



in collaboration with

CANADIAN PUBLIC PROCUREMENT COUNCIL

Summit magazine is the publication of choice for public procurement professionals seeking information that relates specifically to all aspects of public sector procurement. Since its establishment in 1998, *Summit* has provided, through journalists and expert commentary, discussion on the challenges and solutions faced by public procurement professionals: everything from professional certification and training, staff retention and recruitment, through best practices, policy and legal issues, and innovations in methodology, tools and process. Summit believes that public purchasers across Canada – from Corner Brook, Newfoundland to Port Hardy, British Columbia, regardless of where in the public sector they work – do their jobs with integrity, trying to achieve the best result for their organization and ultimately the general public. The experience they gain each day is valuable to their colleagues across Canada, regardless of what level of public sector they serve.

Three years ago, *Summit*, in keeping with its mandate to inform you, decided to establish an award program: first with the Leadership in Public Procurement Award and this year, the Green Procurement Award. Both the magazine and our partner, the Canadian Public Procurement Council, are delighted with the success of the program, which is due entirely to your participation and the generous time given by our judges. This year for the Leadership Award, we had a total of 12 submissions spanning each category. You will find more information about the finalists in each category in the pages of *Summit* magazine in the November/December issue.

2007

WINNER AND FINALISTS

Winner

Contract Management Tool Kit
Ontario Shared Services

Finalists

FEDERAL/PROVINCIAL
Contract Management Tool Kit
Ontario Shared Services

MUNICIPAL

Sustainable Procurement
Greater Vancouver Regional District

CROWN CORPORATION

Durham Consolidated Courthouse
Infrastructure Ontario

HEALTH SECTOR

Strategic Procurement
Vancouver Island Health Authority

EDUCATION SECTOR

Dark Fiber Network
Pembina Trails School Division (MB)

Our judges

Greg Lusk
Executive Director
Government Services
Nova Scotia Transportation and Public Works

Derek Bates
City Manager
City of Prince George (BC)

Stephen Cook
Manager
Procurement and Contracts
University of Waterloo

Jane Burns
Area Coordinator, Contracts
Materiel Management
David Thompson Health Region (AB)

Ron de Vries
Vice President
Contract and Client Services
Defence Construction Canada

Mike Tipman
Managing Director
Tipany Consulting

**Thank you to our judges
and participants**

Complete submissions from the winners and finalists in each category are available at
www.summitconnects.com and **www.ccmp-cppc.gc.ca**

WINNER
2007 Leadership in Public Procurement Award
Ontario Shared Services
CONTRACT MANAGEMENT TOOL KIT

Goods and Services Procurement Branch, Supply Chain Management Division, Ontario Shared Services, Ministry of Government Services

Project Manager: Heather Barnett, Senior Manager, Contract Controllership
Team Participants: Elaine Mowat, Manager, Contract and Services; Glynnis DeJong, Manager, Contract and Services; Carol Sabean, Strategic Sourcing Analyst



It was decided to build a Centre of Excellence for Contract Management. A key deliverable is the contract management tool kit – an integrated suite of processes and tools, available online through the Ontario Public Service's MyOPS employee portal, which would embody the following guiding principles:

- SCM strategy and priorities embedded in toolkit content;
- simple, pragmatic, web-enabled, easy-to-use, access and sustain;
- raise the bar on performance expectations (both for staff and suppliers);
- aligned and anchored with validated business processes;
- showcase existing internal best practices;
- optimize stakeholder engagement; and
- foundation for building OPS-wide contract management excellence.

The tool kit would be based on contract management best practices (both internal and external) to support three identified best practice areas:

- *Service delivery management*
- *Contract administration*
- *Relationship management*

From January to April 2007, process maps were reviewed to identify practices, processes and tools to be updated or developed to support the management of contracts within OSS; in-depth focus groups were conducted to identify what was working/not working with present tools and processes; and a tool kit prototype was drafted. The tool kit prototype comprises several modules along with close to 100 forms and templates with detailed instructions for staff to complete to ensure consistency in approach.

Contract management staff were fully engaged, determined that the tool kit would become a dynamic, on-going product that would be sustained as a cornerstone in the evolving centre of excellence in contract management. The staff embraced the ready access to tools and templates to assist them with the day-to-day management of their contracts. Managers observed that the cycle time was reduced considerably for develop-



Karen Owen, Director, Goods and Services Procurement Branch and the project team

ing key contract documents and they were produced with fewer rewrites. The tool kit is an excellent tool for new staff orientation. With a short overview/introduction, new staff can review specific modules of the tool kit depending on the lifecycle of a particular contract – hence they can obtain the information they need to know, when they need it.

Experienced contract management staff can coach and mentor new staff using the modules concept and the templates. Plans are underway to integrate privacy concepts and contract management performance measures into the tool kit.

This project will improve the delivery of internal government-wide services and ensure enterprise programs are delivered in a standardized, effective and efficient way. As well, it will ensure that enterprise contracts are managed to meet government fiscal priorities. Standardization, processes, protocols and tools are being developed that support modern controllership with integration to corporate governance and risk management. The tool kit will help identify aggregation opportunities resulting in greater purchasing leverage with suppliers ultimately driving lower total costs and provide business intelligence through proper analysis of information about contracts and contracted activities.

The tool kit has become the standard for all division staff who are managing enterprise-wide contracts for the Ontario government; a multi-ministry team will soon be formed to develop a version for all staff in ministries who manage contracts; the tool kit will become available to the broader public sector for use in managing contracts; and, it will advance professionalism within the public procurement community.

Ontario Shared Services (OSS) is a division within the Ontario Ministry of Government Services (MGS) that delivers a number of business support services to ministries and agencies across the province. Ontario Shared Services replaces the existing system of individual ministries providing their own support services and enables the delivery of a coordinated, consistent and flexible level of service to all ministry and agency customers, leading to overall business improvement and modernization. One of the strategic business areas within the OSS is Supply Chain Management Division (SCMD). SCMD is responsible for policy development, planning, operational implementation, procurement and controllership of the procurement function with the Ontario Public Service (OPS).

Contract management in OSS concentrates on the day-to-day contract administration, including monitoring, record keeping and being reactive to issues. However, that approach provided little value added to the client, vendor and SCM's strategic business initiatives. What was required was a process that would ensure:

- adequate mutual understanding of the expectations of customers and vendors;
- established metrics that give early warning of potential problems;
- defined and proactive processes for problem resolution;
- a structured approach to assessing impacts of changing conditions on contracts (market, economic, technical etc.);
- adequate information flow and knowledge management in relation to contract obligations and experience; and
- adequate methodologies and tools.