which require someone to analyze a system, to prepare a report, to design or to program are included in this category.

A personal services contract is a special type of services contact. A personal services contract refers to infrequent situations that involve the provision of consulting or non-consulting services by an individual or firm. Under such contracts, one or more individuals work under public service supervision and perform essential departmental functions, on government premises, for either a per diem rate or other time fee basis. In order to be carried out in the Federal Public Service, these types of contracts usually require special approval.

When contracting for services, program managers should ensure that:

- no employer/employee relationship develops during the performance of a contract
- the services are not used to bypass person-year restraints
- the contract is not for unspecified work or for an unspecified period of time

When preparing service contracts, program managers should be aware of current federal government regulations in the following areas:

i. avoidance of employer - employee relationship
ii. "sole-source" and "no substitute" requirements
iii. contracts with present or former public servants

Avoidance of Employer-Employee Relationships

Essentially, an employer-employee relationship exists when the employer can specify when, where, how and under what conditions the work will be performed.

In the federal government contracts should not be entered into if the terms of the contract would result in an employer-employee relationship.

The following criteria can be used to determine whether an employer-employee relationship exists:

- the contracting authority (the department or agency) supervises and controls (not just inspects) how:
  - the contractor achieves the goals
  - how the work is carried out
- the contracting authority has the power to discipline the contractor's workers
- the contracting authority is responsible for furnishing the tools, facilities, or materials needed to do the work
- contractors have no opportunity to earn a profit or experience a loss on the work under the contract
- contractors have no opportunity or authority to

subcontract or hire other persons
- the people under contract are hired and work as an integral part of the department's organization
  - the work is comparable to work being carried out by public servants *or*
  - the work can be described as rendering a public service

payment is
- made on the basis of time
- paid at regular intervals *or*
- made directly to individuals or to the contractor's workers and deductions are made by the Crown for taxes, pensions or other benefits
- provision is made for holidays or holiday pay, or sickness or injury
  - the contract lasts longer than twenty weeks and one or more of the above criteria apply.

A true contract for services exists when:

- a firm or individual is retained to perform some service under contract
- there is no day-to-day supervision by the department
- the contractor has the freedom to choose the manner in which the goals of the contract will be achieved

'Sole Source' and 'No Substitute' Requirements

It is preferable for contracts to be awarded following a competition between several qualified sources whenever possible.

A request for procurement from a specific source is a 'sole source' requisition and must be substantiated and properly authorized by the client organization.

Similarly, a 'no substitute' request must be justified with proof that only an item made by a specific manufacturer will meet the client's requirements. A 'no substitute' request usually is permitted only if the client already has those items in stock and needs identical spares, or if the client does not wish to train staff to use substitutes. 'No substitute' requests need the same authority as a 'sole source' request.

A contract may generally be awarded without soliciting bids only if:

- the contract will satisfy a pressing need
- delay would harm the public interest
- the nature of the work is such that it would not be in the public interest to solicit bids *or*
- only one person or organization can perform the contract

Purchasing/contracting officers normally decide if it is justified to purchase goods or services without competition.

In the case of service contracts, clients must be prepared to justify that the selected contractor has specialized expertise that places the contractor in a unique position to perform the work required under the contract. The details of the specialized expertise must be clearly substantiated.

Contracts with Present and Former Public Servants

All contracts with a present public servant require the certification of that individual's deputy head.

When contemplating the initiation of a service contract with a former public servant, organizations should take particular care to reflect sound contracting practices, including fairness in selection and compensation.

Any proposal to contract for the services of a former public servant should keep in mind the following considerations:

- the similarity of the work with that performed prior to retirement
- whether the work can be performed by an incumbent
- potential for the appearance of abuse of the public trust if there is no competitive tendering
- identification of potential alternative sources and the possible opportunity for competition
- the estimated price the former public servant can obtain on the open market
- the estimated costs:
  - of using internal departmental resources to do the work
  - if the work is done by other private sector sources

avoidance of situations where:
- unfair advantage is given to a former public servant as a result of previous employment
- the total of fee payments plus pension benefits

might give the appearance of abuse of public trust
- a conflict of interest could arise if the service contract work overlapped with the other commercial activities of the contractor/former official.

Recently, however, PWGSC has begun to offer authority to buy goods up to a value of $25,000. Some departments will accept, while others won't. If your department accepts, this may change your delegated authority level. Your manager or supervisor will notify you if such a change occurs.

The quickest and easiest way to buy goods within $5,000, and even services related to goods for that matter, is by using a government acquisition card, which is basically a credit card. Your department determines what may be purchased this way and who may use an acquisition card.

Services are treated very differently, with most departments and agencies buying their own, up to certain limits. In principal, you may buy services using an acquisition card, if it is practical to do so, and according to your authority.

Standing Offers and Supply Arrangements

The contracting vehicles used for recurring types of goods and services requirements tend to be either standing offers or supply arrangements. Non-recurring types of requirements will generally be procured through the government's open tendering system, MERX.

Standing Offers

Standing offers are not contracts: they are offers from a supplier only; the call-ups accepting such offers become the contracts.

Standing offers are used when a need is foreseen for goods and services for which quantities (or specific items) cannot be determined at the outset. Standing offers are a desirable method of supply for the acquisition of goods and services that are readily available from commercial firms with outlets located conveniently close to the user organization's ordering offices.

The standing offer method of purchasing is often used in the case of goods purchases where there is a desire to obtain better prices from bulk purchasing, faster supply and reduced administrative costs through reductions in inventory investment and advance knowledge of contractors and prices.

Standing offers are categorized as to their geographic scope and the customers for whom they are intended.

Standing offers for use by customers across Canada are termed "national", while those restricted for use within a geographical region are termed "regional". Standing offers intended for the use of several client organizations are termed "master" and those restricted to one client organization are termed "individual".

Many federal government standing offers are arranged through PWGSC, although departments or agency often solicit standing offers for specific types of professional services such as audit and evaluation, using their organizations' own contracting authorities.

There are five types of standing offers:

National Master Standing Offer (NMSO)

This type is national in scope and is usable by a number of client organizations. NMSOs are normally arranged by PWGSC without the necessity of requisitions from client departments or agencies.

Regional Master Standing Offer (RMSO)

This type is regional in scope and is usable by a number of client organizations normally resident within a regional supply area. RMSOs are normally arranged by PWGSC without the necessity of requisitions from client departments or agencies.

National Individual Standing Offer (NISO)

This type is national in scope and is usable by only one client organization. NISOs are normally arranged by PWGSC upon receipt of specific requisitions from client departments or agencies.

Regional Individual Standing Offer (RISO)

This type is regional in scope and is usable by only one client organization. RISOs are arranged by PWGSC upon receipt of specific requisitions from client departments or agencies.

Departmental Individual Standing Offer (DISO)

This type may be selected by PWGSC as a method of supply to allow for: the analysis of client needs; the determination of quantities and quality of products/services required; the controlled management of a complex procurement; the collection of data for reporting purposes to external agencies; and the determination of the best method of supply for the particular line of products or services. With DISOs, only PWGSC may issue call-ups upon receipt of a funded client requisition.

With respect to the use of standing offers, it is not mandatory to order all or any of the items in the offer, but there is an implied obligation to use standing offers for the items covered.

There is no commitment of funds when standing offers are arranged by the government, therefore the limits of financial authority do not apply. Funds are committed when orders or call-ups are placed against standing offers and it is at this time that the internal delegations of financial and contracting authorities within departments or agencies apply.

PWGSC has identified ten categories of goods and services expenditures for which standing offers should be used. These are:

1. ground effect vehicles, motor vehicles, trailers and cycles
2. telecommunications equipment and accessories
3. general purpose automatic data processing equipment (including firmware), software, supplies and support equipment
4. furniture
5. office machines, text processing systems and visible recording equipment
6. office supplies and devices
7. clothing, accessories and insignia
8. fuels, lubricants, oils and waxes
9. information processing and related telecommunications services, and
10. professional, administrative and management support services.

In certain categories there might not be a standing offer in place for a specific offering and there may be situations in which a supplier offers a lower price than that available through a standing offer. In these situations, other contracting approaches could be considered.

Supply Arrangements

Supply arrangements (SAs) are non-binding agreements between government departments or agencies and suppliers to provide a range of goods or, more commonly, services on an “as required” basis. They are lists of qualified suppliers identified as potential sources from which organizations can obtain firm price quotations on specific requirements.

Supply arrangements include a set of predetermined terms and conditions that will apply to any subsequent contracts issued against these contracting vehicles. Supply arrangements allow departments and agencies to solicit bids based on their specific scope of work and in this way they differ from standing offers which only allow organizations to accept a portion of a requirement already defined and priced. Many supply arrangements include ceiling prices which allow client departments and agencies to negotiate the price downward based on the actual requirement or scope of work.

Supply arrangements are used when goods or services are bought on a regular basis but a standing offer is not suitable because of variables in the resulting call-ups (for example, varying methods/bases of payment; statement of work or commodity can’t be adequately defined in advance). Individual requirements are either tendered competitively or negotiated based on a specific scope of work.

Supply arrangements save time and money by pre-qualifying suppliers and establishing the basic terms and conditions that will apply to a specified range of goods or services. They also give organizations the flexibility to either negotiate or tender competitively their specific requirements to obtain best value for the scope of work desired.

To establish a supply arrangement, departments/agencies prepare and issue a competitive Request for Supply Arrangement (RFSA). After the evaluation of bids is completed, qualified suppliers’ ceiling prices and contact information are collected and published along with guidance on how to use the supply arrangement.

Types of Supply Arrangements

Supply arrangements can be issued for national or regional use by departments/agencies. The geographic range and intended users are outlined in the supply arrangement.

Issuing a Contract against a Supply Arrangement

Either PWGSC or user departments/agencies create contracts within the scope of the supply arrangement. For requirements that are not subject to the trade agreements bids are solicited only from qualified suppliers that have a supply arrangement. For requirements that are subject to the trade agreements, a Notice of Proposed Procurement is published on MERX, to alert other potential suppliers to the opportunity to qualify and submit a proposal for the specified requirement. A Request for Proposal (RFP) is issued, proposals are evaluated and a supplier is selected. The pre-arranged terms and conditions and general requirements of the supply arrangement must form part of the RFP and any resulting contract. Only the specific departmental requirements and price must be agreed upon. Where a competitive bidding process is not used, and ceiling prices are established within the supply arrangement, departments generally negotiate a lower price or rate from the stated ceiling prices based on the actual work or commodity required.

Contractual obligations

A legal contract does not exist and there is no obligation to purchase until the supply arrangement Solicitation/Contract document has been submitted by the supplier and accepted by the ordering department/agency. Each contract issued is considered to be a separate contract established between the ordering department and the supplier.

Financial limitations

Supply arrangements will normally have a maximum contract limitation associated with them.

BIDS

The term bid, as used in the contracting process, means: an offer to perform services or supply goods under certain terms, conditions and pricing arrangements.

Bids may be:

- solicited (asked for)
- unsolicited (submitted on the bidder's initiative)

TYPES

There are several types of bid solicitations that can be used.

Telephone-Buy (T-buy)

A T-buy is a form of quotation n which you ask for price quotations over the telephone where the requirement is less than $5,000. The bidder doesn't have to confirm the bid in writing, but the details of the telephone bid should be recorded in the procurement record. If a bid is accepted over the phone, the contract should be confirmed in writing.

These are

- quotations
- tenders
- proposals

QUOTATIONS

A quotation is a response to a request for quotations.

A Request for Quotation (RFQ) is the telephone method used to solicit and receive bids when the requirement is for a lower value and is easily identifiable.

The RFQ is commonly used for single, lower value requests.

INVITATION TO TENDER

An invitation to tender (ITT) is a document issued by a contracting authority which invites a contractor to submit a bid (offer to sell) for the supply of defined goods or services, on a firm pricing basis, by a specified date or time period.

The Invitation to Tender (ITT) document is commonly used for single, large volume requests.

REQUEST FOR PROPOSAL

A request for proposal is a document, issued by a contracting authority, in which:

- a contractor is invited to propose a solution, or solutions, to a problem, requirement or objective described in the document, *and*

- the selection of the contractor is based on the effectiveness of the proposed solution rather than price alone.
- the Request for Proposal (RFP) document is commonly used to solicit proposals for standing offers, supply arrangements and/or larger, more complex contracts.

PROCUREMENT NOTICES

There are two types of procurement notices that managers might wish to post on the government's open tendering system, MERX, Notices of Proposed Procurement (NPPs) and Advance Contract Award Notices (ACANs)

Notices of Proposed Procurement (NPP)

NPPs are notices posted on MERX advising suppliers of an upcoming requirement. The text of a NPP should contain sufficient information to allow a supplier to decide whether to order a bid document from MERX.

Advance Contract Award Notices

An ACAN is a notice advising suppliers of the government's intention to contract with a pre-selected supplier without competition. Suppliers wishing to bid on the procurement opportunity may challenge the proposed sole sourcing action; if the challenge is successful, the requirement must then be tendered.

Types of bid solicitations

Departments use various types of bid solicitations which are the same or similar to the following:

Telephone-Buy (T-buy)

- A T-buy is a form of Request for Quotation (RFQ) in which you ask for price quotations over the telephone for requirements of up to $5,000. Your bidder doesn't have to confirm the bid in writing, but you should record the details of the telephone bid on the procurement file. If you accept a bid over the phone, you must confirm the contract in writing.

Request for Quotation (RFQ)

- When handling requirements estimated at $25,000 or less, including telephone bids, you should normally use the Request for Quotation (RFQ) method. Quotations are not technically offers to supply. To form a contract, there must be an offer and an acceptance of the offer.
- But even for requirements of $25,000 or less, there may be times when it will be better to solicit bids using an Invitation to Tender (ITT) or a Request for Proposal.
- Invitation to Tender (ITT)

You should use the Invitation to Tender (ITT) approach when all of the following applies:

- Two or more suppliers are capable of filling the requirement;
- The evaluation of tenders can be done against very clearly stated criteria;
- Tenders are likely to all have a common pricing basis; *and*
- The lowest-priced responsive tender is to be accepted without negotiations.

Of the solicitation methods you will use in buying goods and services, tenders are unique because they can be opened publicly. You should probably open publicly all ITTs of more than $25,000, except for those that are classified. ITTs for requirements of less than $25,000 may sometimes be opened publicly.

You should consider having a public opening for any tender where the contract award will attract publicity.

Request for Proposal (RFP)

A Request for Proposal (RFP) is the method you should use when:

- Only one source is being solicited (remember that you send an Invitation to tender to more than one supplier); or
- You expect to have to negotiate with one or more bidders about certain aspects of the requirement; or
- The requirement is not clear-cut; suppliers are invited to propose a solution to a problem, requirement or objective and contractor selection is based on the effectiveness of the proposed solution rather than on price alone.

Proposals should be evaluated in accordance with specific criteria set out in the RFP.

Letter of interest

Preparing proposals is often costly to business. To keep the total cost to business down and still ensure that all potential suppliers at least get to know about the requirement, and have a chance to compete, you could solicit proposals in two steps.

- Before issuing an RFP, you ask suppliers to provide letters of interest and qualifications, from which a short list is developed. This process might be appropriate where many potential suppliers are known; suppliers not submitting letters of interest are perhaps not interested;
- During the second step, you issue an RFP asking suppliers on the short list to submit detailed proposals;
- As stated earlier in this chapter, suppliers not included on the short list, for example those who were sent letters of interest and who later changed their minds about competing, may request the RFP and submit proposals;
- Keep in mind, though, that there are special procedures required under NAFTA and WTO-AGP for selective tendering. Consult your manager or the PWGSC supply manual for guidance.

Request for Standing Offer (RFSO)

Standing offers are also subject to competition. Your request for standing offers should result in bids that you will evaluate.

The resulting Standing Offer is usually employed when:

- Clients repetitively order the same goods or services, and the actual demand is not known in advance; *or*
- When a need is anticipated for a range of goods or services for a specific purpose, but the actual demand is not known yet, and delivery is to be made when a requirement arises.

A Standing Offer should not be used when:

- Prices or terms are not stated by the supplier or the supplier may change price or terms at any time; *or*
- Your client may negotiate prices or terms already established.

PUBLIC OPENINGS

Quotations and tenders may be subject to public opening in which potential suppliers may come to the opening to hear the winning price.

A public opening follows strict rules, and only the total accepted winning price is revealed.

Public openings are normally not held for proposals because their technical details are complicated and require careful evaluation before decisions are made.

CONTRACT ADMINISTRATION

Contract administration requires that the criteria for measuring and, if necessary, controlling the time, cost and performance aspects of the contract be negotiated with the contractor and written into the contract.

The criteria written into the contract are:

- contingency plans
- financial controls
- delivery specifications
- approval and acceptance criteria for changes or amendments
- termination procedures

Usually these criteria are contained in the contract under the following headings:

- Basis of Payment
- Method of Payment
- Terms and Conditions
- Change Control
- Contract Amendment
- Disputes and Settlements
- Terminations

BASIS OF PAYMENT

The basis of payment in a contract states what will be paid for the service or good bought, and the duration of the contract. There are five types of payment, as follows:

- firm or fixed price
- fixed time rate
- per diem
- cost reimbursable (with variations)
- ceiling price

A firm or fixed price payment is chosen if:

- the performance objective is simple and clearly understood such as with, for example, a translation contract where there is a stated number of words

to be translated and a clearly defined deadline
- the contractor knows exactly what is required

Under this type of pricing arrangement, the contractor's risk is minimal, but the contractor assumes all the risk. The contractor must complete the work even if the costs are greater than estimated.

A fixed time rate payment reimburses the contractor for the actual amount of time spent performing the work specified under the contract.

per diem payment is selected in instances where it is not possible to fully define the project with respect to objectives or duration.

A cost reimbursable payment is chosen when:

- the performance objective is an unspecified solution to a problem *or*
a general requirement for performance - not a pre• cise description of an item
- it is not fair to ask a contractor for a fixed price or rate as the contractor has little idea of what the final costs will be

The cost-reimbursable method pays the contractor's allowable costs and, usually a fee or percentage mark-up as profit. In this method of payment, the financial risks of completing the work are shared.

A ceiling payment is used to limit the total expenditure, either for budgetary or other reasons. In such an instance, the price is subject to downward adjustment, so as not to exceed the actual costs and other charges incurred in the performance of the contract.

METHOD OF PAYMENT

Methods of payment are:

- Advance Payments
- Payment on Delivery and Acceptance
- Progress Payments
- Milestone Payments
- Phased Payments
- Holdbacks

The method of payment often combines these and is selected based on the value and length of the contract and whether the contractor's bid specified interim payments.

ADVANCE PAYMENTS

Advance payments require special approvals and conditions and should be avoided to the extent possible.

In certain instances, the client may specify that materials and equipment must be purchased as part of the contract; in such cases, the contractor invoices the client immediately after the contract is signed.

PAYMENT ON DELIVERY AND ACCEPTANCE

This is the most common method of payment. In such circumstances, the contractor is paid only after the goods or services meet criteria specified in the contract.

The criteria may be as simple as delivering goods in satisfactory condition or involve a review of the goods or services against a pre-determined standard.

The majority of contract disputes arise because the criteria for accepting goods and services are not clearly stated. In such cases, the contractor contends that the work has been performed and the client maintains it hasn't.

The criteria for acceptance must be clearly stated in the contract; otherwise, the client may have to accept that the simple act of delivery implies acceptance.

PROGRESS PAYMENTS

As many contractors cannot afford to wait weeks or months for payment, contracts often provide a series of payments for work performed, even though all the work is not finished.

MILESTONE PAYMENTS

A milestone payment is usually the completion of an important stage of the work or the beginning of a new stage. Milestone payments are made when the contractor's work passes one of these identifiable and measurable stages.

PHASED PAYMENTS

Phased payments are used in contracts when delays are anticipated because the client must review work and make decisions at regular, specified intervals.

For example, in a research and development project, the client may need or want to test the results of a research phase before proceeding to the next phase. As the contractor is not responsible for the delay, the contractor should not have to wait for payment.

To meet the requirements of the Financial Administration Act (FAA) and ensure the contractor is compensated fairly, the contract should specify phases and the dollar value for each phase.

HOLDBACKS

A holdback is a form of security deposit that ensures the contractor will work diligently until all the work is complete.

Interim payment contracts may specify that a portion of the interim payment will be held back until all the work is completed.

All the methods of payment described so far, except Payment on Delivery and Acceptance, are interim payments.

Holdbacks are negotiated, with the amount of the holdback usually expressed as a percentage of the contractor's claim; it is usually equal to the contractor's profit, but it may be 20 per cent or more.

TERMS AND CONDITIONS

In addition to the general terms and conditions of a contract, supplementary conditions cover special situations such as the purchase of computer equipment or insurance.

CHANGE CONTROL

A contract should contain provisions for recognizing and allowing changes.

The terms of a signed contract may need to be changed to recognize new objectives due to changes in technical specifications.

Clients should be aware of two items:

- a change in any one of the three objectives - time, cost or performance - changes the other two
- a technical change does not necessarily increase time or cost; it may ha ve no effect, or it may reduce time and cost

Either the contractor or the client can recommend changes, but the client and the purchasing officer must approve the changes.

Any change will result in a contract amendment.

CONTRACT AMENDMENTS

If there is a change in the time, cost or performance objectives of a contract, a contract amendment must be issued.

Changes in technical requirements are reflected in the design change procedure which is the method for making changes to a design after a contract has been awarded.

Changes in the price are allowed only if there are technical changes, or as the result of new legislation, such as a tax increase.

Unless there is a stated need to make technical changes, or without new legislation, not even the Minister can amend a fixed price or fixed rate contract.

DISPUTES AND SETTLEMENTS

Good contract administration must include an early warning system for managers to identify potential problems in contracts of significant dollar amounts and/or those of a sensitive or complex nature.

Disagreements may be divided into two general types:

- resolution of a dispute between the contractor and the Crown is on a mutually agreeable basis
- dispute resolution is not achieved through mutual agreement

It is important that both parties fully document the causes of the dispute and the reasons for disagreement.

When a contract dispute between the contractor and the client department cannot be resolved promptly, the contractor must be advised, in writing, to submit a formal statement and documentation of claim.

The letter to the contractor should be approved by a legal representative to ensure that the contractor is not left with the impression that his/her claim will necessarily be successful.

If the claim is for an additional payment which is covered by the terms and conditions of the contract, the advice of a legal services representative should also be sought; in such a circumstance, the normal result would be an amendment to the contract for the amount agreed.

For procurements that are subject to the trade agreements, bidders have the right to file a complaint with the Canadian International Trade Tribunal (CITT).

Canadian International Trade Tribunal

The CITT conducts inquiries into complaints made by potential suppliers about procurement by the federal government that is covered by the North American Free Trade Agreement (NAFTA), the Agreement on Internal Trade (AIT) and the World Trade Organization Agreement on Government Procurement (WTO-AGP).

Certain goods and services bought by governments are subject to NAFTA; these are goods of a value of $38,000 Canadian or more and some services worth $89,000 Canadian or more. Similarly, goods of $25,000 and services of $100,000 are subject to the AIT, the agreement between provinces and the Government ofv Canada to reduce trade barriers between provinces. Finally, the WTO-AGP threshold for both goods and services is $261,300 Canadian.

CONTRACT TERMINATIONS

There are three types of contract terminations:

- Convenience of the Crown
- Default by the Contractor
- Mutual Consent of the Crown and the Contractor

In the following descriptions, “the Crown” is usually the federal government organization acting on behalf of the Crown.

CONVENIENCE OF THE CROWN

Occasionally the Crown may wish to terminate a contract for convenience which may be due to reductions in available funding, discontinuation of a government program, or other reasons which make the product or service unnecessary.

In these cases the Crown, following receipt of legal advice, may pay the contractor for work completed, materials purchased and work in progress up to the point of termination.

DEFAULT BY THE CONTRACTOR

The contractor is in default when the time, cost and performance objectives of a contract cannot be met.

Under the general terms and conditions in the contract, the Crown may terminate the contract because of default.

The decision to terminate a contract should be made only after all other possible solutions have been explored.

MUTUAL CONSENT OF CROWN AND CONTRACTOR

After a contract is signed, it may become obvious to both the client and the contractor that the objectives cannot be met. The contract then may be terminated by mutual consent.

In all cases it is extremely important that the advice of a legal officer be obtained at an early stage in order that any action (or inaction) will not prejudice the Crown’s legal position, and that the termination is legally enforceable.

Federal Government Contracting
Abbreviations/Acronyms

This section of the guide is intended as a quick reference to assist executives and program managers in dealing with the maze of abbreviations, terms, words and acronyms surrounding federal government procurement activity.

ACAN: Advance Contract Award Notice
ACP: Acquisition Policy Council
ADR: Alternative Dispute Resolution
AIT: Agreement on International Trade
AMES: Aerospace, Marine and Electronic Services (PWGSC)
ATI: Access to Information
ATIO: Association of Translators and Interpreters of Ontario
ATIP: Access to Information and Privacy
CAC: Consulting and Audit Canada
CADC: Crown Assets Distribution Centre
CAG: Computer Acquisition Guide
CCRB: Contract Claims Resolution Board (PWGSC)
CGCS: Canadian Government Cataloguing System
CGD: Controlled Goods Directorate (PWGSC)
CGP: Canadian Government Publishing
CGSB: Canadian General Standards Board
CIISD: Canadian and International Industrial Security Directorate (PWGSC)
CITT: Canadian International Trade Tribunal
CKTEA: Canada-Korea Telecommunications Equipment Agreement
COSIRA: Canadian OSI Registration Authority
DISO: Departmental Individual Standing Offer
DSP: Depository Services Program
DSS: Department of Supply and Services (now part of Public Works and Government Services Canada (PWGSC)
EOI: Expression of Interest
ESC: Electronic Supply Chain
FAA: Financial Administration Act
FABCB: Finance, Accounting, Banking and Compensation Branch (PWGSC)
FIP: Federal Identity Program
FOB: Free-on-Board
FTA: Free Trade Agreement
FY: Fiscal Year
GCRs: Government Contracts Regulations
GENet: Government Enterprise Network
GETS: Government Electronic Tendering Service
GISB: Government Information Services Branch
GoC: Government of Canada
GOL: Government On-Line
GOS: formerly Government Operational Services (Sector) (SSC), now FABCB: Finance, Accounting Banking and Compensation Branch (PWGSC)
GSIN: Goods and Services Identification Number
GST: Goods and Services Tax
GTA: Government Telecommunications Agency
GTIS: formerly Government Telecommunications and Informatics Services, now ITS – Information Technology Services (Branch) (PWGSC)
GTMO: Government Travel Modernization Office
ICPSS: Industrial and Commercial Products and Standardization Services (PWGSC)
ICP: Industrial and Commercial Products (Directorate) (PWGSC)
IM/IT: Information Management/Information Technology

IPS: Informatics and Professional Services
ISBN: International Standard Book Number
ISO: International Standards Organization
ISSA: In-service Support Supply Arrangement
ISSN: International Standard Serial Number
ITSB: Information Technology Services Branch (PWGSC)
ITT: Invitation to Tender
LCMM: Life Cycle Materiel Management
LDV: Lower Dollar Value
LOI: Letter of Interest
LPO: Local Purchase Order
MCP: Major Crown Project
MERCX: Canada's Electronic Tendering Service
MOU: Memorandum of Understanding
NAFTA: North American Free Trade Agreement
NATO: North Atlantic Treaty Organization
NISO: National Individual Standing Offer
NMS: National Master Specification
NMSO: National Master Standing Offer
NPP: Notice of Proposed Procurement
O&M: Operations and Maintenance
OAG: Office of the Auditor General
OCG: Office of the Comptroller General
OPI: Office of Primary Interest
P&A: Price and Availability
PBN: Procurement Business Number
PILT: Payment in Lieu of Taxes
PMSS: Project Management Support Services
PO: Purchase Order
PODD: Payment on Due-Date
PSPD: Professional Services Procurement Directorate (PWGSC)
PWGSC: Public Works and Government Services Canada
RFI: Request for Information
RFP: Request for Proposal
RFQ: Request for Quotation
RFSA: Request for Supply Arrangement
RFSO: Request for Standing Offer
RISO: Regional Individual Standing Offer
RMQAD: Risk Management and Quality Assurance Directorate (PWGSC)
RMSO: Regional Master Standing Offer
RPB: Real Property Branch (PWGSC)
SA: Supply Arrangement
SACC Manual: Standard Acquisition Clauses and Conditions Manual (PWGSC)
SAKMS: Secure Applications and Key Management Services
SARC: Software Acquisitions Reference Centre
SCC: Standards Council of Canada
SIB: Service Integration Branch (PWGSC)
SIPPS: Science, Informatics and Professional Services Sector (PWGSC)
SO: Standing Offer
SOA: Special Operating Agency
SOCA: Standing Offer and Call-up Authority
SOI: Standing Offer Index (PWGSC)
SOS: formerly Supply Operations Service, now Acquisitions Branch (PWGSC)
SOW: Statement of Work
SRCL: Security Requirements Check List
SRI: Supplier Registration Information
SSC: Supply and Services Canada (formerly DSS, now part of Public Works and Government Services Canada (PWGSC)
TB: Treasury Board
T-Buy: Telephone Buy
TBS: Treasury Board Secretariat
THS: Temporary Help Services
WTO-AGP: World Trade Organization Agreement on Government Procurement

BMB CONSULTING SERVICES

Your RFP:

Why did so few companies respond?

ACR Communications Inc.

You spent weeks on your RFP, then posted it on MERX or sent it to a short list of suppliers you think have the skills to do the job well. Yet the response was surprisingly low. Why?

When it comes to that agonizing question "To bid or not to bid?" most companies apply an evaluation process of their own. Maybe ACR's process will give you some insights.

Love at first sight—then, sober second thoughts

We see your RFP on MERX or it comes via e-mail or fax. The work looks fantastic—important, interestingand—bonus!—probably fun. We meet the mandatories, we've got the "rateds" covered and our samples are ideal. Let's go for it!

But not so fast! How does it stack up against The Checklist?

Here's what we look at:

1. **Competition:** Upwards of 50 firms download proposal documents for MERX opportunities. Not all will respond, but 10 or so will be serious contenders. A one-in-ten chance of winning? Not the best odds, but given our strong position, worth a closer look.

   For non-MERX opportunities, we try to discover how many firms were invited to bid. Three? We almost always respond. Up to ten? We look at other factors before deciding.

2. **Evaluation:** MERX bids have two evaluation sections: the Technical Proposal and the Cost Proposal. But even when the RFP clearly states that the successful firm will have the best overall proposal (technical score combined with price), we study the scoring formula closely. If it appears weighted towards the lowest bidder, we may not proceed.

   Non-MERX bids, while not necessarily clearer in their pricing demands, are easier to deal with, because the originating clients are usually more willing to explain those aspects that may cause confusion. As a result, we'll probably bid.

3. **Dollar Value:** The dollar value of MERX RFPs usually appears attractive, although when assessed against the scope of the work, those figures may turn out to be unrealistic—especially if the RFP specifies a firm contract price, with no options for alternative proposals. In such cases, we usually pass. But non-MERX requests may also be unrealistically priced. If the client is unwilling to answer questions about budget flexibility prior to the bid deadline, we'll pass on that RFP too.

4. **Prep Time:** Another potential deal-breaker. MERX bids usually require weeks of time-consuming preparation—including demands for difficult-to-provide information that is sometimes irrelevant to the project's needs. If the potential return on our investment is unlikely to compensate, we won't respond. The time to prepare a non-MERX response is usually reasonable—often under five working days. Consequently, we usually reply.

Over to you

Hopefully, this view from the other side of the RFP process will help you prep an effective RFP—easy to read, simple to respond to, and with a realistic budget that reflects the market value of the work you need done. (And if it's for communications services, you'll certainly get a response from us!)


ACR COMMUNICATIONS INC.
words images
see how we're shaping great ideas
Writing
Editing
Graphic Design
Web Services
Translation
Project Coordination
Communications Planning
141 Pretoria Ave., Suite 202
Ottawa, Ontario K1S 1X1
Tel 613 235-5357
Fax 613 235-5835
www.acr.com


FLEISCHER
PHOTOGRAPHY
www.fleischerphotography.com
info@ottawawedding.com
Celebrating Life
728 Parkdale Ave. Ottawa, Ontario K1Y 1J6 (613) 230-9428
Call now and inquire about our promotional offers

Translation: Useful tips

Sophie Marier, VP - Alter Ego Traducteurs Inc.

Translation services

Useful tips for the executive in search of a service supplier

Whether it is for a one-time requirement such as a big report, an urgent news release or an important brief, or a request for proposals for translation services on a long term basis, there are a few basic things that you should know and a few other things you should consider in order to find a service provider that will give you quality services and with whom you will establish a trusting relationship.

What you should know:

1) Translation services are rated on a per word basis;
2) The average number of words translated by one single person is about 2,000 words (depending on the level of difficulty, the terminology and background research needed to properly convey the meaning of your text in the other language);
3) The professional service provider should have the translation revised prior to its delivery, ideally by another professional translator or editor.
4) The rates usually vary with the deadline given and the technical difficulty. Tighter deadlines usually mean higher rates!

Keeping this in mind, you should also consider the following, prior to retaining the services of a translator:

Time is of the essence!

Enquire about the quality control measures taken by the service provider to ensure timely response to your request and safe and timely delivery of your translations. With modern technologies and project management techniques, it should be a worry-free guarantee.

Appearances are sometimes deceptive…

List of diplomas? Cheap rates? What really matters is the supplier's experience and his knowledge of your field of activities. Is the potential supplier really that good? Ask for samples of work. Is he reliable? Find out from his references!

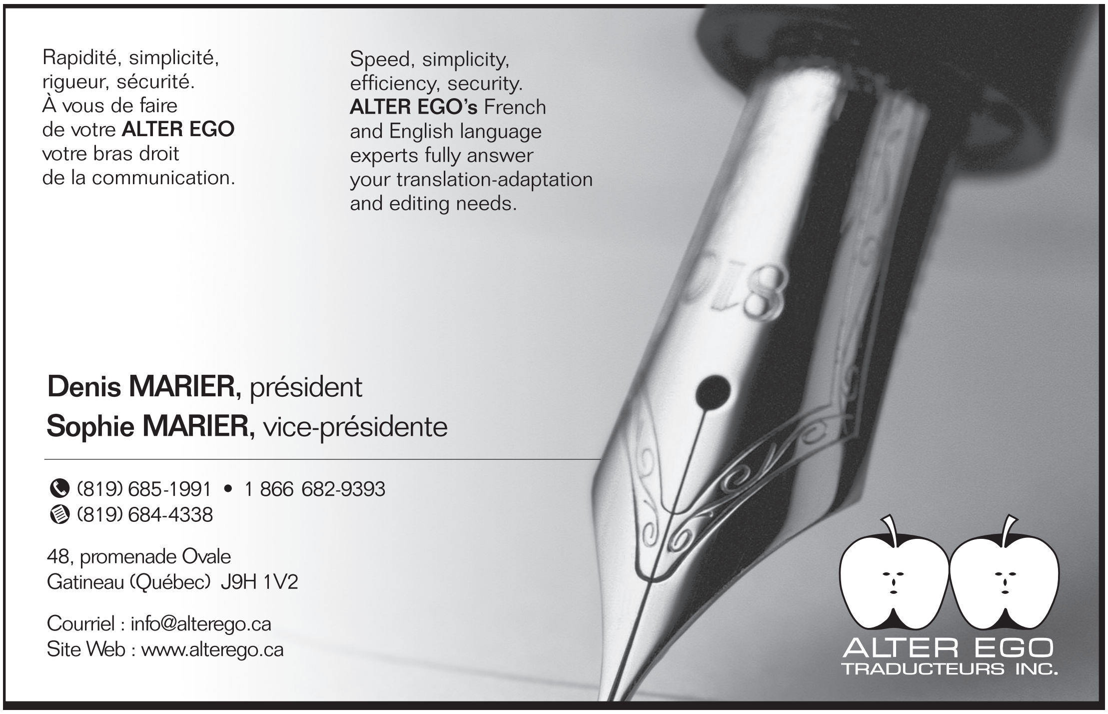
Quality does matter!

Verify the quality control measures taken by the supplier: use of software and up-to-date technology, background research procedures, terminology and linguistics databases, revision procedures, consistency checks, etc.

And last but not least, keep in mind that you and your staff are part of this process and you can thus influence the end-result by planning consequently, avoiding multiple edited versions, setting a reasonable deadline, providing the preferred terminology or specific references to the translator, etc.

Now that you know the basics… you should carefully define your requirements and expectations. In other words, good planning, and sticking to it, will ensure a better communication flow, on both sides of the page!

Sophie Marier, VP
Alter Ego Traducteurs Inc.
t. : 819-685-1991
e: info@alterego.ca


Rapidité, simplicité,
rigueur, sécurité.
À vous de faire
de votre ALTER EGO
votre bras droit
de la communication.
Speed, simplicity,
efficiency, security.
ALTER EGO's French
and English language
experts fully answer
your translation-adaptation
and editing needs.
Denis MARIER, président
Sophie MARIER, vice-présidente
(819) 685-1991 • 1 866 682-9393
(819) 684-4338
48, promenade Ovale
Gatineau (Québec) J9H 1V2
Courriel : info@alterego.ca
Site Web : www.alterego.ca
ALTER EGO
TRADUCTEURS INC.


© 2006 Lexmark Canada Inc. www.lexmark.ca
LEXMARK
Uncomplicate.
Making the complicated simple. That's creativity.
That's what we believe. And we've put this belief into
practice...with our inkjet printers, laser printers,
MFPs for home and office. We did it for one reason:
to make it easy for you to get the best results.
Simply. It's as simple as that.
LEXMARK

Innovation, Insight and a Proven Track Record

For more than 85 years, IBM Canada Ltd. has been making a difference in the lives of Canadians coast to coast. As a technology leader, we contribute to the country's economic growth. As a major employer, we provide exciting career opportunities. And, as a key industry partner, we team up with other Canadian companies to improve the way people live and work.

Three basic principles define IBM Canada as a company:
• Dedication to every client's success.
• Innovation that matters – for our company and for the world.
• Trust and personal responsibility in all relationships.

As one of Canada's leading providers of advanced information technology products, services and business consulting expertise, we are dedicated to helping our customers succeed through the end-to-end transformation of their business models and the innovative application of on demand technology solutions.

ABOUT OUR COMPANY

IBM Canada is a key contributor to the Canadian economy through significant R&D investment, job creation, use of Canadian suppliers and extensive participation in university research programs. As one of Canada's leading corporate citizens, IBM Canada provides support for initiatives in three areas: education, youth and workforce development.

Last year alone, IBM Canada:
• Generated $1.7 billion in export revenue
• Invested $334 million in research and development
• Contributed cash, technology and expertise valued at approximately $7 million to over 1,100 worthy causes across Canada
• Created 1,274 new jobs
• Employed 20,000 employees
• Was listed among the top 100 employers in Canada

To learn more about IBM's hardware, software and services, including information about our NMSO offerings and our Services Standing Offers, visit IBM's Government of Canada Web site at **ibm.com**/easyaccess/cfg

ON DEMAND BUSINESS™

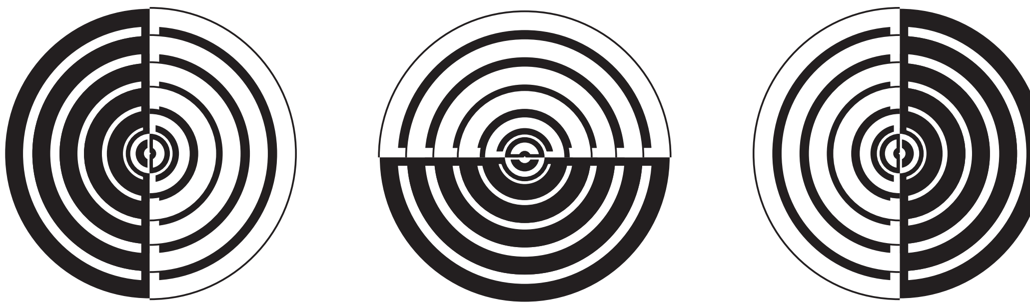
IBM®

IBM, the IBM logo, and the On Demand Business logo are trademarks or registered trademarks of International Business Machines Corporation in the United States and are used under licence by IBM Canada Ltd.©

MAXIMIZING COMMUNICATION IMPACT

WHY INTERPRETATION AND TRANSLATION?

Max Roytenberg, President, InterpretCan



Illustraton © Gayle Hurmuses 2005

Obviously, the challenge facing all managers engaged in the development, formulation, communication and dissemination of all or any elements of public policy is the effective communication of the products of such work. Basic to this work is the capacity to address the clientele which is the object of this work in a manner and in a language they can easily grasp. Government policy in Canada dictates that this be carried in both of Canada's official languages where this is warranted.

Beyond these rationales, however, the receptivity likely for such messages often depends on the perception by audiences that authorities, in carrying out their communication efforts, are going to the greatest possible lengths to cater to the needs and preferences, and to facilitate the maximum comprehension, of the subject audiences. The presence of interpretation facilities, or translated materials, sends this important message, and can play a crucial role in fostering the achievement of manager's objectives in communicating messages to audiences, publics and client groups.

Ensuring Quality

An important element of such efforts is the assurance that such services are provided by accredited specialists, and that the language presented is that commonly being used by subject audiences. For example, European French, or British English is often sufficiently different in common usage that they would strike a false note when delivered to Canadian audiences. Professional interpreters and translators offering services in Canada are very sensitive to the particular needs of Canadian audiences through long experience. These professionals use an official Canadian government compendium of terms, acronyms, and usage, which is being updated on a continuous basis. Interpreters and translators are accredited by The Canadian government and by international and provincial professional associations.

Simultaneous interpretation means instant interpretation of the speakers' remarks in another language. Chuchotée, or whispered, is ongoing interpretation provided by one interpreter to a maximum of two listeners. Consecutive is follow-on presentation of speakers' material in brief portions. Sign language is also offered.

Working conditions for professional interpreters in Canada have been developed by the international association of interpreters (AIIC) and almost all interpreters meticulously abide by these rules to ensure quality. These rules dictate the number of hours an interpreter can work continuously. Added hours mean more interpreters in the booth (an enclosure that shelters the interpreter from ambient noise) or remote interpretation centre. Generally speaking, equipment is provided to ensure direct communication to the interpreter (microphones and earphones) to permit direct communication between the interpreter and the auditor (earphones). Facilities can be provided to offer any number of languages simultaneously.

Costing Services

Rates for interpretation rates are often determined on a regional basis, depending on market conditions, so costs can vary substantially by city. Interpreters are engaged by the day, one for a one hour meeting, two for up to four hours, and three for up to six hours. These apply for each language combination. Recording proceedings can lead to an additional cost.

Translators are paid by the number of words in the translated products on a quotation basis. Quotations can vary by difficulty, time constraints and language. Revision of work in an existing language is provided on an hourly rate basis. Most work is now provided on disk rather than in hard copy, and is based on the use of the Termium updated continuously by government to ensure current language usage in the Canadian environment.

t: 613-731-1900
e: info@interpretcan.net

InterpretCan
est. 1976
Professional Government Accredited Interpreters
Organization of Simultaneous, Whispered,
Sign Language and Translation Services In
Any Language Anywhere in Canada & Abroad
Members of AIIC, ATIO, OTTIAQ, CSAE
(613) 731-1900
e-mail: info@interpretcan.net www.interpretcan.net

How's your **resolution?**

ACR Communications Inc.

Maybe you've heard a graphic designer talk about high- and low-resolution images—or as they say in the biz: "high-rez" and "low-rez." The terms are graphic-speak for the original quality of an image (usually a photo) that will be used in either a printed product or on a Web site.

Particularly for the Web, starting with a high-rez image isn't necessary. Low-rez is good enough because computer monitors only output at "low" resolution.

For print, it's different. At ACR, our design clients often bring us images captured from their Web sites to use in high-end print products, such as kit folders, posters, or display panels. But printed products are produced at a much higher quality, so we must always ask for a higher quality image.

What are high-rez and low-rez? Every image used in graphic design must be converted to an electronic file format (JPEG, GIF or TIFF are the most common). Web sites use JPEGs and GIFs, while print products use TIFF files. Electronic images are measured in pixels (specifically, pixels per inch). Each pixel is a piece of the image. Simply put, the more pixels per inch, the higher the quality, because there is more detail.

The minimum for an image destined for the Web is 72 pixels per inch, because that is the resolution a standard computer monitor outputs. The image size in pixels is the horizontal and vertical measurements in inches, multiplied by 72. So, a 1-inch wide by 2-inch high image captured from a Web site would be 72 by 144 pixels.

The common minimum size required for an image destined for print is 300 pixels per inch, more than 4 times the pixels of the Web image, because the press outputs at a much higher resolution. So that 1 x 2 inch image mentioned earlier would have to be 300 by 600 pixels to be reproduced at 1 x 2 inches in print. And if the final image size you want is 8 by 10 inches, the image would have to measure 2400 by 3000 pixels and so on.

How do you know how many pixels-per-inch you have? You don't, but you can make an educated guess. The first clue is the size in kilobytes (KB) or megabytes (MB) of the file. Generally, the bigger the better. A 10 KB file won't cut it—closer to 1 MB or more and it may be fine. Your graphic designer will be able to advise you for sure.

At ACR, we understand that it's not always easy to find high-rez images. We follow the basic guidelines for image quality, but we'll always find a way to make your project work, regardless of what you have to work with.

Traductions Houle inc.

Depuis / Since 1981

710, boulevard Maloney Est
Gatineau (Québec) J8P 1G4
Tél. / tel. : (819) 643-1022
Téléc. / fax : (819) 643-5022

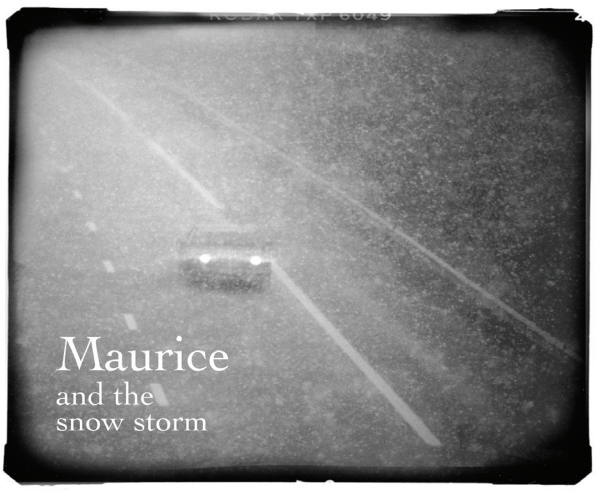
A translation firm renowned for its efficiency, professionalism and competitive rates.

- More than 40 experienced translators
- Extensive government clientele
- State-of-the-art tools to ensure that your terminology is respected

Cabinet de traduction réputé pour son efficacité, son professionnalisme et ses tarifs concurrentiels.

- Plus de 40 traducteurs d'expérience
- Vaste clientèle gouvernementale
- Outils à la fine pointe permettant de respecter votre terminologie

www.thinc.ca **houletra@thinc.ca**



Maurice, our Front Desk Agent, isn't exactly a huge fan of the snow. And driving in the stuff? He dislikes that even more. But one cold, grey December evening, our intrepid Maurice ventured out into one of the biggest storms of the season. What could have driven him to drive into this tempest? His sense of duty. You see, one of our guests had left an important item behind.

Knowing that a cab wouldn't make it to the airport in time to reunite our guest with his property, Maurice took matters, as well as a frigid steering wheel, into his own hands. Arriving at the airport with mere minutes to spare, Maurice personally handed the item to our surprised, and extremely relieved, traveller. Proof once again that, even after you've left our hotel, you're still a VIP.

Best Western

Best Western
Victoria Park Suites

We don't go home happy until you do.

Downtown Ottawa
377 O'Connor St.
800.465.7275
victoriapark.com

Meetings, Meetings, **Meetings!**

Nancy Bailey

MEETINGS! MEETING! MEETINGS!

"Another meeting! Why do we have to have so many meetings? What a waste of time! I'm too busy to attend another meeting!" If this is the response you get when your employees learn that a meeting has been scheduled and that attendance is mandatory, it's time to change your strategy.

Don't waste people's time and your organization's money. Negative attitudes to meetings creates resistance, making participation lukewarm at best and actually lowers participants' sense of productivity and ownership of the end results. You don't get the results you want, and to add insult to injury, you have frustrated, unsatisfied employees, AND it has cost you money!

Here are a few ingredients to help turn that negative attitude around and create a successful meeting both in the eyes of the participants and your organization.

CLEARLY DEFINE THE OBJECTIVE & SCOPE

People feel good when they are productive and judge a meeting successful when it has accomplished its objective. When announcing a meeting, concisely give your reason for scheduling it. Publish the agenda in advance and clearly articulate the expected outcomes. Do not overdo the scope of the meeting. Ask yourself, will we REALLY have time to accomplish our stated objective for this meeting? If you think there is a possiblity that you will not, either extend your meeting to a two day event, punctuated by downtime, or redefine the scope and objective of the meeting to more realistically reflect the timeframe you have allotted.

INFORMATION PLEASE

Lack of relevant background information can frustrate the process and slow things down. Anticipate the important information that should be available both prior to and during attendance, e.g. statistics, interim reports, etc. Ask your participants to identify the information they need in order for them to fully contribute to the meeting and delegate a person or persons to collect/create and distribute it well in advance of the meeting. As well, you could give your participants a "homework" assignment to bring something on the topic culled from outside your office environment.

BEWARE of information overload. Some people can sit in meetings, relishing the sharing of information and ideas for long periods of time. Others get antsy after only an hour. If the group has met before, or meets regularly, review how things have gone at past meetings and determine a workable balance between formal discussion and informal networking. Groups who rarely meet, members who work separately, or groups which are just forming could well benefit from a team building consultant to bring the attendees into an atmosphere of collegiality. Choose exercises which reflect the business atmosphere over "touchy feely" types of exercises. In the end, a meeting which punctuates discussion with relevant physically active elements is vitally important to meetings which last longer than a half day.

TEAM BUILDING

Many offices are populated by people who work independently with little interaction with others. These are the people who object most to meetings. We recently had a group of thirty lawyers gather for a yearly review of how they work together. The truth is that they don't. They work on individual cases and often hardly know each other. This group started off their meeting by doing something "outside the box" together that stimulated their imagination. The positive outcome was seeing how they began to be forthcoming with one another as their meeting progressed. They then were able to define new ways in which they could transfer this newly discovered interaction to their workplace.

LOCATION! LOCATION! LOCATION!

Removing the anxieties and stresses of the everyday workplace gives the participants the freedom to fully embark and participate in the sessions. How can this be done? Ask them not to bring cell phones or laptops unless they are specifically necessary for the meeting. Do your research on location. The basement of a downtown hotel might provide adequate facilities but will it be a memorable and enjoyable one? The perfect solution is to have an offsite meeting where the meals and surroundings are fantastic. If possible, schedule a residential meeting with the evening devoted to informal networking and the development of ideas raised in the formal sessions. In addition to fuelling productive discussions, it is a great perk too! Your group will get something significant accomplished, and you'll likely here "A Meeting! GREAT!" upon announcing the next one.

Econiche House

In-The-Gatineau

RURAL CONFERENCE & RETREAT CENTRE

Serving the Federal Government for 16 years!

Priced BELOW 2005 Meeting Allowances.

BUDGET DOWN? WE'LL MAKE YOUR BUDGET GO FURTHER!

A serene, beautiful setting in 50 acres of forest with walking trails, outdoor pool, hot tubs, fireplaces, balconies, and a GREAT award winning chef. Perfect location for weddings.

20 Bedrooms, 3 Meeting Rooms. Groups up to 75 persons.

www.econichehouse.com (819) 827-0086

Gear up your group on our Outdoor Experiential Team Building Course.

Powerpoint Presentations Less is More

Gayle Hurmuses

Illustraton © Gayle Hurmuses 2005

PowerPoint presentations can either support a speaker's purpose or harm it. Ensuring that it is both a value added component and efficiently made requires planning. Taking the time to consider your objectives and to script and plan your presentation is time well spent. In the end you will build your presentation faster and the time spent will be of lasting value.

What is it for?

Building a slideshow for speaker support is a very specific task, not to be confused with preparing a free-standing slideshow that functions on its own in a kiosk.

As speaker support, the PowerPoint slideshow, properly used, helps to focus the audience on the topics at hand and keeps attention directed towards the speaker.

If the PowerPoint was the main means of conveying information, there would be no need for a speaker at the head of the room and no reason for a conference or meeting. The speaker is the authority, and the reason people are in the room.

What does it take?

Masive amounts of information are not necessary to motivate our audience to look at the screen. The fact that there is a screen with brightness emanating from it is in itself enough to draw attention to the front of the room. To test this assertion, try turning a TV on during a party to a channel with only static. Conversation will fade as attention is diverted to the screen, where only the potential for an image exists. The blank screen itself can tend to dominate over any but the most intense conversations and before long; even those may draw to a close.

Inappropriately used, PowerPoint can be entirely counterproductive. For example, using the PowerPoint slides as speaker's notes to keep the presenter focused on the presentation is a dangerous practice. It is also important to note that a speaker who reads directly off of the slides is insulting the audience.

Too much information on the slide also leads people to believe that reading the slides is more important than actually listening to the speaker. The participants scramble to take notes on the slide contents and they inevitably lose the threads of the talk.

If you are concerned that your audience will forget or miss important points, you should consider provid written notes.

Less is more

Steve Jobs, of Apple Corporation, a brilliant presenter, uses PowerPoint slides that consist of single words. He employs the screen to hush the room, draw eyes to the staging area, and to keep his audience aware of what point he is addressing should their attention drift. This is an extreme example, not every speaker is as skilled as Jobs, but the principle is sound.

It is also worth noting here, that Jobs regularly allows the screen to fade to black. This draws our attention back to the speaker. Again, the purpose of the PowerPoint is to guide the attention of the audience.

Information

Your mission when scripting for PowerPoint, is to present essential information. You need to design the information to enhance the overall experience by reinforcing key points from the talk.

Using the slides to help support the talk requires that the information on them is the bare minimum to synopsize the topic point. For example: "Less is More" covers both brevity in writing and visual elegance and establishes the primary premise of this article.

Writing

Clear and concise writing is critical to the proper function of any slideshow. Use short sentences for your bullet points. If you find that you have two thoughts contained in one point, separate them. Ideally, each line should be as short as a billboard, one to seven words.

Numbering your key presentation sections is an excellent practice. For example: "Today I will talk about 4 key points, Productivity, Quality, Service and Satisfaction".

Visual Design

When you design the slides that make up the parts of each section, make it visually clear which section they belong to. This can be done through layout, titling, colour or a combination of these elements.

A clean and clear look to the slides is essential. Clutter will repel the eye and will inevitably sour the audience's perception of the entire presentation.

Custom Colour Scheme

One of the first things you should establish is your custom colour scheme. This is a key element in creating a visually elegant presentation. Choose your colour scheme carefully. Make certain that the colours both complement each other and are sufficiently unique from each other to function well. The primary colours are too strong for use in most contexts and should be used for very specific reasons, for example, red to indicate danger.

Type styles

Chose your type styles early and do not deviate from your choices. You should not use too many type styles on any given page, or within any section of a presentation. As a rule of thumb, use no more than one face each for your bold headline, subheading, body text and emphasis (generally italics). You might use less, but you should exercise extreme caution in using more.

Master slides

All attributes (colour, font choices, backgrounds) on the Master-slide are keyed to the attributes on default slides. For example, the text boxes that are part of the default slides are linked to the master slide typeface selections. This means that if you decide to change the typeface, those changes will flow to any text created in boxes linked to the Master-slide. Changing the Master-slide can also change other attributes throughout the presentation. New objects and text boxes that you specifically create are not linked to the Master-slide, their attributes will not change with it.

Margins

Your text boxes should be drawn to respect the margins of your pages. Text that exceeds the margins or intrudes on your brand on a PowerPoint slide is just as unappealing visually as creeping text in any other context. It is unprofessional looking and degrades the impact of your presentation.

Transitions

If you choose to present several bullet points on a single slide, present them one at a time using the transitions option. Be sparing in your use of animated transitions, remembering that the appearance of a new line on the screen is inherently a transition,

'No Transition' under this menu option is an often-elegant solution. Again, this all relates to the issue of function.

Use animated transitions only when they enhance the meaning of the slide show, not because you have found a really fun transition. You want people to remember the content, of your talk, not how it made its appearance on screen.

If you believe it is essential to use them, the simple transitions are generally the best to use, such as cover and uncover, fade, and box in and out. Dissolve, while visually simple, can often slow down the show and is not a good one to use too much.

This leads to another reason to be sparing with transitions; they create a computing draw that can slow and even choke your presentation at a critical moment. If you need tricky transitions to enhance the meaning of your show, you should be relying on a designer who is skilled in animation.

Clip art

Avoid the built in clip art, which is very poor in quality and seldom matches any design scheme. An important presentation requires better. For the best impact, you should use a photo/illustration agency. For general use, royalty-free images are available for a minimal cost.

In the end, the small amount of planning invested will pay off richly for you. Your PowerPoint presentations will be more informative, memorable and convincing, which can only help to fulfill your goals in giving the presentation in the first place.

Gayle Hurmuses is a media artist. writer and educator, with a diverse portfolio of published work. Her documentary photographic project, Extended Family, was commended in the Ontario Legislature in 1993 and in 2001, she was nominated by her students for Educator of the Year at the Canadian New Media Awards (CNMA)

t : 416-532-2702
e: gayle@hurmuses.com
w: www.hurmuses.com

Illustraton © Gayle Hurmuses 2005

You need a lot, you need it now and you don't have time to waste

Gayle Hurmuses • Media Artist

Technical Writing
Instructional • Educational Materials

Copywriting
Advertising • Promotional Material

Speaker Support
Powerpoint • Installations

Event Production
Conferences • Festivals

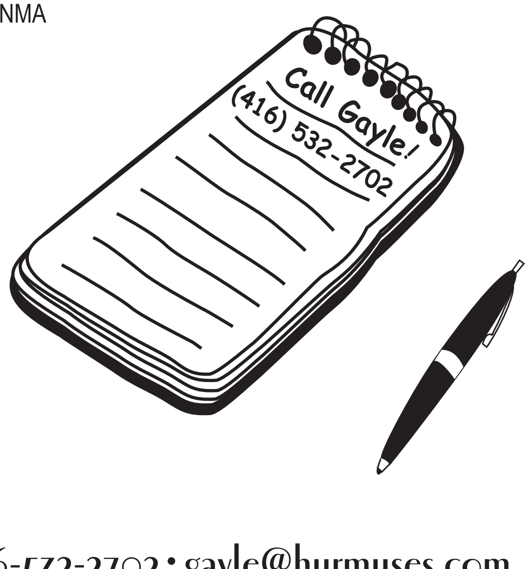
Photography
Portraits • Documentary
Commendation in Ontario Legislature

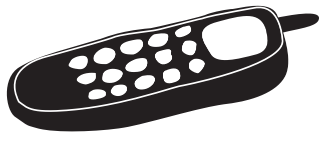
Applications Trainer
Nominee Educator Of The Year 2001 CNMA

Publicity
Press Kits • Press Releases

Illustration
Editorial • Technical

Graphic Design
Books • Logos • Letterheads





http://www.hurmuses.com • 416-532-2702 • gayle@hurmuses.com

Follow the Leader

for not all leaders are created equal

Tony Broderick - AMB Consulting

The need for effective leadership is paramount in the rapidly changing environment in which both business and government operate. I define leadership as influencing subordinate capacities and everyday activities towards accomplishing organizational and departmental goals. A strong leader has a clear understanding of the systems and structures in place and is guided by high moral integrity. Good leaders drive organizational effectiveness. They are acutely aware of how to maximize their available resources and provide the group with a vision that is both attainable and clear. Is a leader born or made – evidence suggests both genetics and environment play a significant role. If one or both of your parents are leaders, then you are predisposed to be one yourself. The complex interplay between personality and environment factors will strongly determine whether or not you become a leader.

Personality has long been associated with leadership abilities. Although less consensus exists to define personality, there are several identifiable traits associated with good leadership. Traits of effective leaders often include the following personality descriptors: courageous, initiative, self-sacrificing, risk taker, energetic, confident, optimistic, controlling, moral, self-aware, competent, inspiring, intelligent, broad minded, adaptable, tenacious, respectful, fair minded, charismatic, organized, decisive, confident and influential. Good leaders understand their abilities, play to their strengths and have the courage to test their weaknesses.

The Five Broad Areas That Identify Good Leadership

Charisma: A good leader uses charisma to influence followers to produce exceptional standards of quality and productivity. Leaders inspire team members through their trust, admiration and respect for others. In return, team members aspire to higher productivity levels.

Adaptability: A good leader is flexible and capable of meeting changing priorities and conditions. They readily explain changes in succinct understandable language, giving subordinates clear direction and purpose.

Intellectual Stimulation: Good leaders are analytical thinkers who possess higher than average intelligence and show acute attention to detail. Voracious learners, they seek out effective ways of maximizing their teams' potential. They meet and share their information with others, making sure members have what they need to succeed.

Inspirational Motivators: Good leaders successfully inspire team unity towards achieving departmental and organizational goals. They ensure that they are fair in delegating to all team members. Although leaders are the backbone of departmental success, they know the team will step up to the bar and operate effectively during their absence. Leaders know that high expectations can produce high results.

Individual Focus: Good leaders actively seek creative ways to mentor, support and coach the development of all subordinates. Leaders have a genuine concern and respect for everyone. When they have to reprimand a subordinate, a leader takes the time to build that person back up again. Leaders foster democratic decision making and encourage ideas from the lowest to the highest ranks. Leaders take the time to be visible and available to all members of the group.

Letting Go: Delegation in the Leadership Process

During delegation, effective leaders give subordinates the latitude, support and discretion to determine how tasks will be carried out and the flexibility to make decisions without seeking approval. When delegating, good leaders make subordinates responsible; yet they remain ultimately accountable. In order for that broad leap of delegation to occur, the leader has to have a strong sense of self-efficacy. This is the belief in which they feel their capabilities as described through their

The Broderick Benchmark Report

At times of enormous public scrutiny, a robust methodology is needed to protect the decisions you've made within your department. The Broderick Benchmark Report is a comprehensive analytical tool designed to measure the effectiveness of departmental programs, policies, and initiatives as they relate to their strategic organizational goals and objectives. This report shows you how vulnerable your departmental activities are and provides you with a recommended course of action. Within the report you also receive comparative scores to similar organizations. This is a confidential service.

AMB Consulting

Protect The Decisions You've Made Within Your Department

Tony Broderick, Tel: 613-761-6387, Email: Consultbroderick@aol.com

(Tony Broderick teaches business and human resource management for the University of Guelph.)

actions will bring about desired outcomes. Strong self-efficacy is evident when leaders take ownership, are internally motivated, focus on the execution of tasks, persevere in the face of adversity, and feel that success depends upon the choices they make rather than an intangible event such as luck.

Along with the spirit of organizational decentralization, delegation offers several advantages. These advantages include managing increasing workloads, identifying and developing leadership succession, flexibility to meet rapidly changing conditions, greater innovation, increased quality, faster decision making and enhanced subordinate buy-in with an increase in peer satisfaction.

Unfortunately, not every leader likes to delegate. Many leaders feel the risk is too high, citing the complexity of the task as being too important or difficult for the skill level of the subordinate. Whether the decisions are strategic or operational in nature, the effective leader will find opportunities to nurture the development of subordinates through delegation. Research indicates that 90% of all leaders show a tendency towards treating some subordinates as part of the in-group, and consigning the rest to the out-group. When decisions to delegate are made based on how long someone has been in the group or how close their goals match those of management, the end result can restrict the teams' full potential to maximize productivity.

The Warning Signs of Poor Leadership

Minimizing the effects of poor leadership is instrumental in maximizing departmental and organizational performance. A leader may think they're providing leadership even though the team shows signs of being confused, fragmented, defensive and lacks a strategic focus on departmental goals. Unless precipitated by rapid organizational changes, signs of poor leadership appear in gradual and often unexpected ways. Depending upon the strength of individual team members, the teams' effectiveness may begin to unravel within three months. The failure of the leader to lead brings team dysfunction – with a resulting loss in group productivity. When the leader ceases

NEXUS HR SOLUTIONS
Collaborating with your team to achieve organizational results

A Management Strategy and Integrated Action Plan
Aligning people and organizational structures

Learning Plans	Change Management	HR Support
Facilitation	Organization Design	Work Descriptions
Coaching	Performance Management	Classification
Training	Human Resource Planning	Staffing

Change Management Standing Offer # 24062-030156/035/Z6
HR Support Services Standing Offer # E60ZG-030001/059/ZG

Contact us at: nexushrsolutions@rogers.com or call (613) 738-7448

to lead, team activity changes. The team will lack spirit as workers engage in gossip and us-versus-them talk. Alliances and office politics become a stronger focus and co-worker relationships begin to strain. Staff seeks opportunities elsewhere and departmental activities are felt to be a waste of time. Internal processes seem clumsy and ineffective. In cases where the leader has distanced themselves from the group, dysfunctional team behaviors occur.

How to Become More of a Leader

The objective of every leader should be to become more of a leader. Leadership skills can be successfully learned in a variety of ways, but the first step in the process is to measure what leadership qualities the leader possesses and what they need to improve. One valuable measurement tool is the 360 degree inter-rater feedback system. In the workplace, 360 degree inter-rater feedback questionnaires seek to measure the broad leadership competencies critical to leadership and team performance. When incorporated into organizations, 360 inter-rater feedback is quick, accurate, and cost-effective – providing team leaders and their members with substantial information for change. 360 inter-rater feedback systems are administered and designed under the direction of an industrial/organizational development psychologist.

Leadership is a fluid activity that demands a huge commitment and responsibility for those that venture in its path. When leading, failures, challenges and mistakes are inevitable – but a leader will stand fast. A leader doesn't hide when faced with adversity; instead they focus more strongly towards the task. A leader is a master of orchestrating resources and directing team member abilities towards organizational goals. When faced with temptation, a leader takes the high road of integrity without sacrificing a team or a member for their own personal gain. A team leader knows their limits and takes steps to strengthen their weaknesses. A leader knows that if they don't lead, they don't have a team.

Tony Broderick teaches business and human resource management for the University of Guelph.

t: (613) 761-6387
e: Consultbroderick@aol.com

Institut de Leadership Institute

The CCI Leadership Institute

is a recognized leader in providing learning and consulting services that foster individual excellence and organizational effectiveness. Through a national network of seasoned professionals, we offer a range of programs and services in both official languages.

L'Institut de leadership CCI

est reconnu comme étant chef de file dans l'offre de services d'apprentissage et de consultation qui entraînent l'excellence individuelle et l'efficacité organisationnelle. Grâce à un réseau national de professionnels chevronnés, nous offrons une gamme de programmes et services dans les deux langues officielles.

Individual Excellence

- Executive Assessment
- Coaching & Mentoring
- Leadership Development

Excellence individuelle

- Évaluation de cadres
- Coachs et mentors
- Perfectionnement en leadership

Organizational Effectiveness

- Organizational Review & Design
- Culture Surveys
- Diagnostics & Team Building

Efficacité organisationnelle

- Analyse et conception de l'organisation
- Sondages de cultures
- Diagnostiques et cohesion d'équipe

Creating a community of leaders
Créer une collectivité de leaders

421 rue Gilmour Street Ottawa Ontario ***613.565.5168 www.ccileadership.com***

AMB Consulting Services

Managerial & Executive Mentoring
- Leadership Measurement
- Executive Mentoring
- Cognitive & Competency Profiling
- Succession Planning

Departmental Effectiveness
- Departmental Efficiency Assessment
- Training & Development
- 360 Degree Evaluations & Survey Design
- Culture Climate Surveys

Departmental Cost Assessment
- Post Evaluation of Contract Deliverables
- Summaries of Consultant Deliverables
- Negotiation Assistance
- Cost & Expense Controls

Bilingual Services Available

The Broderick Benchmark Report

A comprehensive analytical tool designed to measure the overall effectiveness of departmental programs, policies, and initiatives as they relate to your strategic organizational goals and objectives.

Located in Ottawa, Tony Broderick is a Professor of Business and Human Resource Management at The University of Guelph at Kemptville College

Protect your decisions

AMB CONSULTING

Tony Broderick, Tel: 613-761-6387, Email: Consultbroderick@aol.com

Information Management

AIMCORP has been providing business solutions to the public and private sectors since 1995. We take pride in our unique expertise that enables us to provide solutions to business problems that bridge the business and technology gap.

Our goal is to provide responsive and flexible consulting services to empower our clients to capitalize on potential opportunities for improvement by using information, technology, and human skills as strategic tools.

AIMCORP has worked extensively, over the past decade, in providing Integrated Management Solutions. Key areas that AIMCORP has provided solutions to our clients in are Strategic Cost Management, Activity Based Costing/Management, Performance Measurement, Results-based Management, Risk Management and the Federal Government Planning Cycle.

AIMCORP has recently formally established a Software Solutions Division that includes our in-house solutions, partner relationships with ProDacapo Software and Cognos Inc., and other expertise in other software tools.

Contact Information:
Adam Ali, CEO
T: (613) 825-4559
F: (613) 825-4631
El: adam@aimamc.com
www.aimcorp.ca

Performance Management Software Solutions for

Balanced Scorecard
Activity Based Costing/Management
Planning, simulation and forecasting
Process modeling

proDacapo
IMPROVING ENTERPRISE PERFORMANCE

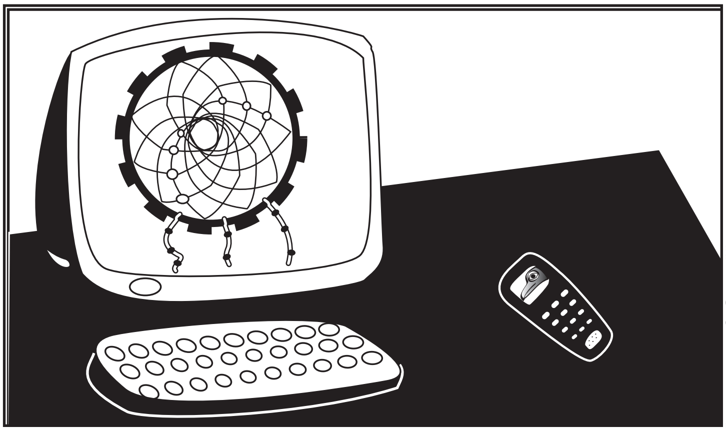
www.prodacapo.com

PLEASE CONTACT AIMCORP FOR MORE INFORMATION
Tel Ottawa: 613 825 4559 • Tel Victoria: 250 654 3039
Mail: adam@aimamc.com • www.aimcorp.ca
Aimcorp is a certified Prodacapo Partner

Aboriginal Businesses Becoming

Government Ready

Auguste (Gus) Barrieau, MBA & James (Jim) Coflin, Auguste Solutions & Associates Inc.



Illustraton © Gayle Hurmuses 2005

Despite what some might expect, First Nation, Métis and Inuit business owners, particularly those under 35, are eager and able to participate in local, regional and national markets. Although Aboriginal-owned businesses are still under-represented in the Canadian business sector, they are making strides forward in reducing the gap.

In the past, Aboriginal entrepreneurs tended to concentrate on the primary and construction industrial sectors. Increasingly, young people are moving into the emerging knowledge sector. According to a 2001 Statistics Canada survey, the number of Aboriginal businesses offering professional, scientific and technical, education, health and social services more than doubled over five years.

In research our firm conducted in 2002, we found that approximately 2,500 of an estimated 25,000 Aboriginal businesses offered consulting, research and advisory services to federal, provincial and/or local governments. Typically, these partnerships and corporations are located in or near urban centres, have been in business for an average of seven years, had a team of three to eight consultants, and tended to focus on operational and policy oriented engagements.

Some Aboriginal firms are well-established multimillion dollar businesses, many employ Aboriginal and non-Aboriginal staffs, and they are succeeding in globalized markets. However, the majority are smaller, newer firms, working to gain access to the government contracting environment and to become ‘government-ready.’

To be become ‘government-ready,’ Aboriginal firms have to obtain the knowledage and experience to be able to work within large bureaucratic environments. When businesses can get this experience, they produce win-win outcomes for the federal government, the Canadian public, Aboriginal communities and themselves. The challenge for government is to help Aboriginal firms become 'government-ready.'

What can individual government employees do?

1. Use the federal government's Procurement Strategy for Aboriginal Businesses (PSAB). PSAB is an example of successful government strategy to address the imbalances in opportunity facing many Aboriginals businesses. The program encourages departments and agencies to reserve all contracts that serve primarily Aboriginal populations for competition among qualified Aboriginal businesses. It also encourages federal departments and agencies to set aside other contracts for competition among Aboriginal businesses. For details about the PSAB program and links to directories of Aboriginal businesses go to www.ainc-inac.gc.ca/saea-psab/index_e.html.
2. Reduce opportunity barriers. Departments and agencies can develop procurement plans and strategies that ensure high quality bids while reducing structural impediments to smaller, less-experienced firms competing for federal government contracts. For example, mandatory requirements that limit bids to firms that have been in business for more than six years may eliminate many otherwise strong contenders from consideration. Alternatively, requirements that encourage joint ventures in which established firms provide project management mentoring to newer Aboriginal business can reduce opportunity barriers while ensuring quality services. Indeed, about 75% of the federal contracts completed by Aboriginal businesses were awarded under open competitions - not through set asides.
3. Talk to Aboriginal business leaders and consultants. They would be happy to talk to you about how your organization's procurement plans can provide equitable contracting opportunities for all Canadian businesses, including Aboriginal businesses.

---

auguste solutions and associates inc.

Established in 1990, and located in Chelsea, Québec, only 15 km from the Parliament buildings, Auguste Solutions & Associates Inc.'s is an Aboriginal-owned firm specializing in:

Program Evaluations and Reviews	Facilitation
Procurement Management	Policy Development
Aboriginal Affairs	Mentoring Services

Our team of twelve Aboriginal and non-Aboriginal professionals would be pleased to help you achieve your goals and targets.

Auguste (Gus) Barrieau, Managing Partner
(819) 827-3729 (phone)
(819) 827-8087 (facsimile)

auguste@augustesolutions.com

Rien que l'excellence - - - Nothing less than excellence ®

asa inc.

Improving the Bottom Line through

Strategic Leadership Development

Bryn Meredith

Strategic leadership development is one of the key elements in achieving or enhancing corporate effectiveness, productivity and competitiveness.

There are numerous research studies that show a direct correlation between bottom line results and leadership effectiveness and yet many public and private corporations fall short in leadership development. Furthermore, as the issue of baby boomer retirement looms closer, organizations face the harsh reality of losing talent and tougher competition when it comes to hiring, training and replacing it. The question for most organizations therefore is not whether to create a strong leadership development system, it is how to create a system. A system that will guarantee the development of leaders at all levels, improve leadership for today, and create a supply of effective leaders for tomorrow.

Bluepoint Leadership Development is a global force in the training, development and consulting arena, dedicated to assist corporations in developing next-generation leaders, from the front line to executives, through time-tested research and customized client-centric experiences. Bluepoint's talented team of seasoned business professionals, partner with each client to deliver high impact interventions that help achieve specific organizational, departmental and individual goals.

Its proven methodology ignites catalytic transformation across an organization by building on each leader's unique strengths and using both an appreciative inquiry and best practices approach to inform them on how to become better versions of themselves.

The Bluepoint heritage, combined with solid results and long-term Fortune 500 clients, is based on more than 20 years of success operating as the Tom Peters Company. In late 2004, Bluepoint evolved its business to focus on:

Leadership Development

Progressive learning throughout the organization, with an emphasis on individual project leadership for front line managers, to strategic leadership from an organizational perspective for senior teams.

Leadership Communication

Using research from "The Leader's Voice" to learn how to communicate effectively as a leader using facts, emotions and symbols to create organizational alignment.

Leadership Coaching

Providing Executive Coaching as well as teaching managers how to coach their employees to achieve individual greatness.

We are confident that you, as reader, can appreciate the enormous difference which attention to improved strategic leadership development in your organization could mean for your success and long term growth.

To help you act upon this issue in a timely and effective way, Bluepoint is pleased to partner in the Ottawa area with Capra International.

Further information on workshops and services can be gained from Capra's President, Gunter Rochow
t: (613) 833-2494
e: grochow@capra.net

bluepoint
Leadership Development

Inspiring a New World of Leaders

Bluepoint Leadership Development (formerly known as the **Tom Peters Company**) has been involved for almost 20 years in the business of partnering with corporations across North America to develop, maintain and retain good quality leaders from the front line all the way to the executive team. We specialize 100% in the area of Leadership Development and we have an outstanding track record and reputation within the professional development industry. Our services come with impeccable credentials and current industry leaders who are using our services to help maintain their competitive lead in the market place include the likes of **Microsoft, Nike, Intel, Starbucks, Intrawest, Magna, Nortel and RBC.**

Offering *in-house* and *public* **leadership workshops** on

- **The Leadership Experience** (a research-based experiential workshop that represents the next generation on strategic leadership development for executives and senior managers from an organizational perspective)
- **The Leader's Voice** (a workshop to assist leaders to communicate more effectively, using facts, emotions and symbols to create alignment)
- **The Leadership Challenge** (leadership development for middle managers from an individual project/team leader perspective)
- **The Leader as Coach** (a workshop about high performance coaching in the workplace)
- **Leading Innovation** (a workshop on creating sustainable environments to foster innovation)

Other services include:

- **Management Offsite and Executive Meetings**
- **Keynote Speaking**
- **Executive Coaching**

www.bluepointleadership.com

Associated in Ottawa with

CAPRA
International Inc.

For Further Information contact
CAPRA International Inc.
(613)833-2494
www.capra.net
grochow@capra.net

Implementing an Integrated Management Environment

Most federal government organizations are experiencing at least some difficulty in reconciling the various management methodologies and frameworks that have been introduced by central agencies in the past five to six years. The introduction of the Management, Resources and Results Structure (MRRS)/Program Activity Architecture (PAA) and the Management Accountability Framework (MAF), if effectively implemented ,are two of the most important and potentially useful management concepts ever introduced in the public sector.

BMB has developed a practical step-by-step approach to linking the MRRS/PAA and the MAF and other management best practices within an Integrated Management Environment (IME).

Our firm's methodology helps our clients implement in the correct time sequence the four components of an IME: strategic foundations and governance; management models and maps; enabling frameworks; and accountability accords. This is important in order to put in place a set of repeatable management processes that minimize the burden on very busy program managers and executives, while adding real value in terms of driving effective program delivery.

Strategic foundations are the "glue" of an organization; examples are its mission, vision, values, and governance and decision-making structures. Management models and maps provide the "wiring diagrams" of an organization's sustaining and change agendas. Examples are the PAA, program logic models and strategy maps. Management frameworks provide the structure, rules and guidelines for the organization's management processes. Examples are planning and reporting, performance measurement, risk and control frameworks and the MAF. Accountability documents are the formal mechanisms for exercising accountability (Accountability is a relationship based on the obligation to demonstrate and take responsibility for performance in light of agreed expectations). Examples are annual strategic and business plans, performance management agreements (PMAs) and performance reports.

Sequencing

Sequencing is very important when implementing an IME. On the program delivery side, organizations need to first obtain agreement with their partners on an effective PAA, with a hierarchy of program activities and expected results statements linked to clearly defined and measurable Strategic Outcomes in a clear chain of cause and effect. Once this has been accomplished, it is necessary to have a robust Chart of Accounts matched with the PAA and accompanied by a defensible methodology for linking resources to results across multiple dimensions through appropriate direct and indirect costing techniques. On the non-financial side, work must be undertaken to develop an integrated performance measurement and evaluation strategy by an appropriate and reasonable set of leading and lagging performance indicators.

On the management delivery side, the organization needs to develop a set of leading and lagging performance indicators for the ten elements of sound management as articulated in the MAF that can be used by managers across the organization.

Once the above steps have been accomplished, the organization needs to give thought to how it can link other elements of the IME together in "time and space".

Integrating the Key Management Processes and Frameworks in the Annual Planning, Monitoring and Reporting Cycle

Once again keeping in mind the need to minimize the management delivery burden on busy executives and managers, one must implement an internal cycle of planning, monitoring and reporting activities that encourages continuously updated plans and performance reports for ongoing internal decision support that support external planning and reporting requirements at the right time with the right content.

Departments and agencies need to seriously consider moving towards one continuously updated strategic document (why not the Report on Plans and Priorities) and develop a mechanism for obtaining horizontal program input to the corporate strategy through long term portfolio planning based upon Strategic Outcomes. Organizations below the departmental level should concentrate on strong operational plans that support the corporate strategy and not develop their own strategic plans. These plans should be short on words and stronger on results logic, resources ot results linkages and thoughtful performance indicators, targets and accountabilities.

Resource allocations should be based upon the strength of the financial and non-financial performance information presented and not on previous years' budgets. Priorities determined based upon criteria such as linkages to expected results that must be achieved, problems that must be solved, performance gaps that must be filled, serious risks that must be mitigated, or political direction that must be supported.

For further information on BMB's IME methodology, contact John Harrison at (613) 562-0652.

John is the Managing Partner of BMB Consulting Services Inc., where he provides consulting and capacity building services to federal government clients so that they can effectively implement the MRRS/PAA and MAF within an IME. He has written a series of articles called " "Connecting the Dots" in Canadian Government Executive. Electronic copies of these articles are available on the BMB web site.

BMB CONSULTING SERVICES

Since 1992, BMB has led in helping national and international public sector organizations refine management practices.

We specialize in the effective integration of management processes and systems to enhance decision-making and program performance

Program Evaluation • Management Accounting
Risk Management • Performance Management
Decison Support • Strategy, Planning & Governance
Fuel Consulting • Integrated Management Frameworks

John Harrison
Managing Partner

Bob Kelland
Partner

Bryan Bell
Partner

Jim Molnar
Partner

280 Albert Street
Suite 802
Ottawa, Ontario
K1P 5G8
613-562-0652
www.bmb.ca
info@bmb.ca

Leveraging Existing **Human Resource Synergies** for Results

L. Hayter

As a manager in the government, you face mounting pressure to deliver results-based management while achieving your organizational vision, objectives and goals. More and more, managers are realizing that effective human resource management is **key to successful results-based management and the strategic use of external professionals** is an important tool in that approach.

Effective organizations harness the skills of their diverse employees. Government faces a major challenge in ensuring that the right professionals are available to ensure continual improvement through cultural change, process re-engineering, performance measurement and relationship building. Government managers are recognizing that these professionals must **offer advice and support that enables permanent staff to execute and maintain the required improvements and changes.**

As a result, organizations are increasingly realizing the benefits of engaging professionals on a temporary basis with the requirement that their work must actively **contribute and value the organization's existing human resource synergies.** This paradigm shift is founded on a number of organizational needs including:

• **Maintaining** flexibility to meet client and employee needs in this time of constant change;

• **Recognizing** the value of the knowledge, skills and insights of both the synthesizing generalists (those involved in or leading a process for a team or across the organization) and deep functional specialists (advisors who provide expert advice in areas of specialization and are short or long-term members of a process team, shifting their focus within their organization as demand dictates);

• **Balancing** leadership, day-to-day management and execution.

Today's successful organizations are benefiting from the skills external professionals bring to the table. Here is a list of some of these skills:

Identifying Spheres of Influence and Corridors of Opportunity

External professionals -- both synthesizing generalists and deep functional specialists -- can identify which spheres should be monitored and how they relate to feasible long-term corridors of opportunity.

Problem Solving, Planning and Process Decision Making

To get results, critical details supporting accountability and success must be managed and flexibility maintained so plans and processes can be adapted and modified to meet organizational needs and culture.

Knowledge Management and Performance Measurement

Knowledge is created by capturing, defining, extracting, monitoring and aggregating "golden nuggets" of information from inside and outside your organization and translating that information into relevant knowledge. In turn, this relevant knowledge is communicated to get people to take specific actions that support desired results and performance measurement.

Communication and Relationship Building

All too often, people mistakenly believe that communication and information are synonymous. Information is the "raw product" that is used in the communication process to create an output or result which often includes shared understanding and meaning -- the prerequisites for the best organizational culture to allow management and employees to meet the challenges of the evolving business environment.

To receive reports about leveraging existing human resource synergies and other leadership and management-related issues send your request to:

specialreports@canadajobone.ca

Laura Hayter specializes in resolving issues and problems in management, communications and marketing. To tap into her professional services contact Canada Job One.

CanadaJob 1
Employment Services

The Right People - Right Now
www.canadajobone.ca

We have professionals available for a full range of requirements - **from clerical and administrative staff to the most senior professional consultants.** Our candidates are available on a contractual basis for a broad range of service categories including:

▸ A-Base/Expenditure Reviews ▸ Administrative and Clerical ▸ Business Case Development ▸ Business, Operational and Work Planning ▸ Change Management ▸ Communications ▸ Competency Profiling ▸ Conference and Meeting Planning and Delivery ▸ Cost Management ▸ Economic Analysis and Development ▸ Engineering ▸ Environmental Scans ▸ Executive Coaching ▸ Exhibit Management ▸ Facilitation ▸ Financial Management ▸ Governance ▸ Graphic Design ▸ HR Management ▸ Impact Assessment ▸ Information Management ▸ Internal Audit ▸ IT ▸ Knowledge Management ▸ Leadership Development ▸ Learning Expert ▸ Media Relations ▸ Marketing and Branding ▸ Modern Comptrollership ▸ Organizational Development and Design ▸ Performance Measurement ▸ Photography ▸ Policy Analysis, Consultation and Development ▸ Process re-engineering ▸ Program Evaluation ▸ Project Management ▸ Print and Publication Management ▸ Research and Analysis ▸ Real Property ▸ Risk Management ▸ Service Delivery ▸ Special Event Logistics and Promotion ▸ Speech Writing ▸ Strategic Planning ▸ Succession Planning ▸ Survey Design and Delivery ▸ Sustainable Development ▸ Team Building ▸ Training and Development ▸ Translation ▸ Web Design ▸ Writing and Editing

Require external professionals? Our standing offer numbers are:

▸ THS (Temporary Help Services) EN537-8-4015/113ZJ
▸ GOL (Government on Line) EN537-01-GOL1/029/EL [this standing offer includes Business Process & Content (BPC) and Human Resources Management (HR)]
▸ IPS (Informatics Professional Services)

One Nicholas Street, Suite 1100, Ottawa, Ontario, K1N 7B7 Tel: 613-789-9911 Email: info@canadajobone.ca

Project Management

Taking it to the Program and Portfolio Level

Michael Appleton, CMC, PMP

Project management has been with us for some time now. Several project management trainers attribute its beginnings as far back in history as the time of the ancient Egyptians. Modern project management principles and techniques actually stem from practices that were first developed during World War II and that were further enhanced both by industry and by the US military in the immediate post-war period.

The creation of the Project Management Institute (PMI) in 1969 led to a global sense of professionalism in project management. Today there are more than 200,000 PMI members throughout the world, many of whom have been awarded the Project Management Professional (PMP) professional designation. In Canada alone, there are more than 18,000 members of PMI and approximately 10,000 professionals who hold the PMP certification.

As well, several educational institutions have developed project management specific offerings such a Master Degree or a Master Certificate in Project Management. Project management is also featured in the listing of subjects on many other educational programs, such as the MBA programs, in several universities.

As such, project management is no longer the sole purview of those who work on projects. Most line managers are at least aware of its existence, many are actually aware of project management techniques and tools, and some actually use it in their work!

The basic elements of project management are contained in PMI's Guide to the Project Management Body of Knowledge (PMBOK), which has become the global standard in the subject. Many organizations have taken the provisions of the PMBOK and have developed a solid framework, or methodology, for the management of their projects. As a result, substantial gains have been made in the maturity of project management in organizations, particularly in risk management, team/organizational communications, project leadership, etc. All of this has led to an increase in successful delivery of projects.

But a profession does not stand still. Clearly, management at the project level is not perfect and continued efforts are certainly needed to further the 'cause' in this area. However, projects do not exist on their own – they exist within an organization and within an organizational context. Recently, PMI released the Organization Project Management Maturity Model (OPM 3) and several organizations are undergoing assessments in order to identify areas in which they can make effective improvements.

As well, new professional standards for program management and portfolio management are expected to be released by PMI summer 2006. Just as the PMBOK is the global standard for management of projects, these new standards are intended to serve the same function at the program and portfolio levels.

The litmus test for a project is that it must be directed at a specific result, have a start and an end, require the coordination of inter-dependent activities and be unique. The aim of management at the project level is to be efficient – deliver the scope on time and within budget.

Projects, however, are often part of a continuum of requirements. A good example is Release 3.x of a user application. Management of a program requires an excellent understanding of customer requirements, the availability of funding, capacity to deliver, etc. The aim of management at the program level is to be effective – deliver what the customer needs, when they need it and balanced with the organization's capacity to deliver and the customer's capacity to accept it. As such, the Program Management Standard is expected to address delivering benefits to customers effectively.

Managers typically manage a portfolio of projects, whether they are set up in programs or not. These same managers have the responsibility to make the most of their budgets and their people. The key to portfolio management is to optimize the use of available human and financial resources. The Portfolio Management Standard is expected to address techniques of optimizing the use of these resources.

At the project level, organizations developed project management methodologies based on the PMBOK to deliver projects more efficiently. Similarly, organizations are expected to develop tailored methodologies for Program and Portfolio Management based on these new Standards to deliver their programs more effectively and with optimal use of resources that are allocated.

Organizations have come a long way in improving the management of their projects through the direct or indirect use of the PMBOK. Now, we can look forward to the release of two new global standards in summer 2006: The Program Management Standard and the Portfolio Management Standard.

Michael Appleton, CMC, PMP
Managing Director, DAMA Consulting Services Limited

DAMA
CONSULTING SERVICES LIMITED

PO Box 211, Station B
Ottawa, ONTARIO, K1P 6C4
PHONE: (613) 748-0547 FAX: (613) 748-1908
Website: www.dama-consult.com
Email: info@dama-consult.com

DAMA Consulting Services Limited is a privately held, 100% Canadian-owned, Ottawa-based management consulting firm with associates in Kingston, Montreal and Toronto that began offering services in 1995.
The firm is a leader in assisting its public and private sector clients realize success through the effective implementation of leading project management methods and techniques.
We have an experienced team of more than fifty (50) professional project managers (most of whom are PMP-certified) and management consultants (most of whom are CMC-certified).
We have experience in virtually all government departments and agencies.

We:
- provide highly qualified and experienced project managers to manage your projects, or assist your projects during its lifecycle (planning, risk, audits, etc.);
- establish and operate a project office for large, complex high-risk projects;
- assist in establishing and operating a PMO for an organization's multi-project environment, including leading project portfolio management capabilities;
- provide tailored project management training for your employees,
- facilitation in a project and non-project context,
- leadership development services, including coaching, and
- other project-related management consulting services.

Change Management:
A Multidisciplinary Endeavour

Greg Tricklebank - Managing Partner - Delta Partners

Change Management is a multidisciplinary endeavour. However, there is a core competency involved that is not fully appreciated by managers, who frequently are hoping for a 'quick fix'. This article addresses the question of what managers should look for when choosing a change management advisor.

A typical textbook recipe for the management of change involves five steps:

1. Motivate change – let it be known why the change is necessary;
2. Create a vision – provide clear direction concerning what change is necessary;
3. Develop political support – convince powerful stakeholders that the change is in their best interests;
4. Manage the transition – coordinate the change with minimal disruption to business critical operations; and,
5. Sustain the momentum – provide resources for change and reinforce new behaviours.

The execution of these steps requires a multidisciplinary team, including:

• The communications function – provides information and puts a positive spin on information that may be perceived negatively;

• The project management function – provides project-driven transition management services such as scheduling, resource levelling and risk and performance management services;

• The human resources function – provides policy and programs that support the recruitment, training, retention and out placing of personnel; and,

• The organizational development (OD) function – provides the management of change core competence, which is the assessment and amelioration of resistance.

Although each has an important role within the change management strategy, only the OD function provides the core competency needed to overcome the deep resistance that provides the raison d'être for a change management strategy in the first place. This is not generally appreciated by managers responsible for the typical change initiative, with the result that they frequently neglect to include an OD practitioner on the project team.

Experts in change management realize that every change situation has the potential to be met by resisting forces of varying types and intensity. The most powerful and intransigent of these forces are generally attributed to the culture or operating climate of the organization. Dealing with this is the core competency of the change manager, who should be an experienced organizational development practitioner with a solid social science background.

Resistance to change is natural and normal. Even in cases where the change is in the best interests of employees and other stakeholders, resistance arises from a number of causes including: mismatched leadership style; lack of trust; uncertainty of purpose; lack of teamwork; and/or poor attitude toward risk taking. These symptoms generally mask even deeper levels of resistance based on denial (where difficult issues are not acknowledged) and dependency (where no one takes responsibility). To overcome this resistance, the change management strategy should include the skilful 'real time' engagement of stakeholders in a process designed to trigger 'double-loop learning' – that is, a fundamental change in the mental models that guide behaviour. Such an exercise provides an opportunity for stakeholders to contribute positively and substantively to the change initiative (such as a re-organization or the implementation of a new IT system) while making the behaviour and attitude changes needed to make it work and sustain it.

Managers responsible for a change initiative typically do not appreciate the magnitude of the challenge, which frequently transcends the professional competency of the traditional supporting roles involving communications, project management and HR support. The good news is that a competent OD practitioner will be able to assess the specific sources of resistance to change and facilitate the management of change process in a relatively painless manner. Managers need to be more aware of this when choosing a change management advisor and when assembling project teams for the management of socially complex (i.e. virtually all) change initiatives.

Sidebar – Distinguishing between Organizational Climate and Culture
Since organizational climate and culture interact with one another in complex ways, it is not surprising that the two ideas are generally conflated by change managers. However, as the table below shows, they draw attention to different aspects of the situation that call for different types and intensities of intervention.

Defining Distinctions	Culture	Climate
Substance	Ideologies/Values/Norms	Psychological Environment
Evidence	Stories/Rituals/Symbols	Attitudes/Perceptions
Development	Historical (diachronic)	Systemic (synchronic)
Reproduction	Socialization	Interaction
Contingent Distinctions*		
Relative Significance	Formative	Derivative
Functional Role	Creates/maintains Order	Expressive (Threatens Order)
Typical Dysfunctional States	Alienation/Anomy	Groupthink/Authoritarian Co-dependency
Typical Boundaries	Nations/Institutions/ Occupations	Firms/Departments/Workgroups

*These distinctions are contingent in the sense that they could be otherwise, depending on the case in question or the particular circumstances. With respect to boundaries, for example, not all nations have distinct cultures. Some firms, on the other hand, may develop distinct cultures if they persist long enough.

DELTA PARTNERS

Government departments and operating units are continuously under pressure to offer high priority services in a more efficient and effective manner. When in-house resources are already stretched to their limit, there is a need to obtain outside assistance in order to develop and implement strategic solutions and respond to changes in the business environment. Selecting the right consultant for the job will lead an organization into the future with renewed energy and vision.

Whether you require a traditional 'study and report' or a more contemporary 'action research' approach, Delta Partners consultants offer the knowledge, skills and experience necessary to assess your needs, recommend practical solutions and assist in the implementation.

www.DeltaPartners.ca
Delta@DeltaPartners.ca
Phone: 1 888 847-3384
Fax: (613) 744-5913

Strategic Management and Restructuring

Alex Horbasz

Managing in the federal public service has never been more challenging. The scope of program objectives, the competition for resources -- both people and funding -- and the continuing effort to modernize and improve the public service requires that managers perform a fine balancing act. As an Ottawa based public sector management consulting firm, we help our clients achieve results under these very demanding conditions. HDP can be your partner in managing and reconciling expenditure review and performance improvement with the programs and priorities of your organization.

Competing for Resources

Whether its funding or people resources you require, HDP can be of assistance. We have extensive experience helping managers secure the funding they require through the development of strategic plans, operational plans and sound business cases and the crafting of strong Treasury Board Submissions or Memorandum to Cabinet documents. When it comes to resourcing your team, we can help you manage through internal staffing process in shorter periods of time or supply contract staff to fill critical areas on site, and at comparable staff costs.

Program Performance and Delivery

The measure of any public service is how effectively it can translate government policy and priorities into tangible benefits and value to citizens. HDP offers its clients a thorough understanding of emerging issues, the management sciences, current political sensitivities, organization realities and technological solutions. We have a demonstrated record of successfully delivering pragmatic solutions that yield enduring program results. We specialize in understanding not only how best to use these means for delivering …

Ongoing Improvements to Governance, Operations, Common Shared Services and Processes

Government and central agencies continue to shift into the let the managers manage phase of ongoing improvements to the public service. Between Treasury Board Secretariat's expenditure review and Management Accountability Framework, the Shared Services initiative and the implementation of the Public Service Modernization Act, management responsibilities and challenges have and will continue to increase exponentially. We are specialists in the areas of governance and have helped clients establish new public organizations with leading governance and accountability structures. Our experienced professionals also have assisted clients implement important program, service delivery and corporate services operations improvements using recognized process-reengineering techniques to optimize operational performance. Taken together, our areas of services and expertise are well suited to help you under the current management environment.

By: Alex Horbasz, HDP Group Inc., Phone: 613-567-5300
Email: a.horbasz@hdpgroup.com

HDP

Strategic Management and Restructuring Consultants

Strategically positioning organizations for the challenges and opportunities of today and tommorrow.

HDP Group Inc.

Qualified consulting service provider under PWGSC , Temporary Help and select departmental standing offers

- **Securing Resources: funding and people**
- **Transforming government policy and priorities: tangible benefits and measurable results**
- **Improving Operations: specialists in governance, corporate/common services, programs and operational processes**

109 Bank Street, Suite 300
Ottawa, Ontario K1P 5N5

Tel	**(613) 567-5300**
Fax	**(613) 567-5563**
Internet	**ottawa@hdpgroup.com**

Tryskele®
ENVIRONMENT
HEALTH & SAFETY

A full range of environmental, health, safety and quality services

- Audits - including Compliance, Phase 1, due diligence, designated and hazardous substances, and management systems
- Management System development and implementation (ISO 14001, 9001 and OHSAS 18001)
- Environmental Aspect and Impact assessments & Research
- Training - including WHMIS, Transportation of Dangerous Goods, Auditing, Waste Minimization, Due Diligence and Emergency Response
- Air Emission Permitting and Emissions Calculations (including NPRI & Greenhouse Gas Emissions)
- Air Dispersion Modeling (including US EPA AERMOD, Screen 3)
- Operations Reviews and Risk Assessments
- Sustainable Development
- Leadership in Energy and Environmental Design (LEED) facilitation

6 Wigston Private
Ottawa, ON K1Y 1K9
Phone (613) 290-3341
Toronto (416) 573-2782
kathy.pritchard@tryskele.ca

www.tryskele.ca

STAKEHOLDER ENGAGEMENT AND STRATEGIC RISK COMMUNICATIONS:

KEY MECHANISMS FOR EFFECTIVE DECISION MAKING

Carlo Aiello and Sarah Thorne

As society continues to evolve, the potential outcomes and impacts of private and public policy decision making have become ever more complex. A number of factors contribute to this complexity including the diverse nature of our society, the pace of change, technical developments and increasing social and economic responsibility. Consequently, organizations are required to make key decisions in shorter time frames with a greater regard for the potential risks and outcomes in relation to a broad range of stakeholders. These decisions must also meet much higher standards for social responsibility than ever before.

Balancing the need to make complex decisions and act in a timely manner with due regard for diverse stakeholder interests is a difficult challenge. Given limited time and resources, the challenge can be overwhelming. Both decision makers and stakeholders must engage in effective and efficient results based dialogue with the best information available and the most appropriate process they need to produce positive outcomes while minimizing risk. Success depends to a great degree on careful and systematic consideration for, and involvement

of, the key stakeholders in the decision making process. Shared understanding of the decision to be made, the expected outcomes and the nature of the risks to be managed, along with the benefits and tradeoffs of the options for managing risks, is critical. Effective stakeholder consultation and engagement are critical in identifying and analyzing risk issues, developing policy instruments to mitigate risk consistent with public expectation, and monitoring the effectiveness of instruments on the social and economic dimensions of Canadian life.

For government, the nature of risk and expected outcomes has changed significantly over the past few years and even more so over recent months. From safety and security to public health and social programs, including the appropriation of public funds, to business continuity, risk is connected to a very wide range of issues addressed by government. Whether real or perceived, stakeholder risks must be addressed as part of the stakeholder engagement component of an effective risk management process. As managing risk has become increasingly central to government in its role as a regulator and primary risk management steward of the nation, it has also become critical in the management of its own business, as part of the decision making process towards policy, regulation and legislation, and in the provision of services to citizens.

Communication is one of the most powerful influences on people's risk decision-making and behaviour. Increasingly, communication is being recognized as essential to enabling people and organizations, including governments, to manage risks effectively. Public engagement through consultation is a powerful tool, not only to inform policy options and to manage risk, but also to understand and balance the tensions inherent in the process of shaping responses to complex issues. A strategic and systematic approach to risk communications provides important benefits to decision-makers and stakeholders alike. And it ensures that stakeholders can participate in the risk management process, at an appropriate time in a way they judge to be meaningful. Stakeholders have an important role to play in both the identification and the resolution of risk issues. Accordingly, the effectiveness of the stakeholder engagement process underlies successful risk management.

Defined as a "purposeful process of skillful interaction with stakeholders supported by appropriate information", strategic risk communications is an essential component of an integrated risk management solution that entails systematic stakeholder engagement. It includes all communication content and interactions that can influence risk decisions and behaviour. Strategic risk communications helps decision-makers and stakeholders make well-informed decisions leading to effective risk management.

Strategic risk communications methodologies are being applied within a number of government organizations with great success including Health Canada, the Public Health Agency and the U.S. Federal Drug Administration. They are also being successfully applied within a number of business sectors including major companies and associations in the resource and power industries.

Carlo Aiello
Carlo is the President and CEO of the Intersol Group, located in Ottawa, Ontario. Intersol is a leading process based facilitation consulting firm recognized nationally in the fields of public and stakeholder consultations, public policy and regulatory affairs development processes, strategic organizational change, leadership and team development (The Intersol Group, T: 613.230.6424 ext.240, caiello@intersol.ca)

Sarah Thorne
Sarah is a founding partner of Decision Partners, a decision strategy, research and communications firm. Sarah and her partner Gordon Butte are recognized in North America in the field of science-based approaches to decision-focused strategies and risk communication.

Decision Partners
t: (416) 861-8367
e: sthorne@decisionpartners.com

INTERSOL

DECISION PARTNERS

Our team understands the value of sharing our many lessons learned, of sharing the processes that work, and fostering an environment for meaningful and results driven dialogue. Our centres of expertise include:

- **Strategy and Think Tanking**
- **Organizational Change and Transformation**
- **Leadership and Learning**
- **Growing & Developing Teams**
- **Public and Stakeholder Consultations**
- **Strategic Risk Communications**
- **Expert Models, Mental Models**

Groupe Intersol Group
300-205 Catherine Street, Ottawa, ON K2P 1C3
T: 613.230.6424; F: 613.567.1504; E: ical@intersol.ca
www.intersol.ca

Getting It Right:

Modernizing Management through a People Focus

John Thomas - President - JFT Management Consulting

Modernizing public service management is one of the highest priorities for virtually every government across the globe. But what does this mean? Simply put, modern government means focusing on internal capacity and taking a “whole government” approach to programs and operations. It means a dedication to the public interest and continuously improving to constantly increase client value. It means providing government services openly and transparently. And it means placing the best people in the right positions providing leadership at every level. In the language of today it means “one government, smart and accountable”.

The goals are clear, but so are the challenges. To move ahead in the right direction, people are the key. Governments need to move to programs and systems that improve operations, enable stronger client services, and provide the information that managers need at their fingertips. But investment in people is critical to ensure this renewal of our systems. Accountabilities need to be clear, which must in turn reinforce transparency and sound management. Doing things right means getting the right people in the right jobs providing the right services.

The Management Accountability Framework (MAF)is an excellent tool for spanning these gaps and building a bridge to the future. It provides a coherent approach to management that takes into account such important management touchstones as strategic planning, risk management, client consultations, resource stewardship and performance reporting. But what really makes the MAF a ramp up to the twenty-first century is that people are an integral part to every aspect of the MAF including governance, accountability, learning, values, or the elements mentioned above.

In fact, “people” are the cornerstone of the MAF in terms of building strong, integrated management practices. Leadership competencies need to be defined and developed in managers at all levels. Values and ethics need to be reinforced. Performance expectations and achievements need to be shared to strengthen accountability. Skill shortages need to be identified and remedied. To truly realize the full potential of the MAF, it needs to be understood that focusing on people is essential as people impact each element of the Framework. In and of itself, the MAF is not a prescriptive model. It sets a bar—the trick is leaping over it and reaching your objectives.

By way of example, high-level attention to leadership, governance and strategic directions is certainly an area where people need to be the focus. Resources need to be aligned with objectives and priorities, and for most, the key resource is people. By promoting a common understanding within the organization of its strategic directions and the strategies for getting there, delegations to people and accountabilities of people can be reinforced at all levels of the organization and a window for innovation can be provided.

Implicit in what has been said above, the path forward is one of change. Taking a people-centered approach to the MAF is an opportunity to invest in a cultural change through an improvement agenda stressing constant learning and development. By maximizing the value of people, maximizing the value of government services becomes an achievable goal.

JFT Management Consulting is a firm that provides the best in people-centered management solutions. Backed by decades of senior executive experience in public management, JFT Management Consulting helps clients take a leadership role in implementing management frameworks, overseeing organizational development, and navigating change through learning and cultural renewal. Visit our Web site and contact us for more information on how to realize the potential of the MAF by realizing the full value of people.

t: (613) 692-1391
www.jftmanagementconsulting.ca

Performance Check: Performance Measurement Made Easier

Michael Kelly and Garry Sears

Federal departments and agencies have been striving for many years to implement performance measurement. This has not been without its challenges, and progress made has been inconsistent at best. With the introduction by Treasury Board of the Program Activity Architecture (PAA) and the Management, Resources, Results Structure (MRRS), there is added pressure on departments and agencies to take a more meaningful approach to performance measurement.

Several different performance measurement approaches are used by government organizations; these include the logic model or evaluative outcome approach, balanced scorecard approach, and 3-R (Resources, Reach, Results) approach. These approaches have been used with varying degrees of success in federal departments depending on the context of each organization and the nature of its business. In helping departments to implement performance measurement, some of the common challenges include:

- **Lack of quantitative data.** Much of the work carried out by departments and agencies is not routine or repetitive, nor easily quantifiable. A good example would be the policy shops in many departments. Simple measures (such as "number of Memoranda to Cabinet produced") do not provide any information on the usefulness or eventual impacts of the policies that are implemented. Yet, policy shops, like all parts of the department, are expected to provide regular (e.g., annual) performance information on how they are contributing to the overall objectives of the organization. Over time, increased efforts need to be made to produce quantitative data (e.g., survey feedback from stakeholders on the efficiency of the policy development process). However, in the interim, a performance measurement tool is urgently needed that enables each organizational unit to provide useful performance information that is evidence-based.

- **High complexity.** Strategically, a department should not have more than a dozen or so overall indicators to measure its performance – otherwise the performance measurement system will bog down due to too much complexity and eventually fail. In reality, most departments and agencies work in an environment where each high level indicator is influenced by hundreds of sub-indicators given the many nuances of government policy and program delivery.

- **The challenge of communicating departmental performance results**. Federal departments and agencies have not yet found an easily understandable way of communicating their performance to their external stakeholders (i.e., Parliamentarians and the public). The linkages between Departmental Performance Reports (DPR) and internal performance measurement systems are not yet evident. Parliamentarians are frustrated by the lack of useful information provided, and managers are frustrated by the time they spend preparing external reports that are not seen to be linked to their day-to-day reality.

There is no easy solution to the above challenges. However, we have had good success in helping departments and agencies implement a Performance Check™ approach that enables them to periodically assess and report on their performance for each key indicator based on a five level performance scale. An example is provided below. Modelled after the Capacity Check originally developed by Michael Kelly, a description of each of the five performance levels enables the various measures that contribute to a performance indicator to be incorporated into the performance scale. The description of the performance levels provides an approximation of the actual and target performance levels, and managers assess their organization's performance for each indicator against the scale. The Performance Check™ can be used to produce an annual performance report (that is in turn used to prepare the DPR), and can be further refined over time, even if not all the performance information is available.

Are there limitations to the Performance Check? For sure. Being mostly qualitative in nature, the performance assessment is subjective and requires an honest appraisal by managers. However, our experience has been that the process whereby managers agree on the indicators (and the current level of performance for each indicator) helps to ensure a more evidence-based assessment. It also helps to identify the major data gaps and the need for more rigorous data collection through client/stakeholder surveys, external evaluations or audits, to help them with their decision-making—which, in the end, is what performance measurement is all about!!!

* An example of the Performance Check approach is shown below

Effectiveness of regulations/policies				
Major gap	**Below target**	**Approaching target**	**At target**	**Above target**
Most regulations and policies are out of date, and inhibit compliance and enforcement activities. High degree of frustration.	60% of regulations and policies are up-to-date. Regulations are only partially effective in reducing risk. Costs and benefits of regulations have been assessed, and priorities for change established.	80% of regulations and policies are effective and up-to-date. Sharing of knowledge with other regulating countries that are best practices. Changes to regulations are focused on high risk areas.	100% of regulations and policies are effective and up-to-date. Regulations are timely, efficient and predictable. Regulations and policies provide authorities and flexibility required. A coordinated and coherent approach. Changes required are minor.	Regulations and policies are considered to be forward looking and flexible to changing circumstances. High level of policy coherence. High level of public confidence and trust in regulatory process. Consistency between Canadian regulations and those of other regulating countries that are best practices.

KELLY•SEARS consulting GROUP

280 Albert Street, Suite 802
Ottawa, Ontario K1P 5G8
613-230-9943 Website: www.kscg.ca
Garry Sears, Managing Director
Michael Kelly, Managing Director

Kelly Sears Consulting Group specializes in helping federal departments and agencies to improve their management practices. Our services include:

- Diagnostic assessments of management practices
- Development of performance measurement frameworks and systems for organizations and programs.
- Conduct of evaluation studies and preparation of RMAFs

The company is co-owned by two Managing Directors, Michael Kelly and Garry Sears, who together have over 45 years of consulting experience within the federal government. We assist both large departments and small agencies.

Our philosophy is to provide our clients with the best possible strategic advice based on thorough research and analysis.

Product development is a key focus of the company. The principals of the firm played a leading role in the development of capacity assessment tools that have been used by over 90 federal departments and agencies to assess their management practices. Kelly Sears has also developed tools such as the Performance Check to help departments and agencies conduct periodic assessments of their performance. As a result, Kelly Sears has become the choice service provider of a number of agencies in the areas of planning and performance measurement.

Process Consulting:
Discovering What is Possible

Gita Baack, M.A. - President, OTI Leadership Consulting

If you want to see the whole picture and release the energy and commitment of those involved, you need the services of a process consultant.

The current state of organizations demands a dynamic approach by consultants to help create responsive programs and services as well as to ensure that all those impacted are moving towards shared goals and directions. As most of the experienced and knowledgeable managers will tell us, there are no magic ways to achieve this. Off-the-shelf, glitzy models sold and resold as proven tools and techniques are neither sustainable nor readily implemented. Rather, the key to productive organizations comes from collaborative dialogue and mutual discovery. This model of consultation is used by the Process Consultant.

To understand Process Consultation, let me describe three consultant models that are not the "Process Consultant" model.
1. The consultant as an "expert"
2. The consultant as a "pair of hands"
3. The consultant as "doctor-patient"

In the "expert" consultant model, the need is defined by the client who then looks to the "expert" to provide the answers. The problem with this approach is that often the diagnosis by the client may be incorrect and not shared by others. It works best where expertise is coupled with the Process Consultant model to collaboratively diagnose the issues and develop implementation strategies.

The "pair of hands" model is when services are contracted to address resource shortages. The work is prescribed by the client and the consultant does as they are told. Hidden issues are rarely surfaced or new solutions found. This is really not consulting but rather what we once normally called a "contractor".

The "doctor-patient" model is recognizable in situations when the consultant diagnoses the problem and prescribes a remedy. This is the most common type of consulting. This consulting model invariably fails or is not sustained because the consultant alone can seldom learn enough about an organization, their culture and particular personalities, styles and assumptions.

In contrast to these models, the Process Consultant engages the client and the stakeholders in the diagnosis and in the development of solutions. The experience and expertise of both the client and the consultant are brought to bear.

This approach is based on the belief that people must take responsibility for their own effectiveness, for experiencing the consequences of their actions and for learning from them. When employees are removed from input, they cannot deal with the consequences and they are therefore less able to assume personal responsibility and leadership. In this way, the Process Consultant builds internal capacity for ongoing effectiveness by modeling and passing on the skills necessary to continue improvements. At the organizational level, the information that results from this participative approach is different and it affects the organization differently.

Decisions are the basic unit of management and performance. Each element of our design is tested against criteria about business results (this is the work of the management team); value proposition (what the organization is good at); internal capacity (internal competencies created and managed by the organization and embodied by the people) and scope of change being considered (this is where assumptions need to be clarified).

We hold capacity building events that can take from 2 hours to two days. These events aim at what is known as double-loop learning (Argyris and Schon, (1974) and Second Order Change (Watzlawick, Weakland and Fisch (1974). Single Loop Learning and First Order Change exist when the norms of the system remain the same and changes are made within the existing norms. Defensive relationships continue, there is reduced production of valid information or innovative ideas and little public testing of ideas. Double Loop Learning and Second Order Change is when the norms of the system themselves are challenged and changed.

Leaders have come to understand that change is about human issues and about communications. It is also about the process of change, that is, how the change will be carried out in a way that the organization discovers and accomplishes its business results while meeting its people and cultural requirements. The future is unknown at the start of the change process and can only be created by forging ahead with the intent to discover it. This requires a new way of leading change. Change leadership demands new management and consultant competencies.

This collaborative, discovery model certainly requires more courage on the part of the client and of the consultant but the payoffs are demonstrable. As a practitioner of the Process Consulting model, I believe that in the fast changing, complex environment that is the reality of today's public service, it is probably the only way to achieve desired results and sustained capacity.

Please contact Gita Baack for a free consultation at:
t: (613) 271-1293
e: gbaack@rogers.com or
info@OTILeadership.com

OTI Leadership Consulting

BUILDING SUCCESSFUL ORGANIZATIONS, TEAMS AND INDIVIDUALS

GITA BAACK, M.A., PRESIDENT

Three levels of bilingual consulting, facilitating, training and coaching services serving NCR, Quebec, Toronto and Victoria:

Building innovative, organizations:
✓ Change Management
✓ Strategic Planning
✓ HR Modernization
✓ Dispute Resolution
✓ Performance Measurement
✓ Organizational Design
✓ Program Evaluation

Building teams capable of managing difficult issues:
✓ Building alliances and partnerships
✓ Whole system collaboration
✓ Managing meetings
✓ Working with opposing views

Building leadership capacity at all levels:
✓ Consulting skills
✓ MBTI, LSI
✓ Emotional Intelligence
✓ Career Management
✓ Facilitation skills
✓ Diversity, appreciative skills

Contact Gita Baack: (613) 271-1293 gbaack@rogers.com

A Toolkit
for Successful Transformation

Richard Loomes

Governments are under increasing pressure to provide better results with less, and to be more agile and respond more quickly to changing environments. Likewise, citizens are demanding integrated service delivery across programs and even governments. They are asking why they have to interact with multiple departments for the same end service, and why must they provide the same information.

Governments are transforming and moving towards integration, but transformation in the public sector is hard. There is a need to balance doing strategic design and planning to see where to go, pushing forward some transformation projects even without the full picture, alignment of existing projects and all the while maintaining ongoing operations because in government we can't shut down while implementing a change.

The Business Transformation Enablement Program (BTEP) has developed a toolkit that provides an integrated approach to strategic management and alignment, and business transformation (see www.tbs-sct.gc.ca/btep-pto).

This set of tools is comprised of:

1. Transformation Roadmap - high level maturity model for transformation;
2. Governments of Canada Strategic Reference Models (GSRM) - a standard set of models and semantics for expressing public sector designs that are useful for scoping, as well as recognizing gaps and overlaps. These models are augmented with design patterns that facilitate reuse;
3. BTEP Transformation Framework - provides a blueprint and agenda for scoping deliverables, and provides underlying linkages and structure to the GSRM;
4. Enablers and Requirements-Domains - core cross-governmental business capabilities (e.g., IM) and requirements (e.g., security); and
5. Methodology for transformation - comprised of a Strategic Design and Planning methodology and System Design and Planning methodology, based on best practices, that provide the deliverables, roles, phases and steps to successful transformation while achieving early results.

While all of the tools above are important, the two most often used are the GSRM and the Strategic Design and Planning Methodology. The methodology provides a rigorous, collaborative method for transformation. It moves forward iteratively, building the change coalition within the organizations and achieving early wins. The GSRM brings the common language that cuts across organizational boundaries and helps to remove ego from the equation.

There are some obvious and important linkages between the components and pieces that are recommended to be maintained, however it is not a one size fits all approach. One of the key principles in the methodology is that it is tailored to meet the needs and challenges of the initiative. The value in this approach has been demonstrated by the varied characteristics of projects where BTEP has been successfully employed.

Project Characteristics

- Breadth: one branch to 32 deptartments, jurisdictions and NGOs
- Tailored methodology vs. modeling vs. full cycles
- Focus: Target Group vs. Organization vs. Type of services vs. Issue based
- Strategic Design down to prototyping and implementation
- Public vs. Provider
- Alignment assessment of projects
- Time: 4 weeks to 18 months

The value of BTEP is being recognized by managers across governments. Provincial governments are preparing to adopt it as a standard, and are collaborating with the federal government on implementation plans. Private industry is aware of the value and recognize its momentum as more and more RFPs are selecting this as the preferred approach and requesting experienced resources. Gartner recently published a research report on BTEP speaking to the value in its use.

Some of the outcomes for executives that BTEP can help with are:

- Effective collaboration
- Better balance of trade-offs
- Partnership commitment
- Asset building and utilization
- Clearer accountabilities
- Quick successes that contribute to strategic direction
- Keep focus and scope intact
- Make the connections from policy through policy instruments to outcomes and measures

Is it the silver bullet people seem to want to solve problems with little effort? No. Is it better than the ad hoc, proprietary approaches we have been using for years? Absolutely.

Richard Loomes,
t: (613) 722-9902.
e: richard.loomes@pleiad.ca
Pleiad Canada. www.pleiad.ca

PLEIAD CANADA specializes in helping clients achieve their management and information technology goals through the use of professional consulting services.

Recognized as a leading supplier of Business Transformation Enablement Program (BTEP) expertise, Pleiad offers BTEP Boot Camps and BTEP Lunch & Learn Presentations where participants discover how BTEP enables operational efficiency gains, better outcomes and clearer accountabilities while providing interoperability solutions that work across programs and between governments.

Pleiad Canada's senior consultants specialize in:

- Business Transformation
- Process Reengineering
- Change Management
- Organizational Design
- Human Resources
- Coaching and Mentoring
- Facilitation
- Communications
- Project Management

To learn more about how we can help you to achieve your goals, contact us at:
p. (613) 722-9902
www.pleiad.ca
corporate@pleiad.ca
Attain Stellar Results using Pleiad Consulting Services

Business Intelligence:
A Common Sense Approach

Written By: Adam M. Ali, CEO AIMCORP

Managing data, information and knowledge resources is critical to the efficiency, effectiveness and integrity of all organizations. Business Intelligence (BI) strives to connect disparate data sources and provide managers with information windows to enable improved decision-making.

By connecting data normally collected, housed and analyzed in silos as in the figure above, managers are able to integrate critical pieces of their business information to tell a story about their organization.

Many BI software solutions have emerged with the promise to make enterprise business intelligence a reality. Unfortunately, in many instances, these solutions have yet to provide government executives with the results their organizations need in a timely and cost effective manner. Why is that?

In reality, selecting and acquiring software, mapping data sources and creating interfaces is the easy part. Yes, the easy part. The challenge lies in defining what information and knowledge your organization will want to obtain from your BI system and designing your architecture to meet your business needs based upon the opportunities presented by your data linkages.

There are many misconceptions about business intelligence. Three common ones are as follows:

- BI requires a huge amount of efforts - In fact, much of the foundations for BI exist within organizations already, the work required is more related to integration.
- BI is a software solution - While software will play a key role in BI, it is not the element most critical to BI success. Understanding what information is required and building the relationships between data points to enable meeting those needs are the most critical tasks.
- BI is an enterprise wide solution

and is not suited to specific applications - BI solutions can be tailored to the needs of an enterprise, an individual, or any level in between, depending on the scope and goals of the organization.

The AIMCORP Business Intelligence methodology (FACTS) is built upon 10 years of hands-on experience in implementing data reporting, querying and cube solutions in a variety of government environments. FACTS is designed to provide organizations with the greatest flexibility in terms of the design and refinement of their solutions, while ensuring the implementation timeframe and costs are managed in a responsible and efficient manner. The principles of the FACTS methodology are as follows:

• Flexible
• Affordable
• Customizable
• Timely
• Scaleable

The FACTS approach focuses on "Common Sense" by asking simple questions. What do we need to learn from our system? How is our data related and are those linkages enough to provide us with the information we need? Do we need to further build relationships between our data, through crosswalks? Who will access and use this new intelligence? All too often organizations get bogged down in whether their existing systems can talk to each other to exchange data. Whether you are dealing with SAP, Oracle, Peoplesoft, Microsoft, Sybase or any vendor, it does not matter. Data is data, and it can always be extracted, organized and integrated together, outside of those vendor specific environments.

In today's management landscape, the only certainty is change. As government wide and departmental changes continue to impact how you manage your organization, the tools and processes you rely on to meet those changes must be nimble enough to respond in a timely fashion. A well designed BI solution will provide you with the information and knowledge you need to not only cope with change, but to lead change into the future.

AIMCORP
AUTOMATED INFORMATION MANAGEMENT

MANAGING INFORMATION FOR RESULTS

Management Consulting	Professional Services	Knowledge Solutions	Software Solutions
❑ Cost Management ❑ Performance Measurement ❑ Management Accountability Framework ❑ Business Intelligence ❑ Business Process Reengineering ❑ Governance Structures ❑ Strategic Planning	❑ Project Management ❑ Financial Analysis and Reporting ❑ Business Continuity Planning ❑ Business Systems Analysis	❑ One on One Coaching ❑ Hands-On Training ❑ In House Group Seminars ❑ Classroom Training	❑ Activity Based Costing ❑ Scorecarding ❑ Business Planning ❑ On-Line Analytical Processing ❑ Reporting ❑ Enterprise Performance Management

► ***10 Year Track Record***
► ***Extensive Client References***
► ***Over 50 Consultants***
► ***Customized Solutions***
► ***Offices in Ottawa and Victoria***

For Information Please Contact AIMCORP:

Telephone: (613) 825-4225
Fax: (613) 825-4631
Email: adam@aimamc.com
Website: www.aimcorp.ca

THS SOA: EN537-8-4015/163/ZJ
GOL SOA: EN537-01GOL1/008/EL

Procurement Dilemmas

Why the best don't always win

David Swift

A large consulting services contract is up for grabs and the stakes are high. The consultant will help develop a key component within a new high-profile program being launched later this year. With increasing impatience following months of committee planning and central agency paperwork, the manager is anxious to bring the process to a close. Sound familiar?

After the obligatory 40-day posting on MERX, an evaluation committee meets to assess the three (3) proposals received.

Bidder A is a complete unknown to the department. Always on the lookout for new and creative solutions, the committee members are anxious to read the proposal and are hopeful that the firm will have something innovative to offer.

Bidder B is well known to the department and enjoys an excellent reputation. The principals within the firm are experts who have successfully completed several projects for various government agencies. The committee is pleased to see their envelope.

Bidder C is also well known, but unfortunately it is for all of the wrong reasons. There have been numerous problems on previous contracts with this firm, including poor quality work, late deliverables, and one dispute that had to be resolved by litigation.

Careful to ensure a fair evaluation, the committee is disappointed that Firm A fails a mandatory requirement – they failed to document a qualification that they very likely had, but their newness to the bidding process results in them being screened out. Their proposal writers lacked a basic understanding of the constraints under which a government bid evaluation committee must operate – they failed to provide the committee with specific, tangible and written evidence of the firm's compliance.

Firm B met the mandatory requirements, but it appeared to the committee as though the proposal had been cobbled together at the last minute. The proposed work plan was skimpy, the narrative didn't always relate directly to the RFP and, in the end, the proposal rated a bare pass. Part of the problem, the committee also realized, was that their own RFP selection criteria were themselves weak in a number of areas, which led to wide scoring variations and considerable difficulty in achieving consensus. Final score for Firm B, 64/100.

Firm C's bid was disappointingly well organized and thorough. Evidence of compliance was clearly articulated and the work plan a masterpiece – although the committee strongly doubted the firm could live up to its promises. Wisely, Firm C took the time during the RFP posting period to submit clarification questions to the department, and

Continued on Page 68

RFPs that deliver results!
Des appels d'offres qui portent fruit!

RFP SOLUTIONS – Procurement Strategies for Government, is an Ottawa-based firm of procurement, legal, accounting and engineering professionals.

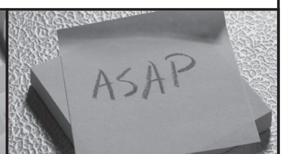
RFP SOLUTIONS travaille exclusivement pour les agences gouvernementales afin d'aider les gestionnaires du secteur public à réduire les risques, les délais et la complexité entourant les appels d'offres.

RFP SOLUTIONS has contributed to numerous government RFPs in areas such as IM/IT professional services, communications, training, audit and evaluation, and consulting services.

RFP SOLUTIONS compte déjà plusieurs clients, dont l'Agence canadienne des douanes et du revenu, Affaires indiennes et du Nord canada, la GRC, le Bureau du vérificateur général, Santé Canada, le ministère des Affaires étrangères, Justice Canada, Industrie Canada, la Société canadienne des postes, ainsi que plusieurs autres organismes du secteur public.

If you wish to contact us, please call (613) 728-1335 and ask for **David Swift, Managing Director**. David can also be reached at: **dave@rfpsolutions.ca**



Pour en apprendre davantage sur **RFP SOLUTIONS,** veuillez consulter notre site Web à l'adresse
www.rfpsolutions.ca

RFPSOLUTIONS
Procurement Strategies for Government

had factored the department's responses into their proposal (something neither Firm A nor Firm B had taken the time to do). Final score for Firm C, 75/100.

Although displeased with this result, the evaluation committee had very little room to manoeuvre. Overlooking Firm A's slip-up, giving the benefit-of-the-doubt to Firm B based on their strong reputation, or factoring in their prior knowledge of Firm C's previous problems with the department would not only be inappropriate - it would be an outright violation of the department's legal obligations. Firm C had submitted a thorough and compliant proposal, and as far as the committee could tell, the firm had made no false or misleading statements.

Looking for a way out, the committee chair approached Legal Services to see if the department could cancel the RFP and start over again, but was advised that such an action could lead to allegations of bad faith and a probable lawsuit. Stymied, the department nervously awarded the contract to Firm C and hoped for the best.

So, what went wrong? We all know of cases where rules put in place to promote transparency, fairness and integrity can result in both unintended and undesirable consequences. We can't abandon rules. So how can we work within the rules to obtain the best possible results through the procurement process?

Clearly, the weaknesses in Firm A and Firm B's proposals didn't help matters. Nevertheless, stronger and more precisely crafted selection criteria within the department's own RFP would have gone a long way to avoiding the outcomes described above.

By using vague and imprecisely worded point-rated criteria within their own RFP, the department effectively backed itself into a corner, thus enabling a "talented" proposal writer to use this weakness to its own advantage.

Firm C knew that selection criteria worded in this manner would ultimately present the bid evaluation committee with difficulties in establishing a consistent interpretation, and that criteria such as these would limit the committee's ability to differentiate competing proposals in a meaningful and defensible manner.

In an act of brilliant proposal writing strategy, Firm C anticipated and analyzed the various potential evaluation interpretations that could logically be adopted by the committee, and developed their proposal content and response to each criterion accordingly. In short, they loaded it up, providing repetitive, lengthy responses to each criterion, making strategic use of key words and other RFP terminology within their proposal. If the committee wanted to withhold points from them, they were going to have a fight on their hands!

Well developed selection criteria need to meet many tests in order to produce the desired results. In addition to being fair, objective and measurable (in order to comply with NAFTA, the other trade agreements and government policies), they must also be capable of mitigating a range of operational and financial risks to the buyer by highlighting these risks and other areas of weakness within proposals, and then penalizing them.

While there are never any guarantees with respect to the end results of an RFP process, government managers need to pay careful attention when developing RFP selection criteria if they are to have any hope at all in ending up with the lowest risk, highest qualified and best value contractor. The rigidity of the RFP process simply doesn't allow managers the flexibility to deviate from the published criteria or to introduce new factors once the bids have been received.

While most managers would agree that the procurement process is already time consuming, by not taking the time up front to get their selection criteria right, managers shouldn't be too surprised in the end if the best don't always win.

David Swift is the managing director of RFP SOLUTIONS - Procurement Strategies for Government, an Ottawa-based firm of procurement, legal, accounting and engineering professionals. RFP SOLUTIONS works exclusively for government agencies, to help managers reduce the risks, delays and complexities associated with the RFP process. Contact David at 613-728-1335 x235 or at dave@rfpsolutions.ca.

BMB CONSULTING SERVICES

John Harrison
Managing Partner

Bob Kelland
Partner

Bryan Bell
Partner

Jim Molnar
Partner

Since 1992, BMB has led in helping national and international public sector organizations refine management practices.

We specialize in the effective integration of management processes and systems to enhance decision-making and program performance

Integrated Management Frameworks

Strategy, Planning & Governance

Performance Management

Management Accounting

Program Evaluation

Risk Management

Decision Support

Fuel Consulting

280 Albert Street
Suite 802
Ottawa, Ontario
K1P 5G8
613-562-0652
info@bmb.ca
www.bmb.ca

Navigating Uncertainty....
building trust, powering performance

Jan Mattingly

Illustraton © Gayle Hurmuses 2005

Managing risk well increases management and public confidence and improves the results of your organization's performance.

As a public service executive your communities of interest want to know that you're considering uncertain events that could affect their interests. They also want to know if you're achieving the right results. It's that simple. It's also that complex.

How can you get and keep people on board with changing risk behavior as you manage the delivery of programs, services or projects?

Here are some best practices in implementing risk management developed through our work assisting our clients across government:

- **Make it visible:** Risk management should be active, accountable and visible at the most senior level in your organization. Options range from senior leadership in business (Chief Risk Officer) to assurance functions (Comptroller's Office or Audit & Evaluation). Embed accountability for explicit risk management in performance accords and in every decision made. The UK Government did this.

- **Make it known:** Name risk management and broadcast its mission. Be clear about what's expected during implementation: Whose guidance or involvement is needed and what risk management activities and results will you measure, track and report on. Gather and share practical examples of good risk taking behavior.

- **Make it real:** Establish risk competencies within the executive/management cadre and set out clear expectations for management of risk in all areas including recognition programs or other types of activities to incent responsible risk taking.

- **Make it happen:** Take an approach which is both top down and bottom up with the IRM functional lead as key enabler and facilitator to that effort. First steps may not be perfect: get on with implementation even though the timing and organizational constraints are tough. Good risk management will help you navigate uncertainty with less stress and improved focus at executive levels.

- **Make it count:** Expect your peers and managers to be able to continuously identify their top ten risks and opportunities

at every management meeting. Make sure you track and monitor risk priorities so you are able to recognize and demonstrate improvement year over year. Embed key performance indicators into every risk priority and incorporate into your performance management system. Be prepared to challenge the quality of risk information from your organization.

Sample performance indicators for improved risk management include the following:

1 Volume/extent of performance targets or objectives substantially achieved.
2 Increased productivity (i.e. fewer surprises).
3 High volume of identified risks and opportunities.
4 Large number of key decisions explicitly informed by quality risk information.
5 Number of horizontal risks and opportunities identified.

Jan Mattingly
RiskResults Consulting Inc.
t: (613) 286-6885
www.riskresults.ca
e: info@riskresults.ca

Risk Change...Risk Growth...

Risk Results

Credible, practical, risk advice from us
Informed decisions and increased performance for you

Services: Risk in business transformation • Project risk management • Integrated rick management • Risk based auditing • Risk and business planning • Risk in public-private partnerships

RiskResults Consulting Inc.
T: (613) 286-6885 • F: (613) 599-3352 • Website: www.riskresults.ca
The only private sector consulting firm in the sourcing guide, that is formally accredited in risk management
Risk Results is listed on multiple standing offers and supply arrangements see our website for details

Sierra Systems
in the National Capital Region

Overview

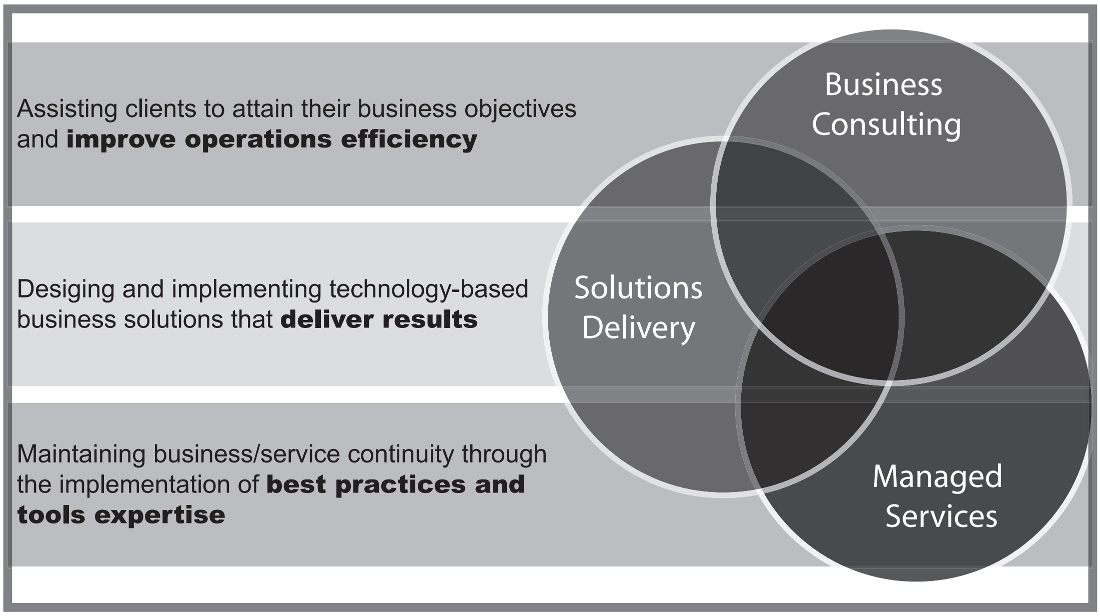
At Sierra Systems, our mission is to improve the operational performance of our clients by delivering superior information technology and business consulting services. Since 1966, Sierra Systems has worked closely with public and private sector organizations to ensure they are able to gain measurable results from their information technology investments. We are committed to helping clients achieve their objective, delivering measurable results, and maintaining business and service continuity.

Since becoming a public corporation in 1998, Sierra Systems' company growth has been substantial and managed in a controlled fashion to ensure financial stability and long-term viability. We have also established strong partnerships with industry-leading software vendors that help us to expand our market base and stay on the forefront of new technology.

Professional and committed, Sierra Systems has emerged as a trusted advisor to many leading private and public sector organizations across Canada and the United States. Among our growth areas- Justice, Health, Legislative Services, Government, and Enterprise Solutions - our 15 locations deliver the focused knowledge and broad experience clients need to meet their organizations' operational objectives.

Business Overview

At Sierra Systems, we provide three core services across our Growth Areas: Business Consulting, Solutions Delivery, and Managed Services. The following diagram illustrates our core services.



Service Delivery Total Solution Provider

For over a decade, Sierra Systems' Ottawa location has successfully delivered solutions to both public and private sector clients. We are recognized as a leader in Portal Implementation, Information Technology Service Management (ITSM), Spatial Information Technology (IT), Multimedia Services, Solution Implementation Services, and Project Management Office Support.

We provide a balanced environment for our employees, including challenging assignments, career growth, and social and community activities. We make significant investments in training, professional designations, and memberships for our staff to support their career growth and to ensure our people have the vision and creativity to continually help our clients achieve their business objectives.

Enabling Client Success

By meeting our clients' objectives, we are reminded that our success is based on how well we have improved their business and operations. Some of our clients' significant improvements to their business and operations include:

- The successful delivery of the first national enterprise-wide Information Technology Service Management (ITSM) solution within a Canadian federal government department.
- The implementation of a national police records management solution providing 20,000 users within 750 locations across Canada with access to police records in real time.
- The initial planning for the first government-wide unified portal solution for the Government of Canada.

For more information contact:
Terry Tarle, Vice President and Branch Manager,
t: 613.236.7888
e: TerryTarle@SierraSystems.com
or visit our Web site at:
www.SierraSystems.com.

Sierra Systems

Risk Assessment from a **Public Sector Perspective**

Michael Salib & Eric Shipley

Illustraton © Gayle Hurmuses 2005

Traditionally risk is calculated using the formula:

Risk = Probability x Consequence

This formula works well in an industrial setting where probability still depends mainly on historical frequency data that is widely available, e.g., mean time between failures of computer hard drives, ratio of defective units on an assembly line, etc. From a public sector perspective, this formula poses difficulties, both in estimating probability and in assessing consequences. Recent events that have impacted the public sector have shown that historical data or experience-based probability is not sufficient or reliable to calculate risk. Worse still, there is a strong tendency to underestimate consequences, particularly in low probability – high impact events.

The purpose of risk assessment is to inform decision makers about what prevention or mitigation measures to take, or what preparations to make for a particular contingency. However, risk, per se, or total risk does not serve to inform decision makers of what is really "at risk" if certain contingencies arise in their jurisdiction.

In order to accurately make the "business case" for expenditures on mitigation or better preparedness, what is "at risk" must be expressed in dollars, as are competing investments.

A good assessment of what is "at risk" requires not only well-founded estimates of the chances of the contingency occurring and its likely severity, but also a thoughtful and comprehensive analysis of the costs that would be incurred if it did. The amount which an organization has "at risk" in the event of a particular contingency is the starting point for a rational decision as to how much "insurance" to buy, in the form of prevention, mitigation and preparedness.

Consequences are assessed from the point of view of the specific client, and take into account not only direct impacts but also indirect impacts, as these can often be the most important of the two for governments because they tend to have a broader range of interests at stake. The At-Risk™ approach, developed by The Zeta Group, also makes allowance for considering derivative impacts, although these are less likely to be of significance to local governments.

Direct impacts consist primarily of those costs which are currently taken into account under the "consequence" heading such as costs of response and recovery, temporary loss of taxes and other income, compensation to individuals, organizations and groups affected, etc. In general, these are the immediate results of the disaster, usually localized in scope, physical in nature and relatively easy to quantify.

Indirect impacts comprise outcomes attributable to the disaster but which come about through secondary means. Typically they are regional in scope, economic in nature and prolonged in duration.

The At-Risk™ methodology is much more inclusive and realistic than conventional approaches, and takes into consideration the new nature and severity of threats which responsible governments must deal with today. By bringing into the assessment the full range of potential consequences and their impact on the community or region and producing results which can be quantified in dollar terms, the At-Risk™ approach provides outputs which are directly applicable to emergency management programs and meaningful and relevant to public sector decision makers.

The At-Risk™ methodology uses an "all hazards" approach to provide clients with a much more sophisticated and customized evaluation of what they really have at stake with respect to the hazards with which they must contend. When considering hazards, the At-Risk™ approach takes into account not only risk, but also a new dimension that factors in the "ease or difficulty" of delivery associated with each threat. Diminishing the reliance on probabilities based solely on historical frequency of occurrence and adding the "ease of delivery" factor strengthens the probability component and gives risk results that are more realistic in today's world.

Michael Salib of The Zeta Group
e: msalib@zetagroup.ca
t: 613-829-7737

TheZetaGroup

For over 20 years The Zeta Group has provided clients with state-of-the-art solutions to their risk and emergency management needs. The Zeta Group Partners and Associates specialize in:

• Risk assessments
• Threat and vulnerability assessments
• Emergency planning
• Business continuity planning
• Critical infrastructure categorization & interdependency assessment
• Exercise design, facilitation and evaluation
• Program evaluation
• Communication plans; risk communications; crisis communications
• Disaster financial assistance
• Emergency management applications and customized software
• Public alerts and warning systems
• Risk reduction and mitigatitive measures

For further information visit www.zetagroup.ca or contact us at Tel: 613-829-7737 or info@zetagroup.ca

Purchasing Office Supplies For Your Department

Ana Coelho

Many departments need written quotes and information before proceeding with a purchase. Merchandise is shipped immediately with a government credit card or simply providing a purchase order number can provide your company with the same efficient service. Invoicing is also another option that company's can take advantage of. Your company can be invoiced once a month. This creates a more efficient way to keep paper work to a minimum.

Buying office supplies is now easier than ever. Increasing efficiencies in procurement will help lead your company's efforts to a more efficient operation.

Having a call centre is an important tool for clients with specific requirements as well as getting their questions answered. Also last minute requests can be acquired with a quick call to your representative.

The Golden Steps to Follow When Purchasing Office Supplies:

1. List the products that you need and add them to your shopping list.
2. Update quantity of items that you wish to order.
3. Request price quote if required by your department.
4. Choose payment method: purchase order, acquisition card, or invoice.
5. Let your supplier know when you expect to receive your supplies.

Final food for thought - Once you have built a relationship with your supply company, they will have a database on your department's most frequent items making it easier to provide satisfactory service. A good supply company will keep on top of the most recent costs....this saves you time and money.

Our Print House
Digital Printing

These systems work directly from electronic data and avoid the intermediate stage of films. As a result, Digital Printing is very cost effective.

Our Print House offers a variety of high-quality paper stock types and weights. Listed below is a few examples you have to choose from. Please keep in mind that we can supply you with many different kinds of paper stock.

24 lb Uncoated - Standard stock also called white wove.

80 lb Gloss Text - A white sheet with a gloss finish, coated on both sides. Mostly used for newsletters, calendars and booklets.

80 lb White Uncoated Cover – A 92 brightness white sheet with vellum finish, with a thickness of approximately 12 pt. Commonly used for greeting card, invitations and business cards.

Note: E-mail is fine for quick, informal communications but when you really want to set a professional tone, nothing beats printed correspondence. That's why letterhead is an often overlooked way to put forth your image. Letterhead should most often be printed on 60 lb vellum letterhead stock for a crisp professional presentation.

When looking for a supplier for your office needs or printing requirements, keep in mind to support your local small business dealers. We are an essential part of our economy!

We are always eager to work with you. For a more personal feel to all your business needs.

Buying and Supporting Canadian business .....keeps Canadians working!

Express Reproductions

Office & Business Supplies

333 Laurier Ave. West, Ottawa, Ontario, K1P 1C1

Tel: 613-565-2679 / Fax: 613-563-7360

Email: expressreproduction@rogers.com
www.expressreproductions.ca

We offer a full range of Office Supplies, Essentials & Business Services. Our experienced staff are available for consultation to assist you in ordering your supplies and services.

Please see the list below for our top sellers. For a more detailed list of, available items, please contact us for a copy of our catalogue.

Office Supplies

- Paper Products
- Ink, Toner Cartridges
- Ribbons
- Office Machines
- Lighting, Desk Lamps
- Safe & Locks
- Desk Pads
- Fax Machines
- CD/DVD Media
- Computer Accessories
- Printers, Laser & Inkjet

Essentials

- Gifts
- Writing Instruments
- Surge Protection
- PDA's
- Shredders
- White Boards
- Personal Organizers
- Dated & Perpetual Diaries
- Computer Cases
- Clocks
- Furniture

Business Services

- Typesetting
- High Speed Coping
- Business Cards (including BRAILLE cards)
- Binding, Cerlox & Spiral
- Laminating
- Custom Made Rubber Stamps
- Names Plates
- Fax Services
- Legal Forms
- Wall Posters
- Promotional Items

Employee Learning: Identifying The ROI

Joe Ranieri

Organizations make employee learning investments and, like other business ventures, learning investments must generate positive returns. With the right professional development, employees will contribute to the achievement of an organization's strategic and business plan and to their own performance objectives.

How do organizations maximize the benefits of employee learning investments? Improved employee performance and positive organizational impact are enhanced benchmarks to recognize a learning end-point. For example, when employees return to their workplace after completing a training session, they apply and demonstrate learned skills; demonstrate behavioural change; harness new knowledge that translates into positive organizational outputs; and therefore they crystallize a return on the learning investment for the organization.

Although some organizations retain their own learning professionals on staff, the majority use outside education and learning-solution providers. Learning-solutions providers have significantly contributed to organizations, different levels of government, and to the private sector by meeting the needs of employers through:

- Flexible training schedules,
- Professional development advising, and
- College accreditation and professional designation training

One approach is to engage a learning-solutions provider that grasps the entire employee development cycle and has a proven track record in delivering learning strategies. A genuine learning-solutions provider will typically not commoditize training courses, but will be capable of contributing to employee learning plans and performance targets, and will demonstrate flexibility in delivering high-quality training and mentoring.

Learning-solutions providers are useful in:

- Supplying reviews of organizational and individual performance targets,
- Defining employee-learning plans,
- Advising on learning tools,
- Designing learning materials,
- Delivering training, and
- Facilitating skills transference

When choosing a training provider, the organization must ask:

- Is the training provider well-versed in the learning strategies that the course delivery is intended to support?
- Does the training provider have a vested interest in ensuring your overall learning investment is maximized?
- Is the method of course delivery optimal for the employee and the organization?

The majority of individuals learn best from methodologies that place a priority on applied learning and post-training reinforcement; both of these concepts dramatically raise the "stickiness" of the knowledge and maximize skill transfer.

Employee development should prompt performance improvement and must be an integral ingredient in learning strategies. Once learning objectives and individual learning plans are prepared, organizations can then seek "added value". For example, organizations may want to seek added value in their employee training that simultaneously accredits a professional designation with post-secondary credentials.

There are several characteristics that can be adjusted to the training delivery component of a learning strategy to best suit the learner. Delivery method choices are:

- In-class at the workplace,
- Online through the employee's office or home desktop,
- On campus at a post-secondary institution, or
- A combination of online and in-class.

Today, delivery timeframes are flexible: days, evenings, or weekends. With the variety of learning providers and delivery methods available, employers now have better options to determine the best return on their employee learning investment.

Joe Ranieri,
t: 613-727-7659
e: joe.ranieri@algonquincollege.com

Contract and Corporate Learning Services, Algonquin College.
www.algonquincollege.com

About Algonquin College: Algonquin College of Applied Arts and Technology is located in the Nation's Capital and the Ottawa Valley and is the third-largest college in Ontario. Algonquin turns technology to students' advantage, delivering top-calibre education and valuable experience in high-demand industries. Algonquin College has a diverse population of some 15,000 full-time students and 41,000 part-time registrations in more than 120 programs. The College's School of Part-time Studies is the largest part-time training provider in Eastern Ontario and continues to be a leader in the delivery of online courses.

PROFESSIONAL DEVELOPMENT AT ALGONQUIN COLLEGE

WHEN CONSIDERING PROFESSIONAL DEVELOPMENT FOR YOUR EMPLOYEES, consider turning to Algonquin College's School of Part-time Studies for specialized training in areas such as:

- French as a Second Language for Levels B and C
- Professional designations: Ontario Management Development Program (OMDP), The Association of Operations Management (APICS), Purchasing management Association of Canada (PMAC), Certified Financial Planner, and Facility Management
- Human Resource Management: administration, development, industrial relations, and employment law Security: Information systems, communications and computers

FOR MORE INFORMATION on these and other training opportunities, contact Pat DeBenetti, Algonquin College 613-727-4723, ext. 5451
email: pd@algonquincollege.com or visit
www.algonquincollege.com/pd

ALGONQUIN COLLEGE

Recognition Of Employee Experience Through Prior Learning Assessment

Joe Ranieri

Highly-skilled and motivated human resources are essential to the health and competitiveness of an organization. Finding ways to develop, motivate, and leverage your human resources in a global economy is paramount. Organizations are now forced to become more competitive through global economic pressures, and employees need to be more productive, embrace more skills, and be prepared for unforeseen circumstances to assist their organizations. Employers always seek the best people with the necessary credentials when recruiting new staff, but what about their existing employees? How do you continue to develop employees and ensure their skills and academic credentials are up-to-date?

Employers and employees have an option with Prior Learning Assessment (PLA). This is a complete end-to-end solution directed primarily at experienced staff with a wealth of work experience, learned skills, who are highly-motivated for career advancement, but may be lacking credentials and recognition normally acquired through attending college or university programs.

PLA permits employees to gain credits towards a recognized post-secondary credential (ie., college/university certificate, diploma, or degree) based on their work experience, their past formal and informal training and their life experiences.

The goal of the PLA solution is to leverage and recognize employee knowledge and skills in order to maximize the allocation/award of credits. The responsibility of the PLA provider is to conduct the assessment, assist in developing employee learning plans, provide creative and innovative guidance paths, and most importantly, make available training in whatever mode the employee and their organization are comfortable with.

The PLA solution must be practical, transparent, flexible and of significant value to the employee and the organization. It must also permit employees to quickly acquire post-secondary credentials in a timely manner. It is critical that the employee be able to attain the College credential while the employee continues their employment.

Successful PLA deployment is a partnership, and the PLA provider must be sensitive and accommodating to the employee's work, professional and personal lifestyles. The PLA provider must also provide conveniences to ensure the employee's post-secondary education completion and employer obligations can co-exist and be simultaneously achieved.

Benefits of PLA to Government of Canada departments and its employees include:

- On-site service delivery;
- Individual guidance for employees undertaking PLA;
- Individualized learning plan to obtain college credential;

- Significant cost and time savings by only investing training dollars for necessary training to achieve college credential;
- Accelerated completion time to receive college certificate, diploma, or degree;
- Instantly motivating employees to acquire college credentials since they are granted college credits based on recognition of their knowledge, skills, and experience;
- Training availability in the manner best suited to the employee and organization eg., on-site, part-time, daytime, evening, weekends, CBT, e-learning, off-campus;
- Increases skill base for the organization, and a more highly skilled community for internal recruitment and development.

Departments are encouraged to identify and advocate employees that would benefit by going through the PLA; it is possible to have a PLA applied to many sectors including Business, Technology, Health, Security, and Multi-Media. In the Ottawa area, Algonquin College is the leading PLA solutions provider. Since the year 2000, Algonquin has processed hundreds of government PLA applicants which have successfully become college graduates. The PLA solution makes a college education completion a valuable, quick and convenient reality for full-time government employees.

Joe Ranieri,
t: 613-727-7659
e: joe.ranieri@algonquincollege.com
Contract and Corporate Learning Services, Algonquin College.
www.algonquincollege.com

About Algonquin College: Algonquin College of Applied Arts and Technology is located in the Nation's Capital and the Ottawa Valley and is the third-largest college in Ontario. Algonquin turns technology to students' advantage, delivering top-calibre education and valuable experience in high-demand industries. Algonquin College has a diverse population of some 15,000 full-time students and 41,000 part-time registrations in more than 120 programs. The College's School of Part-time Studies is the largest part-time training provider in Eastern Ontario and continues to be a leader in the delivery of online courses.

ALGONQUIN COLLEGE LEARNING SOLUTIONS PROVIDER

Specializing in employee development with a focus on:
>> Accelerated College Diploma Completion for government workers
>> Prior Learning Assessments (PLA) and flexible learning options
>> Employee learning solutions that lead to professional designations
>> Government procurement training
>> Business soft skill enablers and leadership
>> On-site customized courseware development and delivery

Algonquin value-added services include:
>> designing and delivering customized courseware, developing employee learning plans, facilitating skills transference, providing College credentials, and deploying corporate learning strategies.
>> Flexible learning options include customizing learning solutions, on-site delivery, on-line/in-class/and blended delivery modes.

For details contact:
Joe Ranieri – Corporate Learning Services, Algonquin College
613-727-7659 email: joe.ranieri@algonquincollege.com
http://www.algonquincollege.com

ALGONQUIN COLLEGE

More Than Words

Richard Martel - Centre Linguistique,

Since the beginning of the new millennium, subsequent to various reports from the Commissioner of Official Languages and the tightening of language requirements, the Canadian public service has been experiencing a growing demand for second language training. Consequently, language schools have been springing up like mushrooms.

In light of this profusion, how do you find a good school that takes into consideration the specific needs of the various ministries and their employees while ensuring the achievement of the official language objectives as set out by the Canadian government?

First of all, longevity is often proof of effectiveness. Language expertise, quality control, stable staff, personalized course outlines, second language evaluation (SLE) preparation; these present a brief summary of the responsibilities a language school must address. Not just anyone can be a second language instructor. Time is of the essence. The organization must be professional.

This brings us to the topic of structure of second language courses. It is imperative that the school you choose provide a solid, well-founded program and that the approach used be relevant to the people taking the courses.

For this reason, it is important to be cautious of some of the well-known programs which are outdated today. These programs, although proven reliable, have become antiquated and have the disadvantage of limiting training to the workplace. Look for an innovative program, adapted to the needs of your team and which covers a large variety of topics.

Consequently, in addition to thoroughly learning the grammatical and syntactic codes of a language along with its phonetics, the learner would become familiar with concepts that are likely to be encountered in everyday life. And since language is at the same time a vehicle and product of culture, a good school cannot omit this aspect. All this, combined with an approach that is andragogical (encompassing notions of Adult Education) and communicative (centered on language learning for the purpose of communication) is a formula for success. Some schools offer this. You can demand it.

Moreover, some schools, like Centre linguistique du Collège de Jonquière, offer immersion programs. These programs are available for durations of one week or several weeks and allow students to intensively prepare for SLEs while providing the opportunity to live with a family and participate in a variety of interesting sociocultural activities.

Of course, flexibility and the ability to adapt to student needs is essential. Be sure that the school you choose offers various amenities, be it on a material or pedagogical level. This will ensure that you benefit from using varied learning resources (audio-visuals, word-processing, Internet, reference books, exercise books, etc). You should also have the choice of taking courses on a part-time, full time or intermittent basis; in an intensive, semi-intensive, private or group setting; for the purpose of acceleration, maintenance, or reinforcement of the language. Even though every student is unique, each one should be able to find a suitable format.

In short, these are all of the aspects that should be carefully considered when researching a language school. However, when facing an endeavour as personal as language training, word of mouth is often the most reliable way to base your opinion.

Tel: 613-566-7004, email:
richard.martel@cjonquiere.qc.ca

Where is the key to your success?

See back cover...

"Don't sit...get fit!"

Marybette Riddell

Please not another article on why we should be attending lunchtime aerobic classes or brown bag lunch seminars. Let's talk about fun in fitness. Let's throw away the brown bag and replace it with red hot lunches. Let's replace the office humdrums with an upbeat activity that leaves you echoing through the office, "Bring it on!" Imagine your energy soaring like a climber that has reached the peak.

On a recent field trip that I took to a local primary school, the absolute best feeling was seeing the children moving. The class, entitled "Free to Be You" was magical. The teacher was amazed at how cooperative and focused her class was when they returned to their desks and started their studies after some fun physical activity.

Common denominators in the quest for fitness are described as diet and exercise. One does not work without the other. Our bodies are designed to move, and providing the proper balance of nutrition that fuels you makes the difference between just another day and a spectacular day. This does sound fairly simple, but if you throw in a stressful co-worker, or office politics that have escalated out of control, your quest for fitness will be jeopardized.

Take the time to invest in yourself. Material wealth is great. However, it's pretty pointless to have a sports car if it takes you five minutes to get in and out of it, not to mention the tubes of liniment needed for increasingly sore muscles resulting from sitting in a seat designed for a person with minimal core strength.

I find it funny that the average person is more concerned with the price of gas than his/her ever-expanding waistline. I guess it's due to the fact that you need to put gas in your car in order to drive through the fast food pick-up window. When did this mad dash to eat start? After all, high-tech people tell us that due to them, we should have much more free time. If so, could you start your quest for better fitness today with taking the time to make dinner? Would it be possible to cook a healthy dinner with colourful vegetables, grilled salmon, and fruit salad to enjoy with a nice glass of red wine? How can we even compare fast food to this homemade delight?

Primarily, it all starts with exercise and deciding to get moving. Sound easy? If it were, we would be a fit society. As it stands, obesity is on the rise and we seem to be battling diabetes, heart disease and a number of health concerns that are spinning out of control. Somewhere between all of your responsibilities, you misplaced the most important person of all – you. It's not that we don't want to be healthier, we have simply forgotten how to start.

I have never been a natural "boy, I can't wait to get to the gym" person. I do however realize that I do not want to be the person struggling to get in and out of my car or unable to have fun in my senior years. I get out there every day and do a little and am satisfied in the knowledge that it is the best I can do for me.

It's never too late to adopt a healthier lifestyle and the getting started depends on you. Find a fun physical activity that doesn't seem like "exercise" and take the time to enjoy yourself in the kitchen testing new healthy recipes. As for those red hot lunches…you guessed it, leftovers from the wonderful home-cooked meal you made yesterday. Go for the gold straight into your golden years and remember, "Don't sit… get fit!"

Fit Vision Fitness Studio
email: fitvision@bellnet.ca
www.fitvision.ca
Tel: 613-736-7878


shape!
style!
motivate!
30 MINUTE CIRCUIT TRAINING
PLUS
WEIGHT TRAINING
YOGA & PILATES
SPECIALIZED CARDIO & STRENGTH CLASSES
MASSAGE THERAPY
8 Weeks to Fitness Program
VISIT TODAY FOR YOUR COMPLIMENTARY
30 MINUTE CIRCUIT TRAINING SESSION
WITH MARYBETTE RIDDELL
2600 Bank Street South
613-736-7878
www.fitvision.ca
Fit Vision
fitness studio

Clean Water in Your Environment

Dr. Paul Sharpe

When Canadians turn on a tap in a house, whether it is in a city, a small town or a rural location, the expectation is of clean water that will not make a person sick. Similarly, when we buy groceries and prepare food for a meal, we expect that the meal will not make anyone sick. In the last few years, the North American public has become increasingly aware of episodes of contaminated water and contaminated food that made people sick and in some cases caused them to die.

No portion of Canadian society wants to allow or promote situations in which people consume food or water that are contaminated with pathogenic bacteria. Thus we have laws and programs which govern the treatment of water and food, with the intent of minimizing or eliminating the probability of pathogenic bacteria contaminating our food or water.

Like any other life form, bacteria have a finite lifespan, so that when a large number of them are deposited in the environment, their numbers decline over time. Many factors affect the numbers of pathogenic bacteria that will persist in the environment at a particular distance from a pollution source after any particular amount of time. Some research has been conducted on these factors and more of such research is in the best interest of our society.

Following the problems that allowed contaminated water to infect residents of Walkerton, Ontario a few years ago, some people suggested that federal Fisheries Act regulations should be followed to the letter, preventing any manure from entering surface water where fish live. The same proposal could be extended to ground water, which is a source of water for many rural and urban residents.

The Ontario Federation of Agriculture, the Ontario Cattlemen's Association and the Ontario Soil and Crop Improvement Association support the estimate that half a billion dollars would be required to completely fence all livestock away from stream bank areas on pastured land. There has not been much public debate about who should pay the cost of fencing, if such a policy is to be enforced.

Environment Canada investigators, acting on confidential complaints, can inspect farms to determine whether cattle have access to creeks, allowing contravention of the Fisheries Act, such as (a) the harmful alteration, disruption and destruction of fish habitat and (b) the deposition of deleterious substances (livestock urine and feces) under conditions where the deleterious substances may enter water frequented by fish. The penalty for such contraventions of the Fisheries Act could be as high as $300,000 for a first offence and a six month jail term could be added for a subsequent offence. Ontario farmers have been inspected by Environment Canada and required to fence cattle away from streams. The Ontario Cattlemen's Association has helped such farmers negotiate compromises with Environment Canada but currently there are no laws or research data that will sway the government to modify the Fisheries Act away from 100 percent stream exclusion.

Better Farming Magazine, the voice of the Ontario Federation of Agriculture, reported in its October, 2004 issue, the number of times that Ontario municipalities recorded "sewage bypasses" and "spills" of raw, un-chlorinated sewage into waterways in 2002 and 2003. While some municipalities only reported one or two such incidents per year, some towns reported over 30 bypasses

UNIVERSITY of GUELPH **Kemptville College** food • life • leadership OAC l'alimentation • la vie • le savoir

Specialized Programs for Federal Departments

GOTO: www.kemptvillec.uoguelph.ca/bdc4/federal.htm

The Business Development Centre

Complete Customized Education & Training Programs, Leadership & Organizational Effectiveness, Performance Management, Management of Departmental Stress, Nutrition & Personal Wellness Training Food & Health Safety, WHMIS & Technology Training

Contact: Loraine McKinley, 613-258-8336, Ext. 468, lmckinle@kemptvillec.uoguelph.ca

Conference Planning, Retreat and Business Meeting Facilities

Conference Rooms, Auditorium, Lecture Halls, Classrooms, Videoconference Capabilities and State of the Art Audio Visual Equipment in all Rooms, Accommodations, Dining and Catering Facilities.

Contact: Anne Kotlarchuk, 613-258-8336, Ext. 308, akotlarc@kemptvillec.uoguelph.ca

Get out of the city and enjoy our acres of lush treed grounds
Small town charm with big city service.

Holistic Environmental and Agricultural Research Focusing on Dairy, Beef and Equine Systems

Applied Research on Environmental Contamination; Air, Water and Soil Resource Management with Particular Reference to Eastern and Northern Ontario. Special responsibilities for Northern Ontario Agriculture though New Liskeard Agricultural Research Station.

Contact: Dr. Paul Sharpe, 613-258-8336, Ext. 448
psharpe@kemptvillec.uoguelph.ca

Kemptville College, University of Guelph

Telephone: 613-258-8336 • Fax: 613-258-8384 • kcollege@kemptvillec.uoguelph.ca
Less than 30 minutes south of Ottawa and 20 minutes north of the U.S. border.

in each year. The leader was Niagara Falls, with 46 bypasses in 2002 and 80 bypasses in 2003. Of all the 283 towns and cities in the list (supplied by the Spills Action Centre, Ontario Ministry of Environment), 105 of them reported 2 or more bypasses in at least one of those years. The situation does seem confusing when municipalities have these lapses in environmental protection, the provincial government collects the statistics, spends a billion dollars on building a casino in the city with the biggest sewage bypass problem and some farmers feel that the federal government is treating them harshly because of their management of cattle beside waterways.

The Lake Huron Science Committee filed a report with the Ontario Environment Minister in April, 2005. The report concluded that agriculture is only one of a number of likely sources of the bacterial contamination that causes closure of Lake Huron beaches each summer. Other sources of pollution include wildlife, faulty septic systems and malfunctioning or overloaded sewage systems. Gulls and Canada geese appear to be leading sources of E. coli bacteria that are found in water along beaches, leading to their closure. In any waterway, there are wild mammals, fish, reptiles, amphibians and small invertebrate creatures, in addition to the birds, that sometimes deposit manure and thus pathogenic bacteria into the water.

More research and dialogue among parties affected by water pollution regulations are needed. On September 1, 2005, Dr. Michael Goss, former Chair of Land Stewardship at the University of Guelph, moved to Kemptville and became the new Director of the University's Kemptville Campus. Dr. Goss was an expert witness, called by the Commissioner of the Walkerton enquiry. He has joined other environmental researchers at Kemptville and has kept his ties with colleagues at Guelph and in other universities, to continue investigating ways to quantify the risks of pathogens entering water sources.

Dr. Paul Sharpe
University of Guelph
Kemptville College
T: (613)258-8336 ext 448
e: psharpe@kemptvillec.uoguelph.ca

Tryskele®
ENVIRONMENT
HEALTH & SAFETY

A full range of environmental, health, safety and quality services

- Audits - including Compliance, Phase 1, due diligence, designated and hazardous substances, and management systems
- Management System development and implementation (ISO 14001, 9001 and OHSAS 18001)
- Environmental Aspect and Impact assessments & Research
- Training - including WHMIS, Transportation of Dangerous Goods, Auditing, Waste Minimization, Due Diligence and Emergency Response
- Air Emission Permitting and Emissions Calculations (including NPRI & Greenhouse Gas Emissions)
- Air Dispersion Modeling (including US EPA AERMOD, Screen 3)
- Operations Reviews and Risk Assessments
- Sustainable Development
- Leadership in Energy and Environmental Design (LEED) facilitation

6 Wigston Private
Ottawa, ON K1Y 1K9
Phone (613) 290-3341
Toronto (416) 573-2782
kathy.pritchard@tryskele.ca

www.tryskele.ca

Goods and Services **Categories**

GOODS

Stationary and Office Supplies

Express Reproductions
Kimberly Price
613-565-2679
expressreproduction@rogers.com

SERVICES

360 Degree Feedback

AMB Consulting Services
Tony Broderick
613-761-6387
Consultbroderick@aol.com

A-Base/Expenditure Reviews

Kelly Sears Consulting Group
Michael Kelly/ Garry Sears
613-230-9943
mkelly@kscg.ca / gsears@kscg.ca

Aboriginal

Auguste Solutions & Associates Inc.
Auguste (Gus) Barrieau
819-827-3729
auguste@augustesolutions.com

Business Transformation

BMB Consulting Inc.
John Harrison
613-562-0652
Harrison@bmb.ca

Auguste Solutions & Associates Inc.
Auguste (Gus) Barrieau
819-827-3729
auguste@augustesolutions.com

IBM
1-888-771-7705, ext 35054
cangov@ca.ibm.com

Pleiad Canada Inc.
Andrée Riffou
613-722-9902
corporate@pleiad.ca

AIMCORP
Adam Ali
613-825-4559
adam@aimamc.com

HDP Group Inc.
Alex Horbasz
613-567-5300
a.horbasz@hdpgroup.com

Nexus HR Solutions
Ian Jackson
613-738-7448
ijackson@nexushr.ca

Business, Operational and Work Planning

BMB Consulting Inc.
John Harrison
613-562-0652
Harrison@bmb.ca

Change Management

Delta Partners
Thomas DeGagne
1-888-847-3384
Delta@DeltaPartners.ca

Pleiad Canada Inc.
Andrée Riffou
613-722-9902
corporate@pleiad.ca

Nexus HR Solutions
Ian Jackson
613-738-7448
ijackson@nexushr.ca

IBM
1-888-771-7705, ext 35054
cangov@ca.ibm.com

Coaching and Mentoring

CCI Leadership Institute
Andy Molino
613-565-5168
andym@ccileadership.com

Communications Planning

ACR Communications Inc.
Nadja Corkum
613-235-5357
ncorkum@acr.com

Gayle Hurmuses
416-532-2702
gayle@hurmuses.com
www.hurmuses.com

Competency Profiling

AMB Consulting Services
Tony Broderick
613-761-6387
Consultbroderick@aol.com

OTI Leadership Consulting
Gita Baack
613-271-1293
gbaack@rogers.com

Computer Training

Algonquin College
Pat DeBenetti
613-727-4723, ext. 5451
pd@algonquincollege.com

Gayle Hurmuses
416-532-2702
gayle@hurmuses.com
www.hurmuses.com

Conference and Meeting Facilities/Planning

Econiche House
Customer Service
819-827-0086
info@econichehouse.com

Kemptville College, University of Guelph
Loraine McKinley
613-258-8336, Ext. 468
lmckinle@kemptvillec.uoguelph.ca

Contracting for Results

RFP Solutions
David Swift
613-728-1335
dave@rfpsolutions.ca

AMB Consulting Services
Tony Broderick
613-761-6387
Consultbroderick@aol.com

Cost Management

AIMCORP
Adam Ali
613-825-4559
adam@aimamc.com

BMB Consulting Inc.
John Harrison
613-562-0652
Harrison@bmb.ca

AMB Consulting Services
Tony Broderick
613-761-6387
Consultbroderick@aol.com

Culture Organizational Surveys

AMB Consulting Services
Tony Broderick
613-761-6387
Consultbroderick@aol.com

Decision Support Services and Tools

AIMCORP
Adam Ali
613-825-4559
adam@aimamc.com

RiskResults Consulting Inc.
Jan Mattingly
613-286-6885
jmattingly@riskresults.ca

Departmental Organizational Assessment

AMB Consulting Services
Tony Broderick
613-761-6387
Consultbroderick@aol.com

Diagnostic Assessments of Management Practices

JFT Management Consulting Inc
John Thomas
613-692-1391
johnthomas@sympatico.ca

Kelly Sears Consulting Group
Michael Kelly/ Garry Sears
613-230-9943
mkelly@kscg.ca / gsears@kscg.ca

RiskResults Consulting Inc.
Jan Mattingly
613-286-6885
jmattingly@riskresults.ca

Diagnostic Assessment of Consulting Services

AMB Consulting Services
Tony Broderick
613-761-6387
Consultbroderick@aol.com2

Emergency and Risk Management

The Zeta Group
Michael Salib
613-829-7737
msalib@zetagroup.ca

Employee Development

Algonquin College
Joe Ranieri
613-727-4723 ext. 5569
joe.ranieri@algonquincollege.com

Kemptville College, University of Guelph
Loraine McKinley
613-258-8336, Ext. 468
lmckinle@kemptvillec.uoguelph.ca

Energy and Environment

Tryskele
Kathy Pritchard
613-290-3341
kathy.pritchard@sympatico.ca

BMB Consulting Inc.
John Harrison
613-562-0652
Harrison@bmb.ca

Environmental Scans

Tryskele
Kathy Pritchard
613-290-3341
kathy.pritchard@sympatico.ca

Evaluation of Contract Deliverables

AMB Consulting Services
Tony Broderick
613-761-6387
Consultbroderick@aol.com

Executive Assessment

CCI Leadership Institute
Andy Molino
613-565-5168
andym@ccileadership.com

Executive Coaching/Mentoring

OTI Leadership Consulting
Gita Baack
613-271-1293
gbaack@rogers.com

Bluepoint Leadership Development
Bryn Meredith
905-469-6526
brynmeredith@bluepointleadership.com

AMB Consulting Services
Tony Broderick
613-761-6387
Consultbroderick@aol.com

Kemptville College, University of Guelph
Loraine McKinley
613-258-8336, Ext. 468
lmckinle@kemptvillec.uoguelph.ca

CCI Leadership Institute
Andy Molino
613-565-5168
andym@ccileadership.com

Exhibit Design

ACR Communications Inc.
Nadja Corkum
613-235-5357
ncorkum@acr.com

Facilitation

Econiche House
Customer Service
819-827-0086
info@econichehouse.com

Nexus HR Solutions
Ian Jackson
613-738-7448
ijackson@nexushr.ca

The Zeta Group
Michael Salib
613-829-7737
msalib@zetagroup.ca

Auguste Solutions & Associates Inc.
Auguste (Gus) Barrieau
819-827-3729
auguste@augustesolutions.com

DAMA Consulting Services Limited
Michael Appleton
613-748-0547
mappleton@dama-consult.com

Financial Management

RFP Solutions
David Swift
613-728-1335
dave@rfpsolutions.ca

Canada Job One
Lena Albert, Vice President
613-789-9911
lena@canadajobone.ca

Fitness Training

Fit Vision Fitness Studio
Marybette Riddell
613-736-7878
fitvision@bellnet.ca

Graphic Design

ACR Communications Inc.
Nadja Corkum
613-235-5357
ncorkum@acr.com

Gayle Hurmuses
416-532-2702
gayle@hurmuses.com
www.hurmuses.com

Health and Safety

Tryskele
Kathy Pritchard
613-290-3341
kathy.pritchard@sympatico.ca

HR Management

Nexus HR Solutions
Ian Jackson
613-738-7448
ijackson@nexushr.ca

Pleiad Canada Inc.
Andrée Riffou
613-722-9902
corporate@pleiad.ca

Canada Job One
Lena Albert, Vice President
613-789-9911
lena@canadajobone.ca

Delta Partners
Thomas DeGagne
1-888-847-3384
Delta@DeltaPartners.ca

Algonquin College
Pat DeBenetti
613-727-4723, ext. 5451
pd@algonquincollege.com

IBM
1-888-771-7705, ext 35054
cangov@ca.ibm.com

Impact Assessment

Tryskele
Kathy Pritchard
613-290-3341
kathy.pritchard@sympatico.ca

Information Management

Sierra Systems
Terry Tarle
613-236-7888
TerryTarle@SierraSystems.com

Integrated Management Frameworks

BMB Consulting Inc.
John Harrison
613-562-0652
Harrison@bmb.ca

Internal Audit

Tryskele
Kathy Pritchard
613-290-3341
kathy.pritchard@sympatico.ca

RiskResults Consulting Inc.
Jan Mattingly
613-286-6885
jmattingly@riskresults.ca

Interpretation Services

Traductions Houle Inc.
Robert Houle
819-643-1022
houletra@videotron.ca

INTERPRETCAN
Mr. Roytenberg - President
613-731-1900
info@interpretcan.net

ALTER EGO Traducteurs Inc.
Sophie Marier
819-685-1991
info@alterego.ca

IT – Information Technology

Canada Job One
Lena Albert, Vice President
613-789-9911
lena@canadajobone.ca

RFP Solutions
David Swift
613-728-1335
dave@rfpsolutions.ca

Knowledge Management

IBM
1-888-771-7705, ext 35054
cangov@ca.ibm.com

Language Training

Centre linguistique de Jonquiere
Richard Martel
613-566-7004
Richard.martel@cjonquiere.qc.ca

Algonquin College
Pat DeBenetti
613-727-4723, ext. 5451
pd@algonquincollege.com

Leadership and Management Evaluations

AMB Consulting Services
Tony Broderick
613-761-6387
Consultbroderick@aol.com

Leadership Development

CCI Leadership Institute
Andy Molino
613-565-5168
andym@ccileadership.com

Bluepoint Leadership Development
Bryn Meredith
905-469-6526
brynmeredith@bluepointleadership.com

The Intersol Group
Carlo Aiello
613-230-6424
caiello@intersol.ca

Econiche House
Customer Service
819-827-0086
info@econichehouse.com

Algonquin College
Joe Ranieri
613-727-4723 ext. 5569
joe.ranieri@algonquincollege.com

Kemptville College, University of Guelph
Loraine McKinley
613-258-8336, Ext. 468
lmckinle@kemptvillec.uoguelph.ca

DAMA Consulting Services Limited
Michael Appleton
613-748-0547
mappleton@dama-consult.com

Management Development

Algonquin College
Joe Ranieri
613-727-4723 ext. 5569
joe.ranieri@algonquincollege.com

Bluepoint Leadership Development
Bryn Meredith
905-469-6526
brynmeredith@bluepointleadership.com

Meeting Facilities

Econiche House
Customer Service
819-827-0086
info@econichehouse.com

Kemptville College, University of Guelph
Loraine McKinley
613-258-8336, Ext. 468
lmckinle@kemptvillec.uoguelph.ca

Organizational Design and Change

Nexus HR Solutions
Ian Jackson
613-738-7448
ijackson@nexushr.ca

Delta Partners
Thomas DeGagne
1-888-847-3384
Delta@DeltaPartners.ca

OTI Leadership Consulting
Gita Baack
613-271-1293
gbaack@rogers.com

HDP Group Inc.
Alex Horbasz
613-567-5300
a.horbasz@hdpgroup.com

The Intersol Group
Carlo Aiello
613-230-6424
caiello@intersol.ca

CCI Leadership Institute
Andy Molino
613-565-5168
andym@ccileadership.com

Pleiad Canada Inc.
Andrée Riffou
613-722-9902
corporate@pleiad.ca

Performance Measurement

BMB Consulting Inc.
John Harrison
613-562-0652
Harrison@bmb.ca

Kelly Sears Consulting Group
Michael Kelly/ Garry Sears
613-230-9943
mkelly@kscg.ca / gsears@kscg.ca

AIMCORP
Adam Ali
613-825-4559
adam@aimamc.com

Canada Job One
Lena Albert, Vice President
613-789-9911
lena@canadajobone.ca

HDP Group Inc.
Alex Horbasz
613-567-5300
a.horbasz@hdpgroup.com

IBM
1-888-771-7705, ext 35054
cangov@ca.ibm.com

JFT Management Consulting Inc
John Thomas
613-692-1391
johnthomas@sympatico.ca

Performance Reporting

BMB Consulting Inc.
John Harrison
613-562-0652
Harrison@bmb.ca

Photography

Fleischer Photography
Kathy Fleischer
613-230-9428
info@FleischerPhotography.com

Gayle Hurmuses
416-532-2702
gayle@hurmuses.com
www.hurmuses.com

Policy and Program Development

OTI Leadership Consulting
Gita Baack
613-271-1293
gbaack@rogers.com

Tryskele
Kathy Pritchard
613-290-3341
kathy.pritchard@sympatico.ca

Auguste Solutions & Associates Inc.
Auguste (Gus) Barrieau
819-827-3729
auguste@augustesolutions.com

Portal Deployment

Sierra Systems
Terry Tarle
613-236-7888
TerryTarle@SierraSystems.com

Printing Services

Express Reproductions
Kimberly Price
613-565-2679
expressreproduction@rogers.com

Prior Leaning Assessment

Algonquin College
Joe Ranieri
613-727-4723 ext. 5569
joe.ranieri@algonquincollege.com

Process Innovation

AIMCORP
Adam Ali
613-825-4559
adam@aimamc.com

Process Reengineering

Pleiad Canada Inc.
Andrée Riffou
613-722-9902
corporate@pleiad.ca

Professional Development

Algonquin College
Pat DeBenetti
613-727-4723, ext. 5451
pd@algonquincollege.com

Bluepoint Leadership Development
Bryn Meredith
905-469-6526
brynmeredith@bluepointleadership.com

Kemptville College, University of Guelph
Loraine McKinley
613-258-8336, Ext. 468
lmckinle@kemptvillec.uoguelph.ca

Professional Services

Sierra Systems
Terry Tarle
613-236-7888
TerryTarle@SierraSystems.com

Canada Job One
Lena Albert, Vice President
613-789-9911
lena@canadajobone.ca

Delta Partners
Thomas DeGagne
1-888-847-3384
Delta@DeltaPartners.ca

IBM
1-888-771-7705, ext 35054
cangov@ca.ibm.com

Delta Partners
Thomas DeGagne
1-888-847-3384
Delta@DeltaPartners.ca

The Zeta Group
Michael Salib
613-829-7737
msalib@zetagroup.ca

Kemptville College, University of Guelph
Loraine McKinley
613-258-8336, Ext. 468
lmckinle@kemptvillec.uoguelph.ca

RFP Solutions
David Swift
613-728-1335
dave@rfpsolutions.ca

Program Evaluation

Kelly Sears Consulting Group
Michael Kelly/ Garry Sears
613-230-9943
mkelly@kscg.ca / gsears@kscg.ca

The Zeta Group
Michael Salib
613-829-7737
msalib@zetagroup.ca

Tryskele
Kathy Pritchard
613-290-3341
kathy.pritchard@sympatico.ca

BMB Consulting Inc.
John Harrison
613-562-0652
Harrison@bmb.ca

Auguste Solutions & Associates Inc.
Auguste (Gus) Barrieau
819-827-3729
auguste@augustesolutions.com

Project Management

RiskResults Consulting Inc.
Jan Mattingly
613-286-6885
jmattingly@riskresults.ca

Algonquin College
Pat DeBenetti
613-727-4723, ext. 5451
pd@algonquincollege.com

Tryskele
Kathy Pritchard
613-290-3341
kathy.pritchard@sympatico.ca

Sierra Systems
Terry Tarle
613-236-7888
TerryTarle@SierraSystems.com

DAMA Consulting Services Limited
Michael Appleton
613-748-0547
mappleton@dama-consult.com

Project Management Training

DAMA Consulting Services Limited
Michael Appleton
613-748-0547
mappleton@dama-consult.com

Public & Stakeholder Consultations

The Intersol Group
Carlo Aiello
613-230-6424
caiello@intersol.ca

Quality Management

JFT Management Consulting Inc.
Tryskele
Kathy Pritchard
613-290-3341
kathy.pritchard@sympatico.ca

DAMA Consulting Services Limited
Michael Appleton
613-748-0547
mappleton@dama-consult.com

Research Services

Kemptville College, University of Guelph
Loraine McKinley
613-258-8336, Ext. 468
lmckinle@kemptvillec.uoguelph.ca

Risk Communications

The Intersol Group
Carlo Aiello
613-230-6424
caiello@intersol.ca

Risk Management

RiskResults Consulting Inc.
Jan Mattingly
613-286-6885
jmattingly@riskresults.ca

The Zeta Group
Michael Salib
613-829-7737
msalib@zetagroup.ca

JFT Management Consulting Inc
John Thomas
613-692-1391
johnthomas@sympatico.ca

Tryskele
Kathy Pritchard
613-290-3341
kathy.pritchard@sympatico.ca

Security Training

Algonquin College
Joe Ranieri
613-727-4723 ext. 5569
joe.ranieri@algonquincollege.com

Service Delivery

Sierra Systems
Terry Tarle
613-236-7888
TerryTarle@SierraSystems.com

HDP Group Inc.
Alex Horbasz
613-567-5300
a.horbasz@hdpgroup.com

Software Development

AIMCORP
Adam Ali
613-825-4559
adam@aimamc.com

Speech Writing

ALTER EGO Traducteurs Inc.
Sophie Marier
819-685-1991
info@alterego.ca

INTERPRETCAN
Mr. Roytenberg - President
613-731-1900
info@interpretcan.net

Traductions Houle Inc.
Robert Houle
819-643-1022
houletra@videotron.ca

Strategic Planning, Visioning, Scenario Development

HDP Group Inc.
Alex Horbasz
613-567-5300
a.horbasz@hdpgroup.com

OTI Leadership Consulting
Gita Baack
613-271-1293
gbaack@rogers.com

The Intersol Group
Carlo Aiello
613-230-6424
caiello@intersol.ca

AMB Consulting Services
Tony Broderick
613-761-6387
Consultbroderick@aol.com

Kelly Sears Consulting Group
Michael Kelly/ Garry Sears
613-230-9943
mkelly@kscg.ca / gsears@kscg.ca

Bluepoint Leadership Development
Bryn Meredith
905-469-6526
brynmeredith@bluepointleadership.com

Delta Partners
Thomas DeGagne
1-888-847-3384
Delta@DeltaPartners.ca

JFT Management Consulting Inc
John Thomas
613-692-1391
johnthomas@sympatico.ca

Strategy and Think Tanking

The Intersol Group
Carlo Aiello
613-230-6424
caiello@intersol.ca

Succession Planning

AMB Consulting Services
Tony Broderick
613-761-6387
Consultbroderick@aol.com

Survey Design, Delivery & Analysis

AMB Consulting Services
Tony Broderick
613-761-6387
Consultbroderick@aol.com

Auguste Solutions & Associates Inc.
Auguste (Gus) Barrieau
819-827-3729
auguste@augustesolutions.com

Team Diagnostics and Team Building

CCI Leadership Institute
Andy Molino
613-565-5168
andym@ccileadership.com

Econiche House
Customer Service
819-827-0086
info@econichehouse.com

OTI Leadership Consulting
Gita Baack
613-271-1293
gbaack@rogers.com

Gita Baack
613-271-1293
gbaack@rogers.com

Temporary Help Services

Canada Job One
Lena Albert, Vice President
613-789-9911

Training and Development

AMB Consulting Services
Tony Broderick
613-761-6387
Consultbroderick@aol.com

Canada Job One
Lena Albert, Vice President
613-789-9911
lena@canadajobone.ca

Gayle Hurmuses
416-532-2702
gayle@hurmuses.com
www.hurmuses.com

Translation Services

ALTER EGO Traducteurs Inc.
Sophie Marier
819-685-1991
info@alterego.ca

Traductions Houle Inc.
Robert Houle
819-643-1022
houletra@videotron.ca

INTERPRETCAN
Mr. Roytenberg - President
613-731-1900
info@interpretcan.net

Centre linguistique de Jonquiere
Richard Martel
613-566-7004
Richard.martel@cjonquiere.qc.ca

Web Design

ACR Communications Inc.
Nadja Corkum
613-235-5357
ncorkum@acr.com

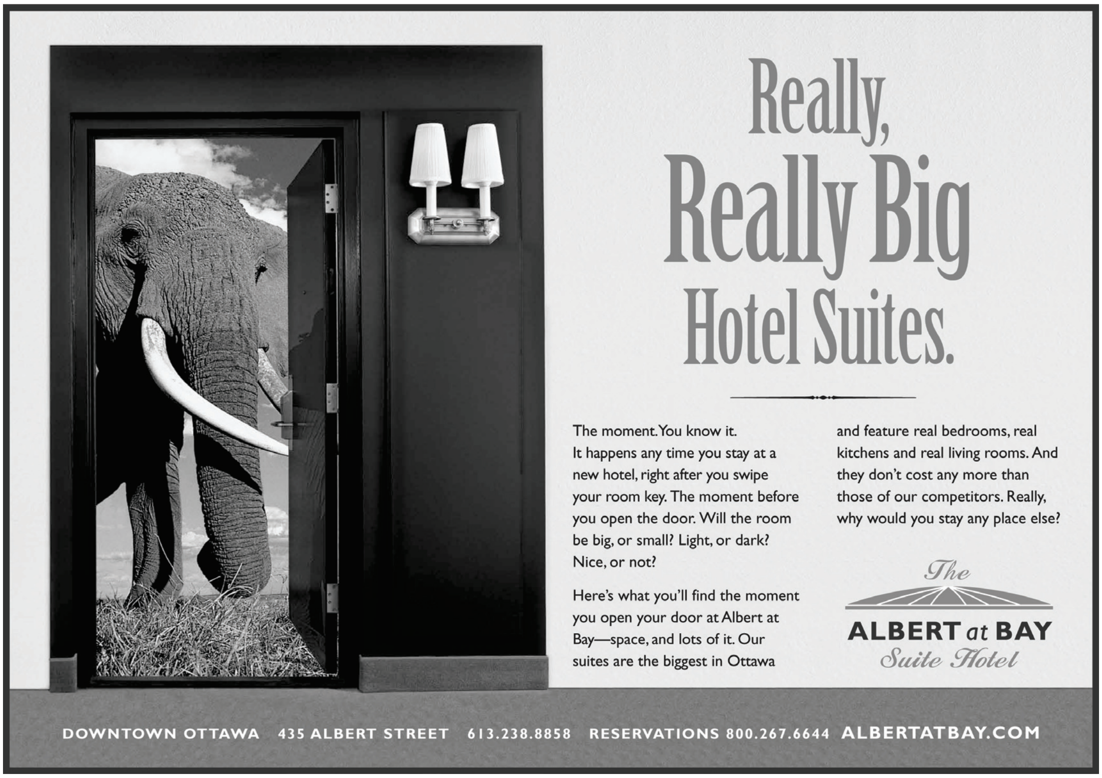
Gayle Hurmuses
416-532-2702
gayle@hurmuses.com
www.hurmuses.com

Writing and Editing

ACR Communications Inc.
Nadja Corkum
613-235-5357
ncorkum@acr.com

RFP Solutions
David Swift
613-728-1335
dave@rfpsolutions.ca

Gayle Hurmuses
416-532-2702
gayle@hurmuses.com
www.hurmuses.com



Valuable **Online Contracting Tool** for Professional Services

Public Works and Government Services Canada

Public Works and Government Services Canada (PWGSC) has recently expanded a contracting vehicle that makes awarding contracts for a variety of professional services easier and faster. The Professional Services Online (PSO, formerly known as IPS) tool gives managers access to a pool of suppliers with which they can contract for small and medium dollar professional service contracts (up to $84,000). The PSO tool gives government departments in the National Capital Area (NCA) access to a pool of suppliers conveniently organized into the categories most prevalent in government contracting.*

Managers can have comfort using the PSO. The tool is part PWGSC's initiative to make standing offer and supply arrangements mandatory for use across the government. As such, the tool allows registered government executives and managers to award contracts in a variety of professional services. User registration is easy and rapid; for more information please click on http://www.pwgsc.gc.ca/acquisitions/text/ps/clients/register-e.html.

The PSO allows departments to direct contracts, up to $25,000 value, to firms registered on the PSO. The PSO can also be used for contracts up to $84,000. For contracts with a value above $25,000, a competitive process with a minimum of three suppliers is required. In such cases, the PSO facilitates the rapid creation of a unique RFP. This automation makes competitive processes smoother and faster than ever.

PSO is part of the government's strategy to reform procurement. By design, PSO will achieve four goals. First, low prices: because it is a true marketplace, there will be competitive pressure on the prices departments pay for professional service contracts. Second, satisfaction for PWGSC's government clients: because managers will have useful information about a wide variety of suppliers, they will be able to select the supplier best suited to their needs. Third, lower administrative costs for contracting: because contracting processes under the tool are shorter, simpler and automated, the cost of awarding contracts will fall. Fourth, contracting consistent with government rules and regulations: because government and supplier usage data will be tracked and transparent, contracting is likely to conform to government guidelines.

The tool is also expected to be a mechanism of continuous improvement in professional services contracting. As more suppliers come into the marketplace and usage increases, the tool is expected to contain more and more useful information for managers looking for the right supplier for a particular project. The more the government uses the PSO, the more powerful it will become.

Over the coming months, PWGSC will work to improve several aspects of the tool (e.g., the process of supplier registration, the category definitions, the information collected by the marketplace). With these improvements, as more and more managers and suppliers use the PSO, it is expected to become the standard for processing small professional services contracts across the government.

** PSO is not currently available outside the NCA. An expansion to other areas is planned in the near future. For more information on the PSO, please see: http://www.pwgsc.gc.ca/acquisitions/text/ps/clients/index-e.html*

National Master Standing Offer (NMSO)
Change Management
And Organizational Development Services

John Harrison

A contracting vehicle for consulting and management services that is being widely used is a National Master Standing Offer (NMSO) for Change Management and Organizational Development Services. This NMSO has eight work streams as follows:

1) Transition Support Services
2) Leadership Development Services
3) Organizational Development Services
4) Classification Design Services
5) Communication and Information Services
6) Project Management Services
7) Research Services
8) Needs Analysis Services

The NMSO was created to respond to the ongoing need of departments and agencies to find new ways to organize so that they can deliver programs and services more efficiently. The expiry date for placing call-ups against this NMSO is March 31, 2007, with a possible extension to 2008. The maximum call-up limitation is $75,000.

Please refer to the Standing Offer Index in the Sourcing Guide as several of the firms listed in this hard copy version of the guide have the NMSO.

The following details on each of the work streams for this NMSO were taken from Solicitation Number 24062-030150/A.

Transition Support Services

Transition support is required to help with changes resulting from classification reform, new or altered systems and revised organizational roles. It is also concerned with monitoring and assessing performance of a program or system, design of performance metrics and provision of performance assessment and reporting systems.

Transition Support Services may include but are not limited to:

- Designing interventions aimed at improving organizational effectiveness through system-centred change
- Designing interventions that improve organizational effectiveness through people-centred change and result in: bringing about change, an improved environment and a more responsive workforce
- Developing and implementing change management strategies and plans
- Identifying change management tools
- Providing expertise, consultative advice, guidance and coaching to build project capacity to make effective use of change management strategies and related tools
- Articulating the purposes of the change in a manner that makes sense to staff and provides a compelling picture of the new organization
- Conducting a change readiness assessment in order to plan and carry out a change management strategy
- Coaching staff on how their contribution is valued within the new organization
- Evaluating the effectiveness of the change management initiative
- Developing performance measurement/evaluation frameworks
- Establishing performance measurement and reporting processes and systems
- Integrating performance monitoring disciplines in an organization's development or change management plan
- Carrying out performance monitoring and reporting activities

Leadership Development Services

Focuses on coaching support to department leaders in helping them develop practical skills and approaches.

Leadership Development Services may include but are not limited to:

- Designing and facilitating "leader" change management coaching sessions

- Establishing forums
- Developing targeted workshops that help managers become sponsors or agents of change and how to use communication as a change tool

Organizational Development Services

Organizational Development Services will be required to implement new organizational structures and classification reform and establishment of HR management policies and plans.

Organizational Development services may include but are not limited to:

- Performing a system centred process mapping to define the structure of the desired process in terms of activities that are to be performed, the required inputs, the outputs to be produced and the framework within which to operate
- Designing processes to regularly review the validity of the accountabilities and competencies going forward as the organization continues to evolve
- Identifying a risk management strategy
- Analyzing business requirements to identify information, procedures and decision flows.

Classification Design Services

Focuses on providing skills to develop classification standards, new occupational group structure, new classification levels, conversion processes and new redress mechanisms to support the conversion process.

Classification Design Services may include but are not limited to:

- Providing advice on developing and integrating new classification standards/program and occupational group structure; and
- Providing advice on conversion processes and redress mechanisms in the context of classification reform.

Communication and Information Services

Focuses on a range of services that relate to internal communications, expectation management and issues management.

Communication and Information Services may include but are not limited to:

- Providing communications consultation advice to support strategic communications initiatives and strategies
- Developing and implementation communications strategies and plans
- Creating communications support materials
- Developing and implementing creative communication products including Web-based portal communication vehicles
- Developing various information product

Project Management Services

The implementation of the new classification system or new organizational structures demans a coordinated project management strategy and process through the application of project-based knowledge, skills, tools and disciplines to manage organizational transformation project activities.

Project Management Services may include but are not limited to:

- Establishing project definitions, strategies and goals
- Developing project plans, estimating budget, level of effort and resources, work breakdown structure and schedule
- Managing, monitoring and reporting on project progress, identifying issues together with corrective actions
- Participating in development of communication plans

Needs Analysis Services

Focuses on gathering input from stakeholders to define organizational requirements for change and identifying viable alternatives for various types of change such as new organization of work, new occupational group structure or new classification standards.

Needs Analysis Services may include but are not limited to:

- Conducting interviews, surveys and workshops
- Performing analysis of business processes to recommend the best options
- Providing input for the development of new processes
- Carrying out analysis related to the development of business cases including the collection and analysis of cost data

STANDING OFFERS

Companies listed:	
ACR Communictions	JFT Management Consulting Inc.
AIM Corp	Kelly Sears Consulting Group
Auguste Solutions & Associates Inc.	Nexus HR Solutions
BMB Consulting	OTI Leadership Consulting
Canada Job One	Pleiad Canada Inc.
Delta Partner and ACI JV (Auresco)	RFP Solutions
Dama Consulting Services Ltd.	Risk Results Consulting Inc.
HDP Group Inc.	Traductions Houle Inc.
Groupe Intersol Group	The Zeta Group

ACR Communications Inc.	**Telephone:**	**613-235-5357 EX. 27**
Les Stuart: Director Graphic Services	**E-Mail:**	**lstuart@acr.com**
Number Identifier	Description of Goods and Services of Standing Offer	Time Period Applicable
Human Resources Development Canada HRDC V9166-2-0052	One-Stop-Shop Communications Services	2005-05-01 to 2006-04-30
Industry Canada: IC 800035	Graphic Design Services	2004-03 to 2007-04

AIMCORP	**Telephone:**	**613-825-4559**
Adam M. Ali	**E-Mail:**	**adam@aimamc.com**
Number Identifier	Description of Goods and Services of Standing Offer	Time Period Applicable
EN537-8-4015/163/ZJ	Temporary Help Services	On-Going
EN537-01GOL1/008/EL	Government On-Line	On-Going
5500000293	Strategic Cost Management - CRA	Ends June 30, 2006

Auguste Solutions & Associates Inc.	**Telephone:**	**819-827-3729**
Auguste (Gus) Barrieau	**E-Mail:**	**auguste@augustesolutions.com**
Number Identifier	Description of Goods and Services of Standing Offer	Time Period Applicable
E60BQ-01ISSA/G/024 (General . . . all departments)	PROJECT MANAGEMENT, including (i) project planning and monitoring (ii) financial and resource management (iii) project execution	To March 2007
E60BQ-01ISSA/G/024 (General . . . all departments)	PROGRAM EVALUATION, including (i) evaluation frameworks (ii) analyzing, evaluating and prioritizing deliverables	To March 2007
E60BQ-01ISSA/G/024 (General . . . all departments)	MANAGEMENT REVIEWS AND STUDIES, including (i) developing, planning, analyzing, evaluating and prioritizing (ii) writing reports	To March 2007
E60BQ-01ISSA/G/024 (General . . . all departments)	PROCUREMENT MANAGEMENT, including (i) Preparing formal Statement of Work (ii) preparing RFPs (iii) fairness monitoring	To March 2007
E60BQ-01ISSA/G/024 (General . . . all departments)	FACILITATION, including planning and delivering (i) national and regional roundtables (ii) focus groups (iii) workshops . . .	To March 2007
E60BQ-01ISSA/G/024 (General . . . all departments)	RESEARCH AND POLICY, including (i) strategic and operational policy (ii) social programs (iii) socio-economic programs (iv) education	To March 2007
E60BQ-01ISSA/A/024 (Aboriginal PSAB Set-Aside . . . all departments)	PROJECT MANAGEMENT, including (i) project planning and monitoring (ii) financial and resource management (iii) project execution	To March 2007
E60BQ-01ISSA/A/024 (Aboriginal PSAB Set-Aside . . . all departments)	PROGRAM EVALUATION, including (i) evaluation frameworks (ii) analyzing, evaluating and prioritizing deliverables	To March 2007

Auguste Solutions & Associates Inc. - continued from previous page		
E60BQ-01ISSA/A/024 (Aboriginal PSAB Set-Aside . . . all departments)	MANAGEMENT REVIEWS AND STUDIES, including (i) developing, planning, analyzing, evaluating and prioritizing (ii) writing reports	To March 2007
E60BQ-01ISSA/A/024 (Aboriginal PSAB Set-Aside . . . all departments)	PROCUREMENT MANAGEMENT, including (i) Preparing formal Statement of Work (ii) preparing RFPs (iii) fairness monitoring	To March 2007
E60BQ-01ISSA/A/024 (Aboriginal PSAB Set-Aside . . . all departments)	FACILITATION, including planning and delivering (i) national and regional roundtables (ii) focus groups (iii) workshops . . .	To March 2007
E60BQ-01ISSA/A/024 (Aboriginal PSAB Set-Aside . . . all departments)	RESEARCH AND POLICY, including (i) strategic and operational policy (ii) social programs (iii) socio-economic programs (iv) education	To March 2007
HQ0600269 Vendor # 1063685 DIAND Standing Offer	STRATEGIC MANAGEMENT, including (i) policy development (ii) program management and design (iii) program evaluation (iv) research and analysis (v) performance measurement (vi) information systems (vii) facilitation	To March 2008

BMB Consulting Inc.	**Telephone:**	**613-562-0652**
John Harrison	**E-Mail Contact:**	**Harrison@bmb.ca**
Number Identifier	Description of Goods and Services of Standing Offer	Time Period Applicable
EN537-01GOL2/186/EL	Government On-line SA - PWGSC	Dec 31, 2005
0X001-02-0256//0387	Facilitation / Design Canada School of Public Service	Dec. 31, 2005
20-03-6005	Audit and Review Services – INAC	May 31, 2006
IC-800038/15	Evaluation & Review Services – Industry Canada	March 31, 2006
E60BQ-01ISSA/G/036	General In-Service Support – HRSDC	Dec 31, 2005

Canada Job One	**Telephone:**	**613-789-9911**
Lena Albert **Vice President** **Canada Job One**	**E-Mail:**	**lena@canadajobone.ca**
Number Identifier	Description of Goods and Services of Standing Offer	Time Period Applicable
EN537-8-4015/113ZJ	THS (Temporary Help Services)	Annual renewal
EN537-01-GOL1/029/EL	GOL (Government on Line) (this standing offer includes Business Process & Content (BPC) and Human Resource Management (HR))	Five year renewal partnership
IPS (Informatics Professional Services)	Professional Technical Consulting	O ngoing

Delta Partners and ACI JV (Auresco)	**Telephone:**	**613-747-8121**
Thomas DeGagné, Director, Business Development	**E-Mail:**	**tdegagne@deltapartners.ca**
Number Identifier	Description of Goods and Services of Standing Offer	Time Period Applicable
24062-030150/035/ZG	NMSO – Change Management / Organizational Development Services	March 5, 2004 – March 31, 2007
E60BQ-01ISSA/B	PWGSC – In-Service Support Supply Arrangement (ISS SA)	October 17, 2002 to March 31, 2007
EN537-01GOL1/005/EL	PWGSC – Supply Arrangement (RFSA)	June, 2001 to December 31, 2005 + extensions

DAMA Consulting Services Ltd	**Telephone:**	**613-748-0547**
Michael Appleton	**E-Mail:**	**mappleton@dama-consult.com**
Number Identifier	Description of Goods and Services of Standing Offer*	Time Period Applicable
24062-030150/013/ZG	National Master Standing Offer for Project Management Services and Leadership Development Services. Call ups available for professional services up to and over $75,000.	Expires March 31, 2007

DAMA Consulting Services Ltd. - continued from previous page		
408ZG.24062-030150*	National Master Standing Offer for Transition Support Services, Research Services and Needs Analysis Services. Call ups available for professional services up to and over $75,000.*	Expires March 31, 2007
0X001-02-0392 & 0X001-02-0262	National Individual Standing Offer for Course Development and Course Delivery at CSPS.	
EN537-01GOL3/331/EL	PWGSC Government On Line Supply Arrangement, Informatics-related professional services up to and over $89,000.	
E60BQ-01ISSA/G/078	In Service Support Arrangement available to all Federal Departments for professional services up to and over $89,000.	
EN537-8-4015/124/ZJ	Temporary Help Services Standing Offer offering access to professional services up to $89,000.	
Available through Corporate Lookup by any Federal Department	IPS On Line Marketplace offers professional services up to $89,000	
66002-9-PET3/77-BQ	Supply Arrangement in support of the DND Tri-Service EPM.	
* Denotes access through strategic business alliance partners		

HDP Group Inc.	**Telephone:**	**613-567-5300**
Alex Horbasz	**E-Mail:**	**a.horbasz@hdpgroup.com**
Number Identifier	Description of Goods and Services of Standing Offer	Time Period Applicable
EN537-01GOL/C	Government on Line – Business Process & Content Workstream	To Dec 31/05
EN527-01GOL/C	Government on Line – Human Resources Workstream	To Dec 31/05
EN537-8-4015/085/ZJ	All Federal Departments – Regional Master Standing Offer (RMSO)– National Capital Region Temp Help Standing Offer	To Mar 31/06

HDP Group Inc. - continued from previous page		
E60BQ-01ISSA/G/116	All Federal Departments and Agencies General In-Service Supply Arrangements Human Resource Management Organizational Management Project Management Information Management	To Mar 31/07
24062-010155/027/LQ	Shared Travel Service Initiative Implementation Readiness Specialist Project Administrator Policy Researcher, Consultant and Program Officer Focus Group Facilitator Communications Specialist Telecommunications Specialist Organizational Change Specialist Performance Management Consultant Senior Applications Analyst	To Aug 19/06
24062-030150/019/ZG	All Federal Departments PWGSC Change Management/Organizational Development Services Transition Support Services Needs Analysis Services Organizational Development Services Project Management Services	To Mar 07

Groupe Intersol Group Inc.	**Telephone:**	**613.230.6424 ext 240**
Carlo Aiello	**E-Mail:**	**caiello@intersol.ca**
PWGSC	PWGSC IPS Marketplace/PS Online Human Resource Management Organizational Management Project Management Change Management/ Organizational Development Services Organizational and Classification Services	Ongoing

Groupe Intersol Group Ltd. - continued from previous page		
Transport Canada T8080-05-00159	Transportation Policy Advisory Service - Air Service Area Economic Analyses Transportation Analysis Stakeholder Consultations Monitoring, Modeling, and/or Forecasting Economic Impact Studies Governance Studies Data Collection	09 Jan 2006 – 09 Jan 2008
Canadian Centre for Management Development 0X001-04-0254	Training Services Learning program delivery and facilitation.	Through March 31, 2006
Parks Canada 5P109-040186/A	Strategic Planning Services Leadership and Team Building	01 Oct 2004 – 30 Sept 2006
PWGSC EN537-8-4015	Temporary Help Services http://www.pwgsc.gc.ca/sipss/pspd/ths/ths-e.htm Facilitation Program Design	Ongoing

JFT Management Consulting Inc.	**Telephone:**	**613-692-1391**
John Thomas	**E-Mail:**	**johnthomas@sympatico.ca**
Number Identifier	Description of Goods and Services of Standing Offer	Time Period Applicable
NMSO 24062-031/50/034/ZG Change Management and Organizational Development Services	Transition Support/Change Management Leadership Development Organization Development Project Management Research Services into Best Practices Needs Analysis	Until 2007-03-31

Kelly Sears Consulting Group	**Telephone:**	**613-230-9943**
Michael Kelly **Garry Sears**	**E-Mail:**	**mkelly@kscg.ca** **gsears@kscg.ca**
Number Identifier	Description of Goods and Services of Standing Offer	Time Period Applicable
EN537-01GOL3/357/EL	Government On-Line Services	January 1, 2006 – December 31, 2006

Nexus HR Solutions	**Telephone:**	**613-738-7448**
Ian Jackson	**E-Mail:**	**nexushrsolutions@rogers.com**
Number Identifier	Description of Goods and Services of Standing Offer	Time Period Applicable
E60ZG-030001/059/ZG	HR Support Services: Work Description Writing, Classification, Staffing, and Organization Design	September 30, 2009
24062-030150/035/ZG	Change Management: Transition Support, Organization Development, Project Management, Research, Needs Analysis	
0X001-04-0533	CSPS Learning	
M9010-4-0864/013/B	RCMP Training	
NRCan-03-0654	NRCan Learning	
20-03-6146/17	INAC Research	

OTI Leadership Consulting	**Telephone:**	**613-271-1293**
Gita Baack	**E-Mail:**	**gbaack@rogers.com**
Number Identifier	Description of Goods and Services of Standing Offer	Time Period Applicable
Standing Offer No 24062-030150/029/ZG Client Reference No. 24062-030150	Change Management Organizational Development Services	March 31, 2007

Pleiad Canada Inc.	**Telephone:**	**613-722-9902**
Andrée Riffou	**E-Mail:**	**corporate@pleiad.ca**
Number Identifier	Description of Goods and Services of Standing Offer	Time Period Applicable
EN537-8-4015/108-ZJ	Temporary Help Services Standing Offer	March 2006
EN537-01GOL1/118/EL	Government Online Supply Arrangement: Human Resources (HR) Stream	December 2006
EN537-01GOL2/267/EL	Government Online Supply Arrangement: Informatics Professional Services (IPS) Stream	December 2006

Pleiad Canada - continued from previous page		
EN537-01GOL2/267/EL	Government Online Supply Arrangement: Business Process & Content (BP&C) Stream	December 2006
E60BQ-01ISSA/G/201	In-Service Support Supply Arrangement	March 2007
H1024-04-TTU-0009-02	Health Canada Technology Training Unit (TTU) Standing Offer	November 2007
BCS-002-2004	Foreign Affairs Canada Editorial Services Standing Offer	September 2007
Not Applicable	Informatics Professional Services (IPS) Marketplace	Not Applicable
Not Applicable	Consulting and Audit Canada Skills Registration System	Not Applicables

RFP Solutions	**Telephone:**	**613-728-1335 Ext. 235**
David Swift **Managing Director**	**E-Mail:**	**dave@rfpsolutions.ca**
Number Identifier	Description of Goods and Services of Standing Offer	Time Period Applicable
INAC A1632-11/6019	Procurement Consulting and Support	Up to March 31, 2008
PWGSC E60BQ-01ISSA/01068	Procurement Specialist	Up to March 31, 2007
Canada Post 1104WD	Procurement Consulting Services	Up to December 31, 2007

RiskResults Consulting Inc.	**Telephone:**	**613-286-6885**
Jan Mattingly	**E-Mail:**	**jmattingly@riskresults.ca**
Number Identifier	Description of Goods and Services of Standing Offer*	Time Period Applicable
EN 531-020320/002/ZH	Risk Assessment Services for Major Projects (Benefits Driven Procurement)	Expires March 31, 2007
EN531-020314	Risk analysis/management of business process renewal	
EN537-01GOL1/106/EL	PWGSC Government On Line Supply Arrangement, Informatics-related professional services up to and over $80,900	
E60BQ-01ISSA/G/172	In Service Support Arrangement available to all Federal Departments for professional services up to and over $80,900	Expires March 31, 2007

Risk Results Consulting Inc. - continued from previous page		
24062-010155/028/LQ.	STSI (Shared Travel Services Initiative) Supply Arrangement offering professional services to all Federal Government Departments related to the Shared Travel Services Initiative	
(RMSO) Number: EN537-8-4015/068/ZJ	Temporary Help Services Standing Offer offering access to professional services up to $89,000	
Available through Corporate Lookup by any Federal Department	IPS On Line Marketplace offers professional services up to $89,000	

Traductions Houle Inc.	**Telephone:**	**819-643-1022**
Robert Houle	**E-Mail:**	**houletra@videotron.ca**
Number Identifier	Description of Goods and Services of Standing Offer	Time Period Applicable
9465 - 03 - 0011 / 04	Human Resources and Skills Development Canada - Translation (English-French / French/English)	August 2003 to July 2008
9457 - 04 - 0012 / 01	Social Development Canada - Translation (English-French / French/English)	February 2005 to February 2008
NRCan - 05 – 0112	Natural Resources Canada - Translation (English-French)	April 2005 to March 2010
T8080 - 04 - 0433	Transports Canada - Translation (English-French)	May 2005 to March 2010

The Zeta Group	**Telephone:**	**613-829-7737**
Michael Salib	**E-Mail:**	**msalib@zetagroup.ca**
Number Identifier	Description of Goods and Services of Standing Offer	Time Period Applicable
05505-91875-S01	Emergency Management Services	To 31 December 2006