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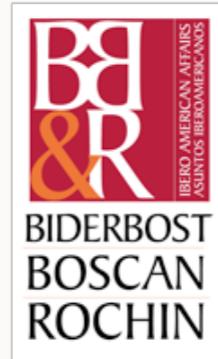
e-StratégiaPública®

Estratégia de transformação em governo.



IDB

Inter-American Development Bank



“Support for the Preparation of a National Program to Strengthen Planning and Public Management of the Brazilian States”

(InterAmerican Development Bank: ATN/FG-12612-BR; BR-T1193)

Ministério do
Planejamento

GOVERNO FEDERAL
BRASIL
PAÍS RICO É PAÍS SEM POBREZA

Ontario Shared Services Overview

Presentation for Brazilian Delegates

OSS – Who We Are

- Ontario Shared Services (OSS) is part of the Ministry of Government Services
- Mandated to provide Ontario government ministries and its employees with back office business, finance, employee and supply chain management services, serving over 65, 000 Ontario Public Service (OPS) employees and 55, 000 vendors
- Approximately 1,200 employees, located in 6 centres of excellence across the province – Sudbury, North Bay, Peterborough, Thunder Bay, Orillia and the Greater Toronto Area
- Comprised of 4 divisions and one corporate branch –
 - Associate Deputy Minister's Office & Strategy and Resource Management Branch
 - Enterprise Financial Services and Systems Division
 - Pay & Benefits Services Division
 - Strategy and Enterprise Services Division
 - Supply Chain Management Division
- Net operating and capital budget in 2011/12 - \$185 million

OSS Background

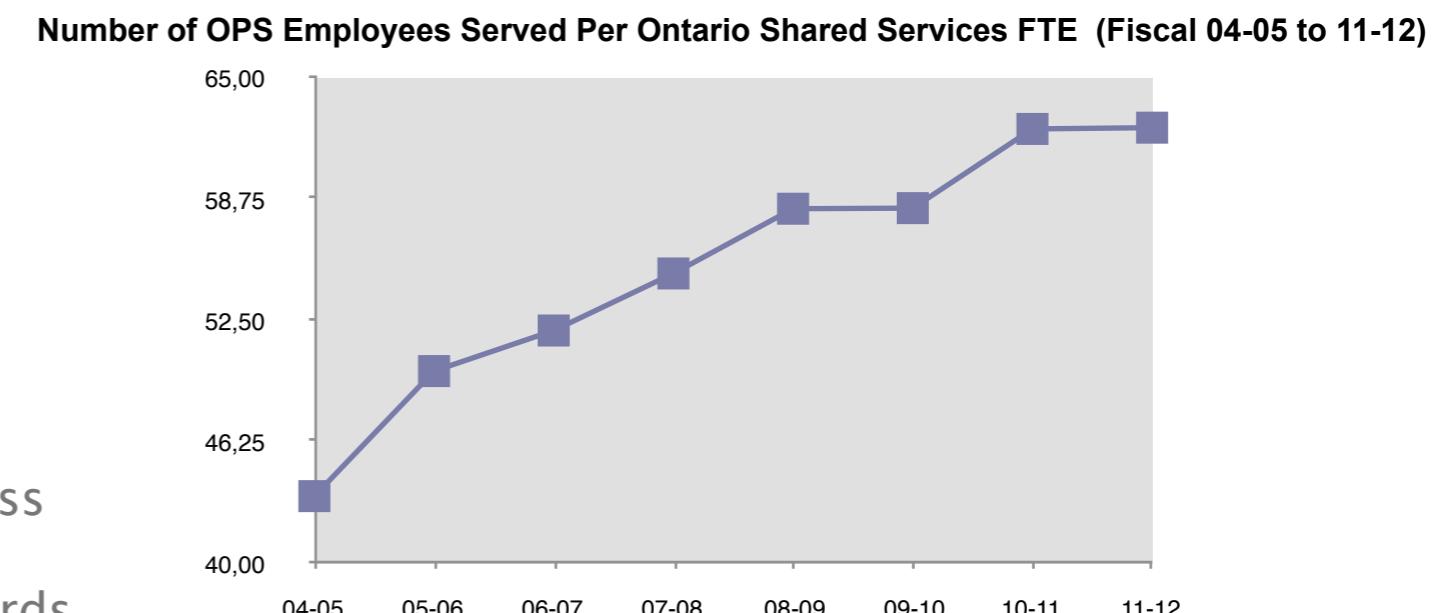


- 33% reduction (\$330M) in admin budgets
- Full pricing for services contemplated
- Not all services mandated, not all ministries transferred services
- Staff transferred to SSB but left in Ministry locations
- ERPs not in place initially
- Ministry business processes continued
- Added all supply chain functions and financial ERP
- Consolidated operations from 22 locations to 6
- Divested non-core work & leveraged efficiencies through end-to-end business process re-engineering
- Achieved \$40M in savings within OSS
- 24% reduction in FTEs
- Enabled \$227M savings for government
- Strategic business partner
- Delivering government priorities e.g. Green, HST
- Consolidate like services e.g. processing payables
- Leverage systems, processes and business intelligence
- Contribute to finding efficiencies and savings for Broader Public Services

OSS Background

From its inception, OSS has implemented efficiencies and driven down the costs of its services freeing up savings that have been redirected to other government priorities

- Reduction of approximately 460 FTEs (28%) between 2004–05 and 2011–12
- Direct cost savings of \$48.5M over the same time period
- \$227M in ministry savings enabled through shared services initiatives
- OSS Contact Centre wait-time has decreased 40%, despite new business being added
- Meeting or exceeding all client service standards reported in 2010–11 and 2011–12 to date



Ontario Shared Services has evolved from an organization that simply provided back office transaction support to an entity that is helping to drive transformation changes across government.”

~John F Kennedy School of Government
Harvard University, January 2010

Vision

To be a valued partner, whose leadership, expertise and service builds trust and confidence in government services and the Ontario Public Service.

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OSS Vision 2015 Success Factors

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OSS Vision 2015 Success Factors

One OSS

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Our brand,
Our business,
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OSS Vision 2015 Success Factors

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Service Excellence

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Our clients,
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Working with
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performance
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OSS Functions/Services

Office of the Associate DM/Strategy and Resource Management Branch

- ▶ Strategic leadership, priority setting & planning
- ▶ Executive support
- ▶ Resource management & Controllership
- ▶ Performance measures/ Quality assurance
- ▶ Communications
- ▶ Staff engagement
- ▶ Stakeholder Relations
- ▶ Access & Privacy
- ▶ Emergency management/ Business continuity

Enterprise Financial Services and Systems

- ▶ Financial Transactional Processing
 - ▶ Bank Reconciliation
 - ▶ Corporate Cards Management
 - ▶ HST Reporting
 - ▶ Expenditure Management
 - ▶ iProcurement
 - ▶ Journal Transactions and e-billing (General Accounting)
 - ▶ Payment Processing
 - ▶ Public Accounts Reporting and Monthly Close
 - ▶ Supplier / Customer Information Management
 - ▶ T4A Management
 - ▶ Collections Management
 - ▶ Non-tax Revenue Management
 - ▶ Revenue Management Improvement

Pay and Benefits Services Divisions

- ▶ IFIS
 - ▶ Financial Education Services
 - ▶ IFIS Application Support and Services
 - ▶ IFIS Business Intelligence
 - ▶ IFIS Change Management Services

- ▶ Payroll Services
 - ▶ Employee Information & Data Changes
 - ▶ Pay Processing
 - ▶ Pay Rate Changes
- ▶ Pension and Benefits Services
- ▶ Payroll Remittances - Financial Control & Administrative Services
- ▶ Payroll Reconciliation - Financial Control & Administrative Services
- ▶ Payroll Business Support Services

Supply Chain Management Division

- ▶ Enterprise Procurement Contracts (VOR arrangements)
- ▶ Procurement Advisory Services
- ▶ Procurement Directive Advice and Support
- ▶ Supply Chain Leadership Council Approvals

Strategy and Enterprise Services Division

- ▶ Design & Print Services
- ▶ Document Services
- ▶ Enterprise Information & Support
 - ▶ MyOPS Enterprise Intranet
 - ▶ Ontario Shared Services (OSS) Enterprise Contact Centre
- ▶ e-Waste
- ▶ Forms
- ▶ Insurance & Risk
- ▶ Mail, Courier & Cartage Services
- ▶ PKI Registration
- ▶ Surplus Assets
- ▶ Translation & Terminology

Enterprise Financial Services and Systems

Mandate

Support and transform financial management for the Government of Ontario. The program has gross expenditures of \$73M.

Key Functions

- Deliver financial services such as expenditure and non-tax revenue processing, collections, corporate card services, general accounting, reconciliation and operations support to ministries and some agencies.
- Manage the government's Integrated Financial Information System (IFIS), used by all ministries for transactions, reporting, and financial management.
- OSS supports the Ministry of Finance which has statutory authority of the Province's accounts.
- Implement financial policies.

Facts & Figures (2011/12)

- **4 million citizens' payments processed**
- **\$96.9 billion** in payments to 34,000 transfer payment organizations
- **\$1.1 billion** outstanding balance in IFIS accounts receivables
- **\$232.2 million** in total collections
- **563,000** manual invoices processed

Pay & Benefits Services Division

Mandate

Process payroll, and pension and benefits enrolment services for 65,000 OPS employees.

Key Functions

- Deliver payroll services including bi-weekly pay cheques.
- Provide payroll reconciliation, financial controllership and administration of payroll payments to third parties.
- Manage the enterprise-wide WIN (Workforce Information Network) payroll system including monitoring and testing data and quality reporting.

Facts & Figures (2011/12)

- **\$5.4 billion payroll**
- **2 million deposits**
- **90,000 T4s and T4As**
- **41,500 staff transfers**
- **15,000 new hires, 16,000 exits**
- **9,000 leaves of absence**
- **80,000 pay and benefits inquiries**

Strategy & Enterprise Services Division

Mandate

Provide enterprise-wide business services to ministries and agencies across the OPS. The program has gross expenditures of \$40M.

Key Functions

- Provide risk management and insurance services including general and road claims management, insurance acquisition and advice.
- Deliver enterprise business services including mail processing, print and distribution, translation and terminology services, forms management, official documents, surplus asset management, and e-waste disposal.
- Manage customer relationships through ongoing development and operation of the OPS employee intranet portal, the OSS Contact Centre, and the issuance of security certificates.

Facts & Figures (2011/12)

- **224,000** service enquiries
- **19.5 million** MyOPS portal visits
- **4.8 million** forms downloaded
- **32,000** documents authenticated
- **9 million** pieces of mail processed
- **400,000 kgs** of ewaste processed
- **55** insurance policies administered
- **693** liability claims

Supply Chain Management Division

Mandate

- Develops and implements an integrated corporate procurement strategy to: leverage and optimize government procurement of goods and services; identify and implement procurement process improvements; enhance procurement controllership; and provide strategic advice to Management Board of Cabinet on complex and high dollar value procurements.

Key Functions

- Enterprise Procurement – Procurement and management of commonly acquired goods and services through the enterprise Vendor of Record Program.
- Advisory Services – Advisory and administrative support to ministries conducting procurements.
- Policy and Controllership – Procurement policy development, implementation and controllership.
- Modernization – Ongoing innovation to streamline procurement processes supported by business intelligence.

Facts and Figures – Fiscal 2010/11

- **\$6.34 billion OPS annual procurement spend**
- **55,000 vendors annually**
- **2,578 ministry procurements annually**
- **Approximately 65 enterprise Vendor of Record arrangements valued at \$475M**

Strategy & Resource Management Branch

Mandate

Provide OSS-wide planning, coordination, strategies and services.

Key Functions

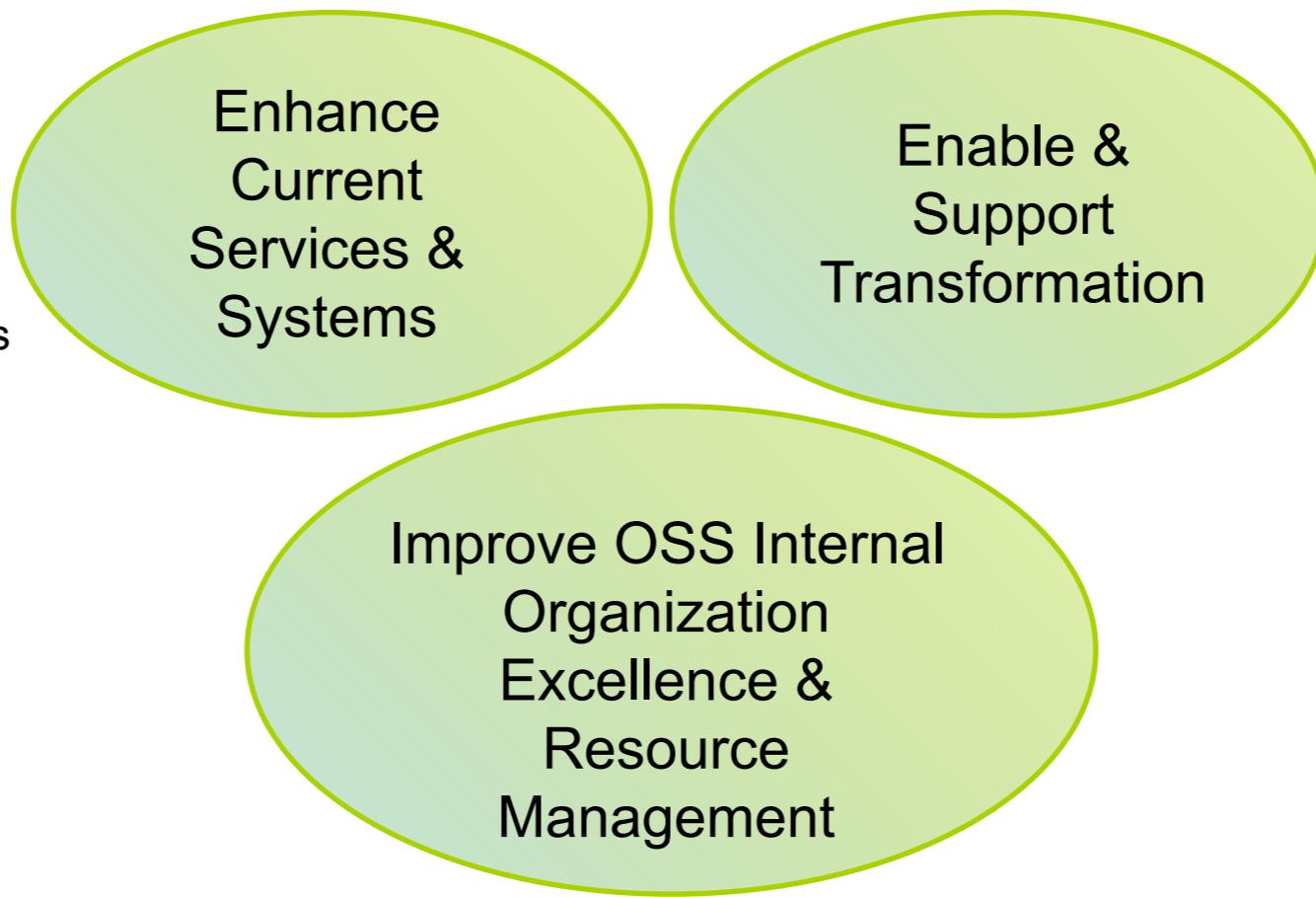
- Lead/Coordination of cross-OSS initiatives
- Strategy development – Lead Vision 2015
- Resource management (\$, FTEs)
- Employee engagement programs
- Communications
- Stakeholder Relations
- Privacy and FOI
- Emergency Management and business continuity
- Single point of contact to/from MGS counterparts such as:
 - Business Planning and Financial Management
 - Service Management and Service Delivery

Facts & Figures

- Since 2007 coordinated the successful transfer of more than **32,297** ministry employees using Employee BESTT
- Since 2008, **recovered \$6,903,422** using Business BESTT

2012/13 OSS Priorities

- WIN stabilization; user-friendly interface; WIN Governance
- OPS procurement policy update; multi-year plan to make it easier to do business with government; strategy to reduce use of external consultants across OPS
- GRLP funding strategy
- MyOPS governance
- OSS Contact Centre improvements



- Vision 2015 – 2012/13 Priorities, aligned with MGS values based culture
- Business, organizational and resource management strategies to meet financial and FTE targets

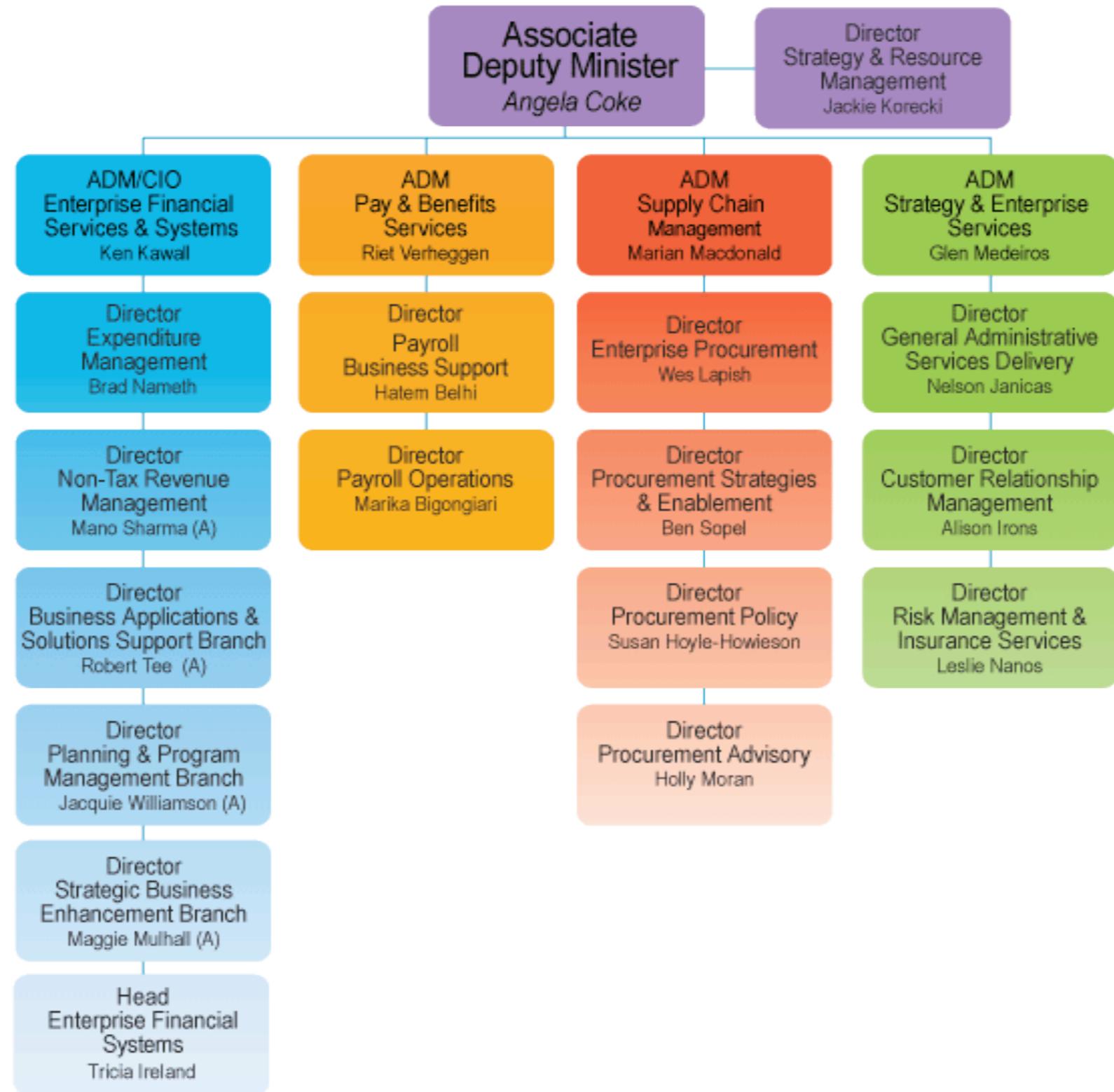
- Ministries' downsizing/ transformation support
- Phased IFIS Renewal Strategy
- MoF/MGS Accounts Receivable and Collections Management Optimization
- Explore OSS Service Expansion
 - OPS
 - Agencies/BPS

OSS Contact

- For more information on OSS, please contact:

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Ontario Shared Services
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angela.coke@ontario.ca

Appendix – OSS Organizational Chart



Ontario Shared Service (OSS)

Apresentação

Apresentação aos Delegados Brasileiros

22 de Janeiro de 2013

Quem somos

- *Ontario Shared Services (OSS) integra os serviços do Ministério do Governo*
- Fornece aos Ministérios da Administração Pública de Ontário colaboradores e prestação de serviços de gestão, *back-office* e apoio financeiro às empresas do *Ontario Public Service (OPS)*. Oferece mais de 65,000 empregados/colaboradores e 55,000 fornecedores de serviços.
- Tem aproximadamente 1,200 funcionários, distribuídos por 6 centros de excelência – *Sudbury, North Bay, Peterborough, Thunder Bay, Orillia and the Greater Toronto Area*
- Organizado em 4 grandes áreas e uma filial:
 - Estratégia e Gestão de Recursos
 - Serviços Financeiros e de Sistemas
 - Serviços de Pagamentos & Prestações
 - Estratégia e Serviços Empresariais
 - Gestão de Fornecedores
- Montante operacional e orçamento 2011/12 - \$185 milhões

História



- Redução de 33% (\$330M) no orçamento da administração
- Preços totais para os serviços contemplados
- Nem todos os serviços, nem todos os Ministérios transferem serviços
- O *staff* transferido para o Departamento de Serviços Partilhados (SSB) ficam afetos aos Ministérios
- ERPs não são posicionados inicialmente
- Os processos de negócio dos Ministérios são contínuos

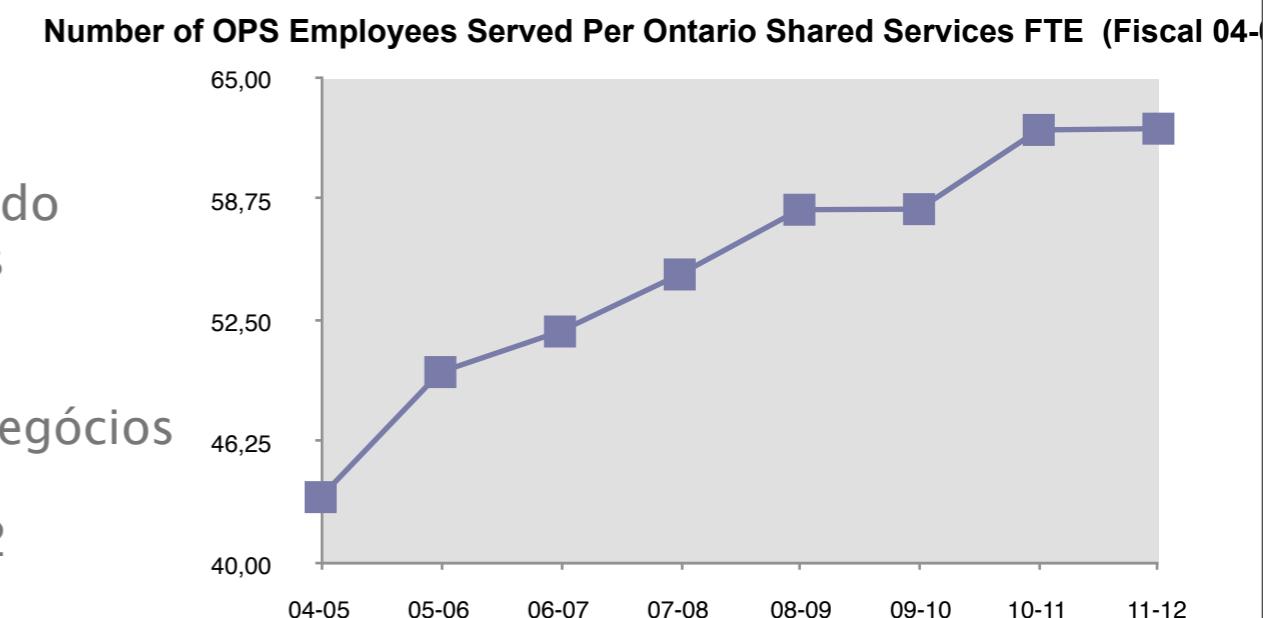
- São adicionados todas as funções financeira e de fornecedores ERP
- Consolidação de operações (de 22 para 6 centros de operações)
- Alienação do trabalho (*non-core*) & alavancagem de eficiências
- Poupança de \$40M na OSS
- Redução de 24% em FTEs
- Poupança de \$227M para a Administração Pública

- Parceiro de negócio estratégico
- Cumpre prioridades governamentais (ex. Green, HST)
- Consolidação de serviços (ex. processamento de obrigações/compromissos)
- Sistema de alavancagem, processos e integração nos negócios
- Contribui para uma maior eficiência e poupança nos Serviços Públicos

História

Desde a sua criação, a OSS tem implementado ganhos de eficiência e diminuição dos custos dos seus serviços, garantindo poupança que têm sido direcionadas para outras prioridades governamentais

- Redução de aproximadamente 460 FTEs (28%) entre 2004-05 e 2011-12
- Redução de custos diretos de \$48.5M no mesmo período
- \$227M de poupança nos Ministérios fruto dos serviços partilhados
- O tempo de espera do Contact Center do OSS diminuiu 40%, apesar da entrada de novos negócios
- Satisfazem ou superam os padrões de atendimento ao cliente apresentados em 2010-11 e 2011-12



“A Ontario Shared Services (OSS) evoluiu de uma organização de prestação de serviços de back office, para uma entidade que está a impulsionar a modernização e transformação das estruturas governamentais”.

John F Kennedy School of Government
Harvard University, Janeiro 2010

Missão

Para ser um parceiro valioso, cuja liderança, experiência e serviço gera confiança e segurança nos serviços da Administração Pública bem como no Serviço Público de Ontário.

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OSS Vision 2015 Success Factors

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Áreas de Atuação (funções e serviços)

Gabinete do Associado /Estratégia e Gestão de Recursos

- ▶ Liderança estratégica, definição de prioridades e planeamento
- ▶ Apoio executivo
- ▶ Gestão de Recursos e Controlo
- ▶ Avaliação de desempenho /garantia de qualidade
- ▶ Comunicações
- ▶ Envolvimento dos colaboradores
- ▶ Relação com parceiros
- ▶ Acesso e Privacidade
- ▶ Gestão de crises e continuidade do negócio

Serviços Financeiros e de Sistemas

- ▶ Transacções Financeiras
 - ▶ Reconciliação Bancária
 - ▶ Gestão de Cartões
 - ▶ Relatórios HST
 - ▶ Gestão de Despesa
 - ▶ Compras Electrónicas
 - ▶ Transacções/Faturaçāo electrónica/Contabilidade geral
 - ▶ Processamento de Pagamentos
 - ▶ Relatório Contas Públicas/Fecho mensal
 - ▶ Fornecedor/Cliente (gestão de informação)
 - ▶ Gestão T4A
 - ▶ Gestão de Cobranças
 - ▶ Gestão de receita (não-fiscal)
 - ▶ Aperfeiçoamento Gestão de receitas
 - ▶ IFIS – Serviço de Informação Financeira Integrada
 - ▶ Serviço de Educação Financeira
 - ▶ Serviços de Apoio e Logística
 - ▶ Business Intelligence
 - ▶ Serviços de melhoria de gestão

Serviços de Pagamentos e Prestações

- ▶ Serviço de Pagamentos
 - ▶ Informação dos funcionários & alteração de dados
 - ▶ Processamento de salários
 - ▶ Variação da taxa de salários
- ▶ Serviço de Pensões e Prestações
- ▶ Pagamento de Remessas
 - Controlo financeiro & serviços administrativos
- ▶ Reconciliação de Pagamentos
 - Controlo financeiro & serviços administrativos
- ▶ Serviço de Apoio aos Pagamentos Empresarial

Gestão de Fornecedores

- ▶ Compras (contratos VOR)
- ▶ Serviços de Assessoria de Compras
- ▶ Compras/Aquisições e Logística
- ▶ Gestão de fornecedores

Estratégia e Serviços Empresariais

- ▶ Serviço de Desenho e Impressão
- ▶ Serviço Documentais
- ▶ Informações empresariais & Logística
 - ▶ MyOPS- portal Intranet
 - ▶ Ontario Shared Services (OSS) - Contact Centre
- ▶ Lixo Electrónico
- ▶ Formulários
- ▶ Seguro& Risco
- ▶ Serviço de correio, distribuição e entregas
- ▶ Registos/Inscrição PKI
- ▶ Ativos excedentários
- ▶ Tradução & Vocabulário técnico

Serviços Fianaceiros e Sistemas

Missão

Apoiar e melhorar a gestão financeira da Administração Pública de Ontário. O programa tem despesas líquidas de \$73M.

Principais Funções

- Fornecer serviços financeiros: processamento de despesas e receitas; cobranças; serviços de cartões corporativos ; contabilidade geral; serviços de operações e logística aos Ministérios e alguns departamentos.
- Gerir o Serviço de Informação Financeira Integrada da Administração Pública (IFIS), utilizado por todos os Ministérios nas transacções, relatórios e gestão financeira.
- OSS fornece apoio ao Ministério das Finanças, detentor de autoridade estatutária sobre as contas sub-nacionais.
- Implementar políticas financeiras.

Factos & números (2011/12)

- **4 milhões** de salários processados
- **\$96.9 bilhões** em pagamentos - 34,000 em transferência para organizações
- **\$1.1 bilhões** de saldo no IFIS
- **\$232.2 milhões** em cobranças
- **563,000** faturas processadas (manualmente)

Serviço de Pagamentos e Prestações

Missão

Processamento de salários, pensões e prestações de 65,000 funcionários da OPS.

Principais Funções

- Fornecer serviços de pagamento de salários (inclui verificações de pagamentos de cheques bi-semanais).
- Fornecer verificação de pagamentos de salários, controlo financeiro e administração de processamento de salários a terceiros.
- Gerir o sistema de processamento da WIN (Rede de Informação dos Trabalhadores) incluindo a monitorização e teste de dados e relatórios de qualidade.

Factos & números (2011/12)

- **\$5.4 bilhões** de processamentos
- **2 milhões** de depósitos
- **90,000 T4s e T4As**
- **41,500** transferência de funcionários
- **15,000** novas contratações, **16,000** saídas
- **9,000** saídas por ausência
- **80,000** investigações de pagamentos e prestações

Estratégia e Serviços Empresariais

Missão

Fornecem serviços/soluções empresariais aos Ministérios e Departamentos do OPS. O programa tem despesas líquidas \$40M.

Principais Funções

- Fornecer serviços de gestão de seguros e riscos incluindo gestão de sinistros na estrada, aquisição de seguros e consultoria.
- Prestação de serviços corporativos que inclui gestão de correio/correspondência; impressão e distribuição; serviços de tradução; gestão de formulários; documentação oficial; gestão de ativos excedentários e eliminação de lixo electrónico.
- Gerir a relação com os clientes através de operações e desenvolvimento contínuo do portal de intranet do OPS, do OSS Contact Centre, e da emissão de certificados de segurança.

Factos & números (2011/12)

- **224,000** serviços de inquérito
- **19.5 milhões** de visitas ao portal *MyOPS*
- **4.8 milhões** de formulários descarregados
- **32,000** documentos autenticados
- **9 milhões** processamentos de correio
- **400,000 kgs** lixo electrónico processado
- **55 apólices** de seguro administradas
- **693 reclamações** de responsabilidade⁹

Gestão de Fornecedores

Missão

- Desenvolver e implementar uma estratégia de contratação corporativa integrada para: alavancar e optimizar a aquisição de bens e serviços na Administração Pública; identificar e implementar processos de melhoria nos processos de adjudicação de contatos e controlo, disponibilizar assessoria estratégica ao Conselho de Administração do Departamento de Compras.

Principais Funções

- Compras Empresariais – aquisição e gestão de bens e serviços através da empresa “Vendor of Record Program”.
- Serviços de Consultoria – consultoria e apoio administrativo aos Ministérios.
- Política e Controlo – desenvolvimento de uma política de aquisição, implementação e controlo.
- Modernização – inovação contínua com o objectivo de agilizar o processo de aquisições apoiados pela *business intelligence*.

Factos & números – Fiscal 2010/11

- **\$6.34 bilhões** gastos em contratações da OPS
- **55,000 fornecedores** (annual)
- **2,578 aquisições** dos Ministérios
- Aproximadamente **65 empresas** de fornecedores , avaliadas em **\$475M**

Estratégia e Gestão de Recursos

Missão

Fornece à OSS a coordenação, estratégias e serviços.

Principais Funções

- Conduzir/Coordenar as iniciativas da OSS
- Desenvolvimento Estratégico – Visão para 2015
- Gestão de Recursos (\$, FTEs)
- Programas de envolvimentos dos funcionários
- Comunicações
- Relação com Parceiros
- Privacidade e Liberdade de Informação
- Gestão de Crises e continuidade do negócio
- Ponto de contacto com/para os homólogos MGS:
 - Plano de Negócio e Gestão Financeira
 - Gestão de Serviços e Serviços de Entregas

Factos & números

- Desde 2007, coordenou transferências bem sucedidas de mais de **32,297** funcionários dos Ministérios através do programa “Employee BESTT”
- Desde 2008, recuperou **\$6,903,422** através do programa “Business BESTT”

Prioridades da OSS para 2012/13

- Estabilização da *WIN* (Rede de Informação Trabalhadores); interface amigável; *WIN Governance*
- Atualização da política de aquisição/compras do *OPS*; Plano Pluri-anual (melhorar o estabelecimentos de negócio com a Administração Pública), estratégia para reduzir os consultores externos na *OPS*
- Estratégia de financiamento *GRLP*
- *MyOPS governance*
- Melhoria do *Contact Center* da OSS



- Visão 2015 – Prioridades de 2012/13 alinhadas com os valores e cultura da *MGS*
- Gestão de estratégias de negócio, organizacional e de recursos para cumprir as metas financeiras (FTE)

- Redimensionamento dos Ministérios/ apoio à transformação
- Estratégia de renovação faseada (*IFIS*)
- MoF/MGS Contas
- Otimização da gestão de pagamentos e cobranças
- Explorar a expansão dos serviços da OSS
 - OPS
 - Departamentos/
 - BPS

OSS Contactos

- Para mais informações sobre a OSS, contacte:

Angela Coke

Associate Deputy Minister

Ontario Shared Services

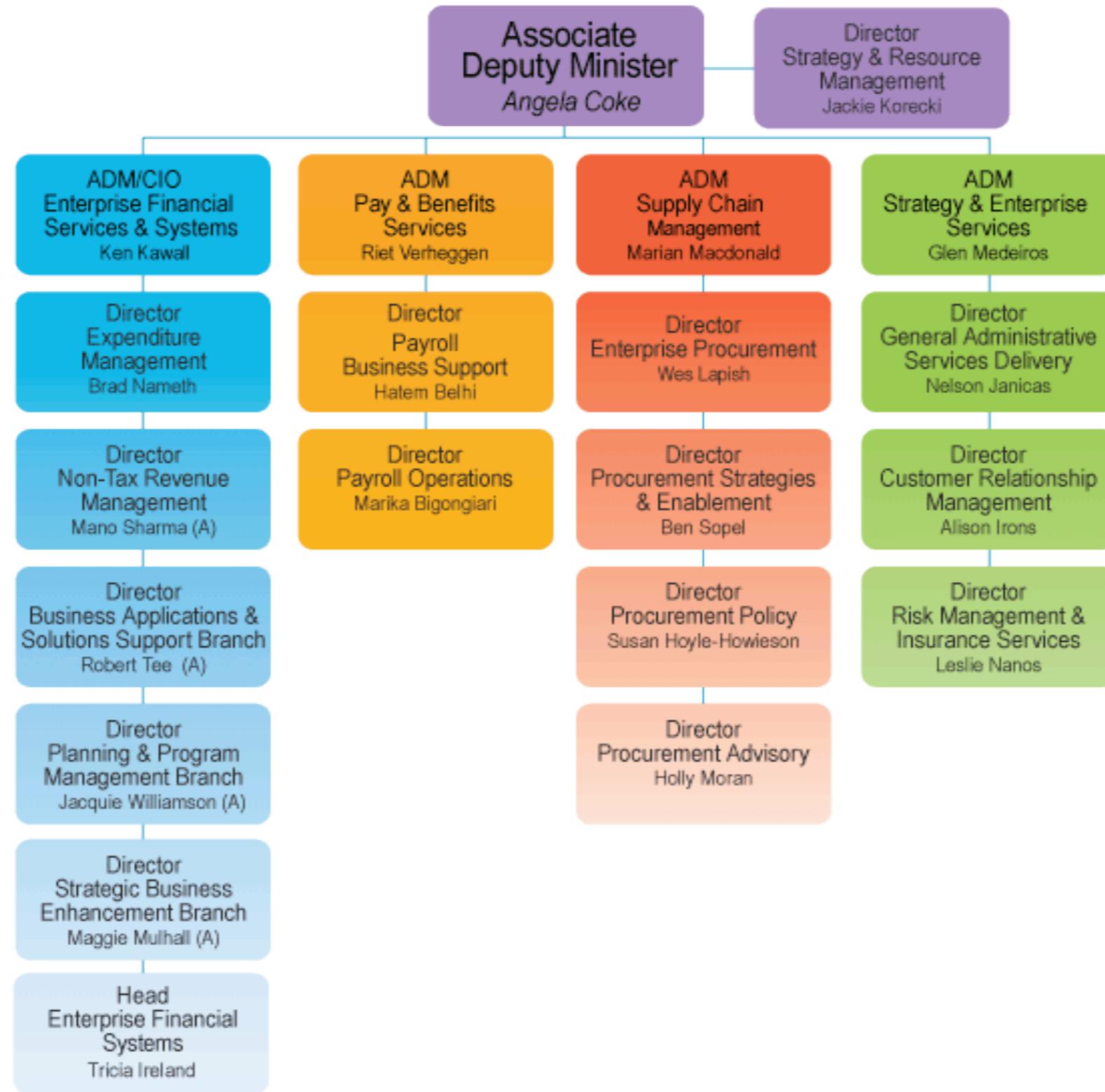
700 University Avenue, 6th floor

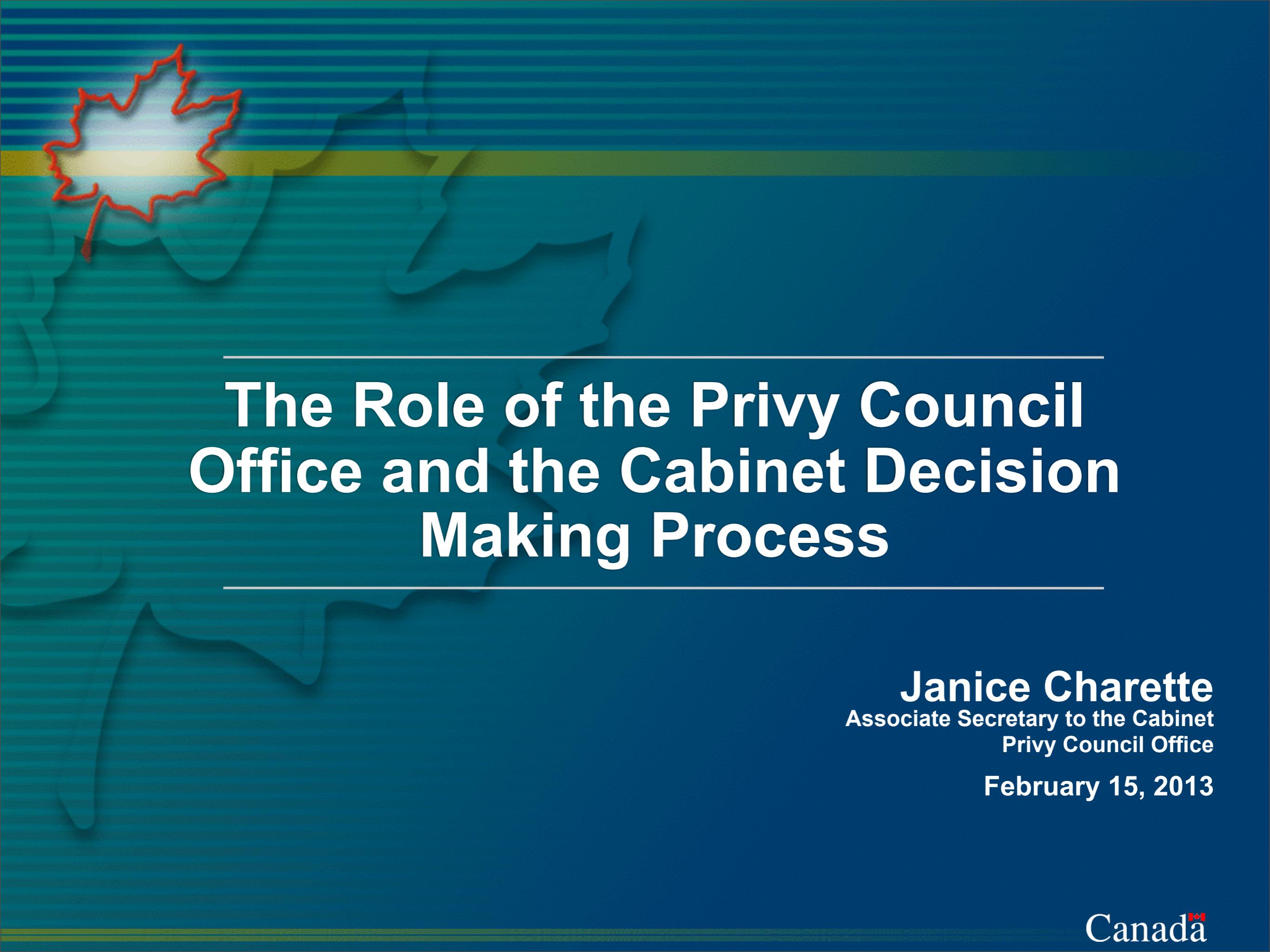
Toronto, ON M7A 2S4

416-325-5065

angela.coke@ontario.ca

Appendix – OSS Organograma





The Role of the Privy Council Office and the Cabinet Decision Making Process

Janice Charette
Associate Secretary to the Cabinet
Privy Council Office

February 15, 2013



Today's presentation

- The Privy Council Office (PCO)
 - An overview of PCO: history, structure, role
- The Cabinet decision making process
 - The Government's Agenda
 - Cabinet Committee structure
 - The decision making process
- The Public Service Transformation Agenda



Canada's Federal System



Federal



Parliament

Senate

House of Commons

Governor General

Prime Minister

Cabinet Ministers

Departments & Agencies
(Deputy heads)

Sovereign



Provincial

Lieutenant Governors

Premiers

Cabinets

Ministries

Municipalities

Legislative
Assemblies

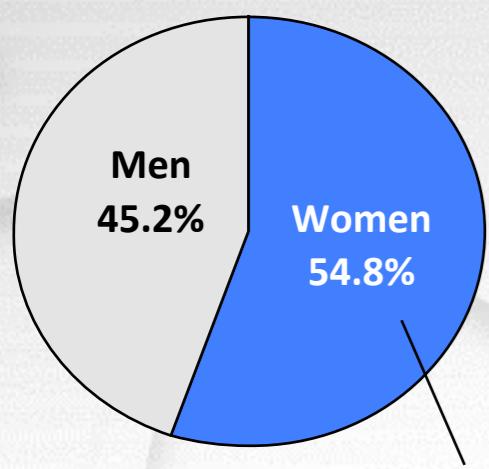
The Federal Public Service

Diverse Bilingual Representative

- Over 1,500 points of service
- Over 160 posts abroad
- 263,500 employees (all-time peak in 2010: 282,000)
- Public Service now 0.75% of the Canadian population (1% in 1983)

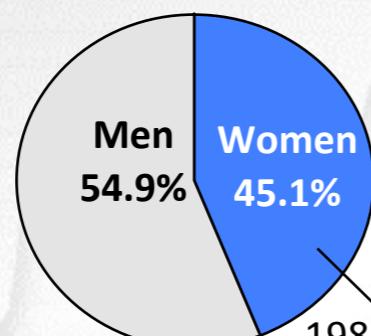
Public Service Population

263,500 employees



Average age: 44.1 yrs
(1983: 39 yrs)

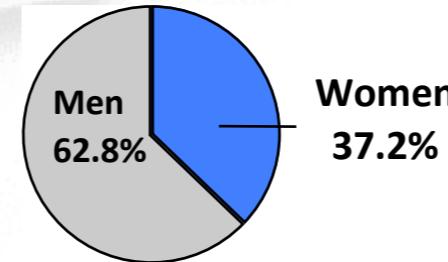
Executives
6,626



EX Average age: 50.0 yrs
(1983: 48.7 yrs)

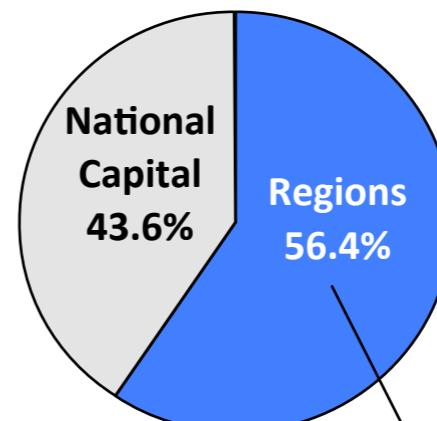
Deputies

78



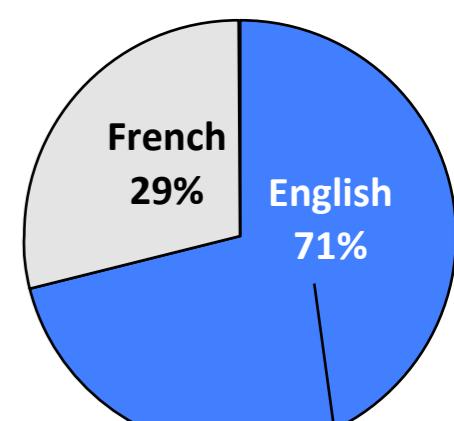
1983: less than 5%

Employee Location



1983: 67%

Official Language



1983: 72%

The Privy Council Office

- Dual role:
 - Department of Prime Minister and PCO Ministers
 - Secretariat to Cabinet
- PCO's duties:
 - Support the Prime Minister and the Cabinet in establishing and communicating the priorities of the Government **as a whole**;
 - Enable the **thorough** and **timely** consideration of policies by Ministers; and
 - Ensure that action is **co-ordinated** across the federal government and is **consistent** with Government priorities.



The Clerk of the Privy Council



Mr. Wayne G. Wouters was appointed Clerk of the Privy Council and Secretary to the Cabinet by the Prime Minister on July 1st, 2009

Three roles:

1. the Prime Minister's Deputy Minister
2. the Secretary to the Cabinet
3. the Head of the Public Service of Canada



Government of Canada
Privy Council Office

Gouvernement du Canada
Bureau du Conseil privé

The Prime Minister's Office (PMO)

- PCO and PMO provide two streams of advice to the Prime Minister

[T]he Prime Minister's Office is partisan, politically oriented, yet operationally sensitive. The Privy Council Office is non-partisan, operationally oriented, yet politically sensitive. What is known in each office is provided freely and openly to the other if it is relevant or needed for its work, but each acts from a perspective and in a role quite different from the other.

- Former Clerk, Gordon Robertson (1971)



Government of Canada
Privy Council Office

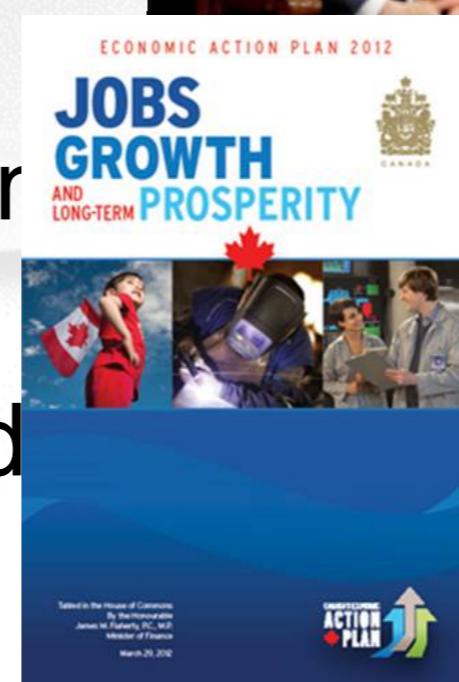
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Bureau du Conseil privé



Government's Agenda and Cabinet Decision Making

Setting the Government's Agenda

- Platform Commitments
- Speech from the Throne
- Speeches
- Budgets, Economic and Fiscal Updates
- Ongoing dialogue and discussion



Government of Canada
Privy Council Office

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Bureau du Conseil privé

Cabinet and the Cabinet Committee Structure

Executive

Cabinet

Executive Committees

Priorities & Planning

Operations

Policy Committees

Economic

Social

Foreign & Defence

National Security

Govt Administration

'Management' Committees

Treasury Board



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Policy Committees

- Advance policy development in their area
- Consider policy proposals (Memoranda to Cabinet)
- Approve policy proposals in principle
- Recommend policy proposals for ratification

- **Economic Prosperity and Sustainable Growth (EPSG)**
- **Social Affairs Committee (SAC)**
- **Foreign Affairs and Defence (FAD)**
- **National Security Committee (NSC)**
- **Priorities and Planning Sub-Committee on Government Administration (GAC)**



Treasury Board

- Responsible for approving detailed spending and implementation plans for policies approved by Cabinet.
- Unlike other cabinet committees, has powers, duties and functions established by statute
- Also responsible for:
 - accountability and ethics;
 - financial, personnel, and administrative management;
 - comptrollership; and
 - approving regulations and most orders-in-council



Cabinet Decision Making Process

- Policy Framework
 - i.e. Speech from the Throne, Budget
- Policy Development and Consultation
- Consideration and Decision
 - Memorandum to Cabinet brought to policy committee for approval-in-principle and Priorities and Planning for ratification
- Implementation
 - Announcement, legislation, Treasury Board submission



Resource Allocation

- The Government's financial framework is set through the annual budget
 - Main instrument for providing funding in support of the policy agenda.
 - Annual budget speech to Parliament is a significant statement of the Government's priorities.
- Parliament provides Appropriations authority through the Main Estimates, which are tabled one month before the fiscal year begins
- “Unfunded” proposals can be considered by Cabinet
 - Final decision rests with the Prime Minister and Minister of Finance on funding



Cabinet Confidence

- Protection of the **confidentiality** of Cabinet proceedings is a longstanding constitutional convention and the cornerstone of the Westminster style of government
 - This convention protects the **collective decision-making** process and **solidarity** of Ministers, enabling them to support government decisions despite any differing views
- Cabinet confidentiality is protected in law for twenty years (i.e., not subject to Access to Information requests)
- Access to cabinet documents is highly restricted



Government of Canada
Privy Council Office

Gouvernement du Canada
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The Public Service Transformation Agenda



Government of Canada
Privy Council Office

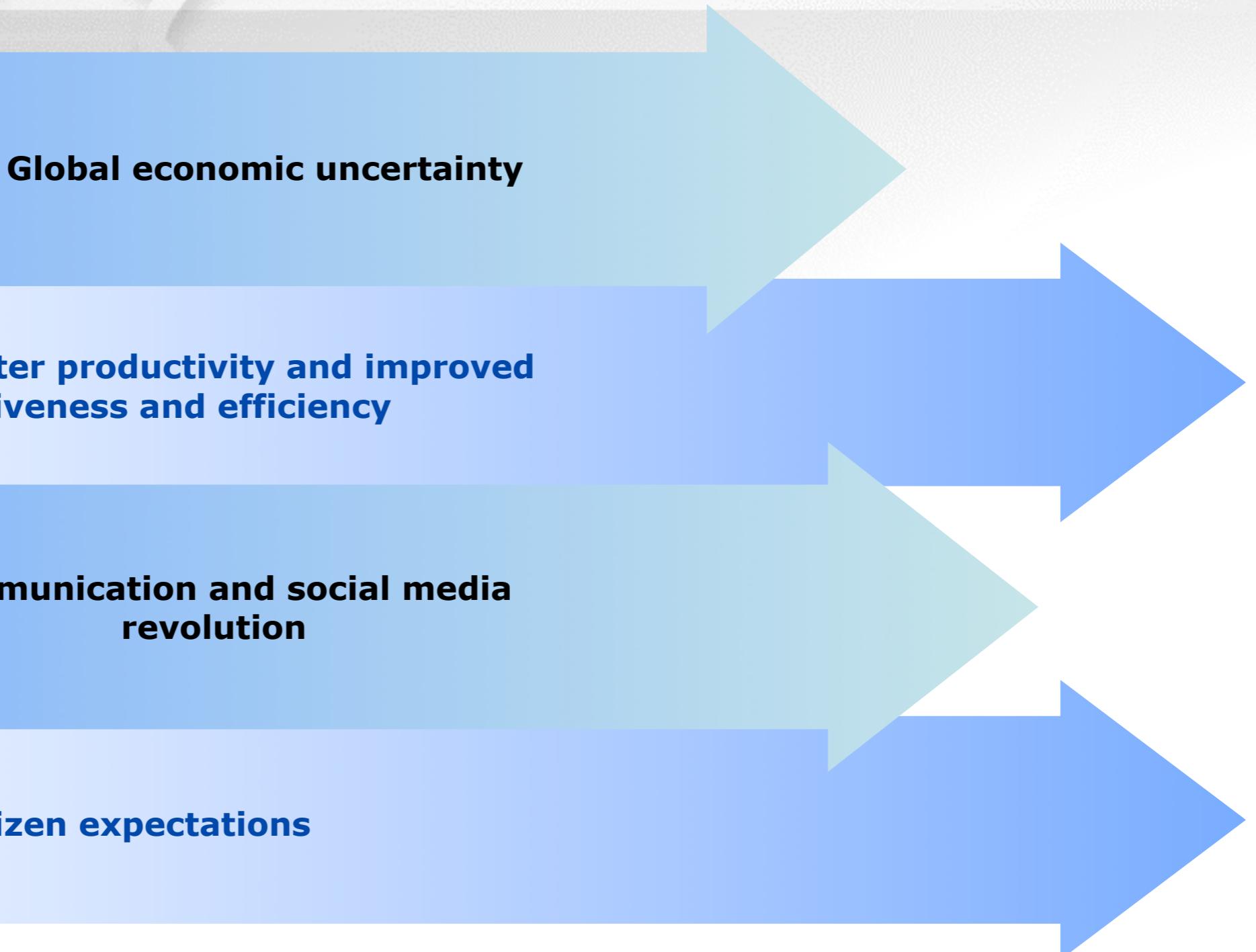
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Bureau du Conseil privé

Change Drivers

Need for greater productivity and improved effectiveness and efficiency

Communication and social media revolution

Rising citizen expectations



Whole-of-Government

- Open Government Action Plan
 - open data; open information; open dialogue
- Shared Services Canada
 - standardize and consolidate our e-mail systems, data centres and networks
- Explore additional enterprise solutions



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Fostering Policy Innovation Through New Technologies

- Web 2.0 technologies
 - i.e. tweeting border-related updates, Veterans Matter mobile app
- Collaborative Space
 - GCPedia
 - Policy Horizons, Clearspace
 - Deputy Ministers Policy Committee on Social Media and Policy Development



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The Government of Canada Acquisitions Program



Pablo Sobrino
Associate Assistant Deputy Minister
Acquisitions Branch
Public Works and Government Services
Canada

Presentation to:
Brazil delegation to PWGSC
February 14, 2013
Ottawa, Ontario

Contents

- I) Overview of Acquisitions Program
- II) Recent Accomplishments and Ongoing Initiatives

Overview

Our Mission

To deliver high-quality services and programs that meet the needs of federal organizations and ensure sound stewardship on behalf of Canadians.

Our Vision

To better serve Canadians by effectively bringing needs and solutions together for values-based, innovative procurement.

Our Values

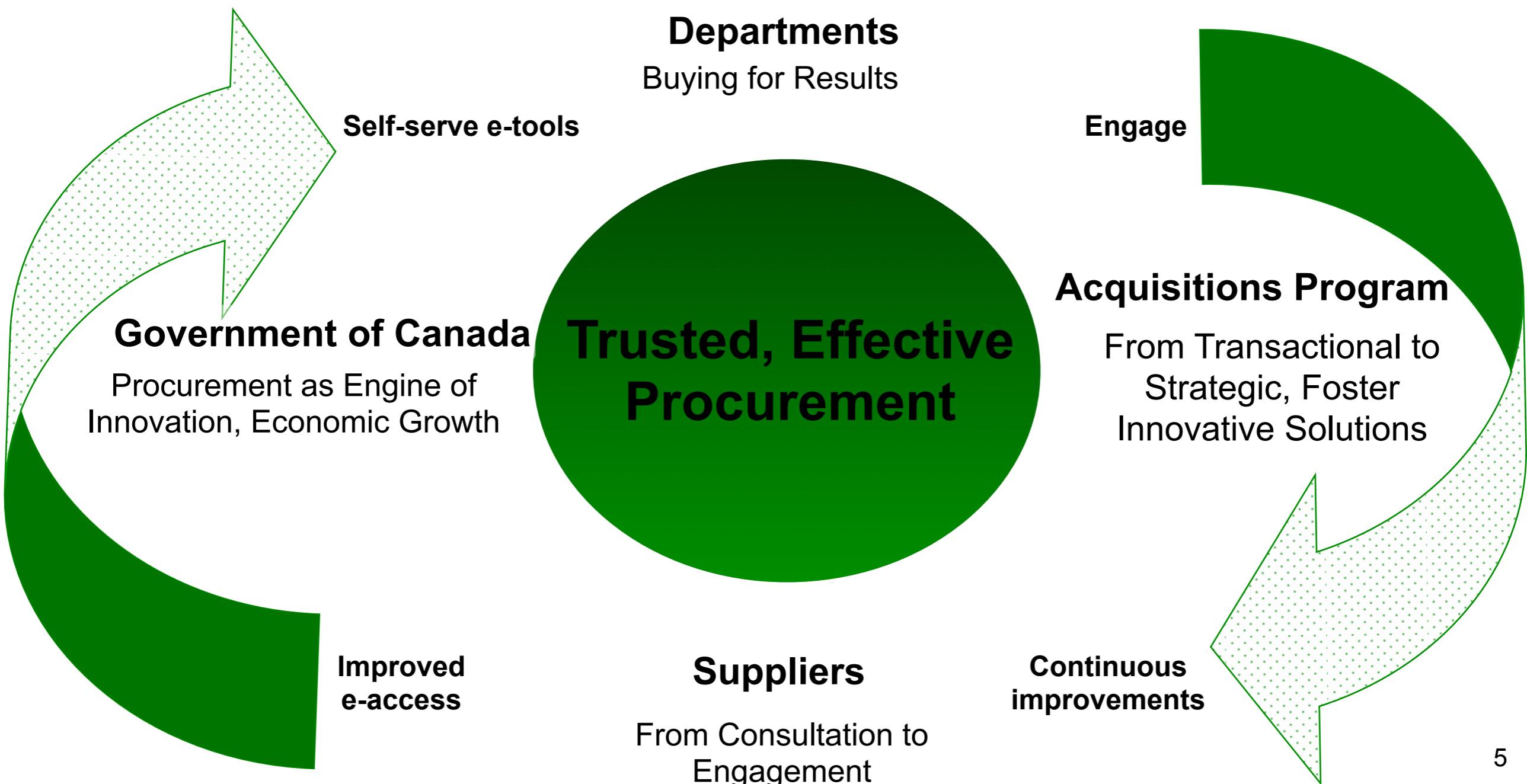
- Respect
- Integrity
- Excellence
- Leadership
- Stewardship

Overview

Role of the Minister of Public Works and Government Services Canada

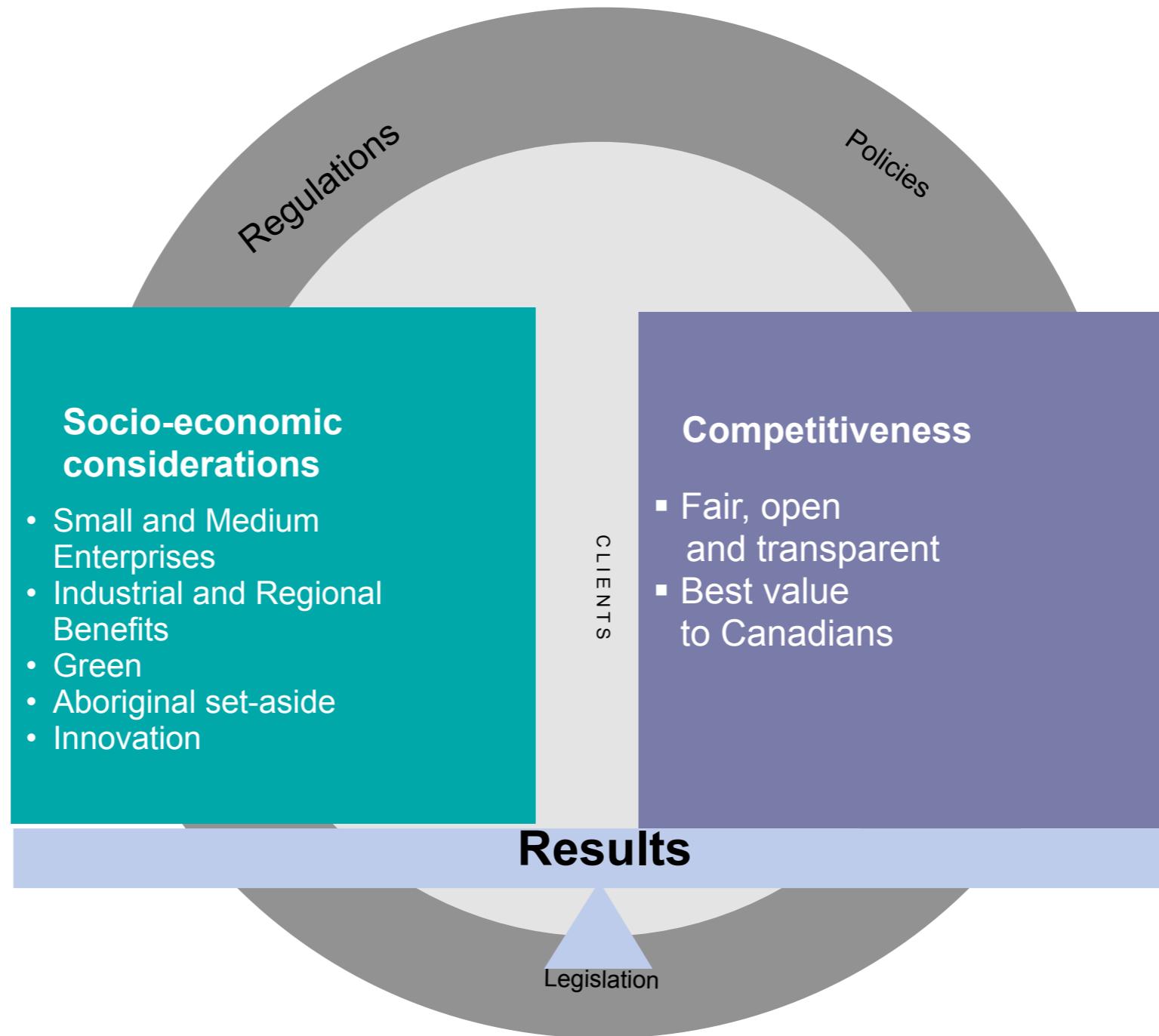
- Exclusive authority for the acquisition of goods and for the approval of goods procurement delegations to other ministers (Department of Public Works and Government Services Act).
- Exclusive authority to procure defence supplies (Defence Production Act).
- Acquisition of services and construction.
- Recommending approval to Treasury Board (TB) when beyond departmental authorities.

Overview – Strategic Direction



5

Overview – Operating Context



Overview – Key Facts and Figures

- The Acquisitions Program (AP) of PWGSC procures goods and services ranging from small orders for office supplies, to complicated Informatics Technology (IT) service solutions, and multi-billion dollar military projects.
- Acquisitions Program provides procurement services to 140 federal departments and agencies.
- Annual Government Procurement value is \$20.7B. PWGSC directly manages 83% of the total value of contracting activity.
- PWGSC processes approximately 55,000 contracts/amendments annually.
- Excluding military procurement, 43% of all business volume is with Canadian Small and Medium Enterprises (SMEs)*.
- Approximately 2,000 employees (national capital region, regional offices and international presence in Washington and Koblenz), presently work within the Acquisitions Program of PWGSC.

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* Small and Medium Enterprises represent businesses of less than 500 employees

Overview – Dispute Resolution Mechanisms

Internal

1. Business Dispute Management

External

2. Canadian International Trade Tribunal
3. Office of the Procurement Ombudsman
4. Federal Court

Overview – Integrity

Integrity Measures

- Strong framework in place to support accountability and integrity in procurement and real property transactions - policies, procedures and governance measures:
 - Conduct for PWGSC employees, a code of conduct for procurement, new conduct clauses for contracts and real property transactions, and enhanced compliance.
- On July 11, 2012, the Minister announced additional measures. The department expanded the list of criminal convictions or acts rendering companies and individuals ineligible to bid on PWGSC solicitations or be awarded a contract:
 - Objective: increase the department's due diligence, reduce the opportunity for fraud and better ensure the integrity of the procurement transactions.

Recent Accomplishments and Ongoing Initiatives

Departments

- Revised Goods Delegation Guidelines for departments seeking higher authorities based on capacity and risk (e.g. RCMP).
- Regular fora for consultations (e.g. ADM Advisory Committee on Procurement Modernization).
- **PWGSC Client Service Strategy** (service standards).
- Improved **spend data management** provided to departments (PWGSC spend analysis covers 85% of government spend).

Acquisitions Program

- Centre of expertise for high value, complex procurements (e.g. National Shipbuilding Procurement Strategy).
- **New National Goods and Services Procurement Strategies:** strategic approach to 31 categories of goods and services (in consultation with departments and suppliers).
- Developed a contract classification system based upon complexity and risk (basic, standard, complex) – no “one size fits all”.
- Risk management approach to procurement.
- Improving and standardizing online tools.

Suppliers

- Launched the **Canadian Innovation Commercialization Program (CICP)**.
- New “buyandsell.gc.ca” - single window access point.
- **Office of Small and Medium Enterprises-Strategic Engagement:** 6 regional offices (seminars, outreach to 200,000 suppliers).
- Developing GC-wide Common Business Registration Number for suppliers.

National Goods and Services Procurement Strategies

From Transactional > > > To Strategic Management

Where We Are

- Output-oriented
- Reactive
- Narrow focus
- Waiting for a requirement
- Procurement process
- Issue management
- Lowest price
- Improving how to buy

Where We Are Going

- Outcome-oriented
- Proactive
- Full range of spend from simple to complex
- Proactively understand and classify demand
- Ownership of category
- Remove systemic barriers
- Overall value
- Engage and influence

The Office of Small and Medium Enterprises – Strategic Engagement (OSME-SE)

- OSME-SE was created in 2005 to specifically address the needs and perspectives of small and medium enterprises (SMEs) selling to the federal government.
- OSME-SE uses the Industry Canada definition for SMEs:
 - small enterprise: < 100 employees
 - medium enterprise: 100 - 499 employees.
- HQ and six regional offices.



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Buyandsell.gc.ca

- Single website for Government of Canada procurement information and data.
- Originally launched in Sept 2010
- Proven to be a user friendly and popular service for both Government and Business.
- Has served over 500,000 visitors with close to 4,000,000 page views
- Soon to be launched Release 2.0 adds simple yet powerful access to Open Data including contracting data and pre-qualified supplier data (Standing Offers and Supply Arrangements).

The screenshot shows the homepage of Buyandsell.gc.ca. At the top, there's a navigation bar with the Canadian flag, "Government of Canada / Gouvernement du Canada", and links for "Canada.gc.ca | Services | Departments | Français". Below the header is a large banner featuring a red maple leaf and the text "Buyandsell.gc.ca Public Works and Government Services Canada". The banner also includes a search bar and a "Search" button. Underneath the banner, there are four main categories: "For Businesses", "For Government", "Goods and Services", and "Open Data". A graphic section displays icons related to environmental and procurement topics like recycling, energy, and green buildings. To the right, a callout box says "Understand how to integrate environmental considerations into the procurement process." with a "Learn more" button. The main content area has two columns: "For Businesses" and "For Government". Each column lists tasks and provides links to further resources. On the right side, there's a "News" section with recent articles and an "Events" section with upcoming events. The footer contains the Canadian flag and the text "Public Works and Government Services Canada".

Canadian Innovation Commercialization Program (CICP)

- Created to help Canadian enterprises, particularly small and medium enterprises (SMEs), bridge the “Pre-commercialization Gap”.
- Announced in Budget 2010 as a two-year pilot program, Budget 2012 committed “\$95 million over three years, starting in 2013–14, and \$40 million per year thereafter to make the Canadian Innovation Commercialization Program permanent and to add a military procurement component.”
- The program focuses on four priority areas:



14

National Shipbuilding Procurement Strategy – (The New Approach to Procurement)

Successful Attributes:

- Engagement
- Leadership / Governance / Decision-Making
- Use of Independent Third Parties to validate process

Other Attributes:

- Simplified Solicitation of Interest & Qualification
- Value Proposition
- Umbrella Agreements
- Keeping the Results Secret
- Communications

15

Questions?

16



Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

Canada



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CANADIANS.

Governo do Canadá Programa de aquisições



Pablo Sobrino
Vice-Ministro Adjunto Associado
Filial de Aquisições
Obras Públicas e Serviços do
Governo do Canadá (OPSGC)

Apresentação à:
Delegação do Brasil perante ao OPSGC
14 de fevereiro de 2013
Ottawa, Ontário

Índice

- I) Visão global do programa de aquisições
- II) Realizações recentes e iniciativas em andamento

2

Visão global

Nossa missão

Oferecer programas e serviços de alta qualidade que atendam às necessidades de organizações federais e que garantam a boa administração em prol dos canadenses.

Nossa visão

Reunir necessidades e soluções, de maneira eficaz, para gerar aquisições inovadoras e baseadas em valores para melhor servir aos canadenses.

Nossos valores

- Respeito
- Integridade
- Excelência
- Liderança
- Administração

Visão global

Papel do ministro de obras públicas e serviços governamentais do Canadá

- Autoridade exclusiva para aquisição de mercadorias e para aprovação de delegações de aquisição de mercadorias para outros ministros (Lei do Departamento de obras públicas e serviços do governo).
- Autoridade exclusiva para aquisição de material bélico (Lei da produção de defesa).
- Aquisição de serviços e construção.
- Recomendações de aprovação ao Conselho do tesouro (CT), quando acima do nível departamental.

Visão global - Direção estratégica



Visão global - Contexto operacional



Visão geral - Fatos e números importantes

- O Programa de aquisições (PA) do OPSGC compra mercadoria e serviços que vão desde pequenas ordens de compra para materiais de escritório a soluções e serviços complexos de Tecnologia de informática (TI), e projetos militares de vários bilhões de dólares.
- O programa de aquisições fornece serviços de compra a 140 departamentos e agências federais.
- Valor anual de aquisições do governo é de \$20.7 bilhões. OPSGC gerencia diretamente 83% do valor total de atividade de contratação.
- OPSGC processa cerca de 55 mil contratos / emendas anualmente.
- Excluindo aquisições de equipamentos militares, 43% de todo o volume de negócios é feito com pequenas e médias empresas (PME)* canadenses.
- Cerca de 2.000 funcionários (região da capital nacional, escritórios regionais e presença internacional em Washington e Koblenz), atualmente trabalham no Programa de aquisições do OPSGC.

7

* Pequenas e Médias Empresas representam empresas com menos de 500 funcionários

Visão global – Mecanismos de resolução de conflitos

Interno

1. Gestão de disputa comercial

Externo

2. Tribunal canadense de comércio internacional
3. Gabinete do ombudsman de aquisições
4. Tribunal federal

Visão global - Integridade

Medidas de integridade

- Sólido sistema em vigor para apoiar responsabilização e integridade em compra e operações imobiliárias - políticas, procedimentos e medidas de governança:
 - Conduta para funcionários do OPSGC, um código de conduta para compra, novas cláusulas de conduta para contratos e operações imobiliárias, e conformidade reforçada.
- Em 11 de julho de 2012, o ministro anunciou medidas adicionais. O departamento ampliou a lista de condenações penais ou atos tornando empresas e pessoas inelegíveis para licitar em solicitações do OPSGC ou adjudicação de um contrato:
 - Objetivo: aumentar a diligência devida do departamento, reduzir a chance de fraude e melhor garantir a integridade das transações de compra.

9

Realizações recentes e iniciativas em andamento

Departamentos

- Diretrizes revisadas para delegação de mercadorias para os departamentos que procuram autoridades superiores com base na capacidade e risco (por exemplo, RCMP).
- Fóruns regulares para consultas (por exemplo, Comitê consultivo para a modernização de aquisição ADM).
- Estratégia de serviço ao cliente OPSGC (padrões de serviço).
- Gerenciamento aprimorado de dados de despesas fornecidos aos departamentos (gasto de análise do OPSGC cobre 85% do gasto do governo).

Programa de aquisições

- Centro de competências especializadas de alto valor, aquisições complexas (por exemplo, Estratégia nacional de compras para a construção naval).
- Nova estratégia de aquisições de mercadorias e serviços nacionais : abordagem estratégica para 31 categorias de mercadorias e serviços (em consulta com departamentos e fornecedores).
- Desenvolveu um sistema de classificação de contrato baseado na complexidade e risco (básico, padrão, complexo) – e não "um tamanho único serve a todos".
- Abordagem de gestão de risco para aquisições.
- Melhoria e padronização de ferramentas online.

Fornecedores

- Programa canadense de comercialização de inovações (PICC).
- Novo "buyandsell.gc.ca" - ponto de acesso de janela única.
- Gabinete de pequenas e médias empresas - Compromisso estratégico: seis escritórios regionais (seminários, assistência aos 200.000 fornecedores).
- Desenvolvimento do número de registros de empresa comum para fornecedores para todo o GC

10

Mercadorias e serviços nacionais

Estratégias de aquisição

Do transacional > > > Para a gestão estratégica

Onde estamos

- Orientado para a produção
- Reativo
- Foco estreito
- À espera de um requisito
- Processo de aquisição
- Gerenciamento de problemas
- Menor preço
- Melhorar a forma de comprar

Para onde vamos

- Orientada para os resultados
- Proativo
- Gama completa de gastos, do simples ao complexo
- Entender e classificar a demanda proativamente
- Posse da categoria
- Remover as barreiras sistêmicas
- Valor global
- Comprometer e influenciar

11

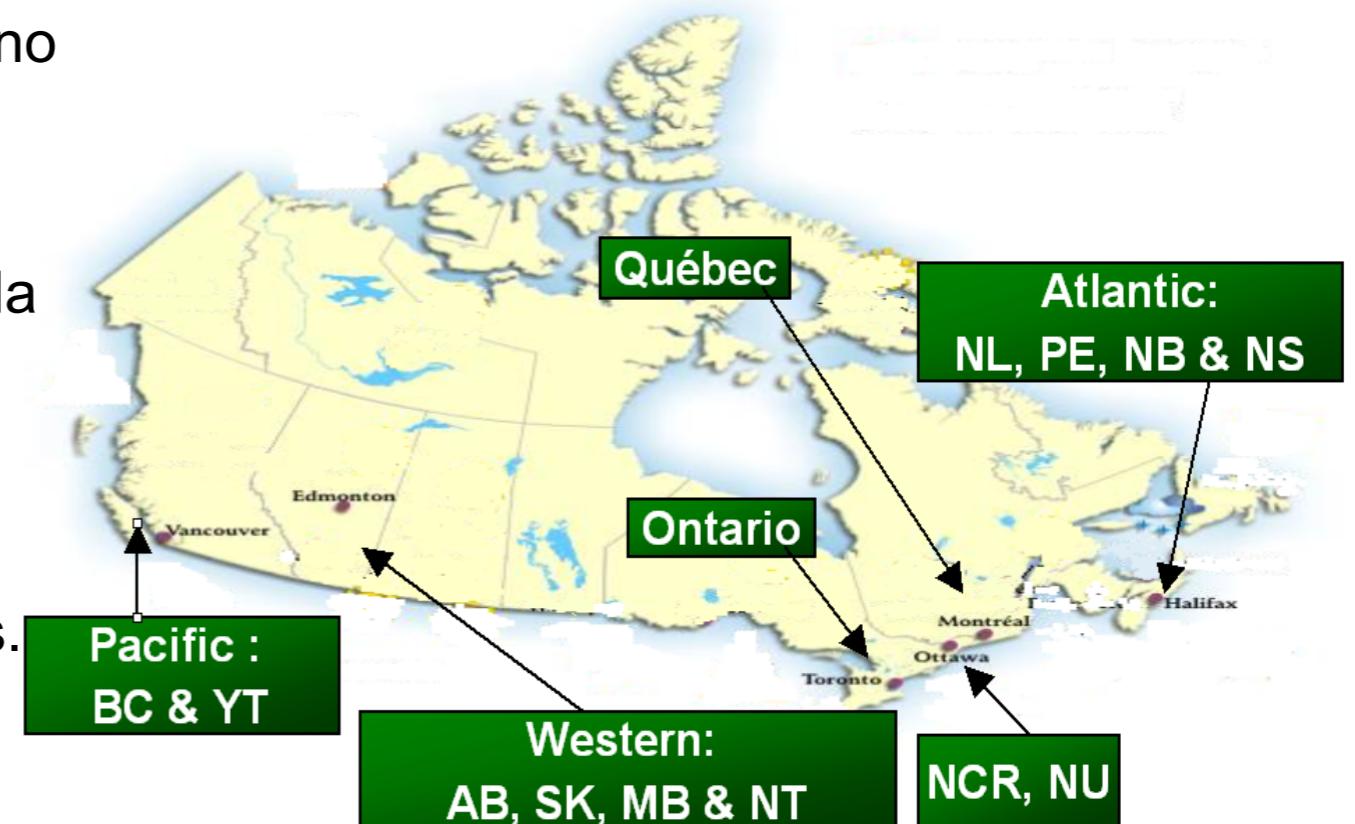
Escritório de pequenas e médias empresas – Compromisso estratégico (EPME-CE)

- O EPME-CE foi criado em 2005 para atender especificamente às necessidades e perspectivas das pequenas e médias empresas (PME) que vendem para o governo federal.

- O EPME-CE usa a definição do Ministério da Indústria do Canadá para as PMEs :

- pequena empresa: < 100 empregados
- média empresa : 100 - 499 empregados.

- Sede e seis escritórios regionais.



Buyandsell.gc.ca

- Único site do Governo do Canadá contendo informações e dados sobre aquisições.
- Originalmente lançado em setembro de 2010
- Comprovado como um serviço fácil de usar e popular tanto para o governo como para empresas.
- Já recebeu mais de 500.000 visitantes com cerca de 4.000.000 de páginas visitadas
- A versão 2.0, que será em breve lançada, adiciona o acesso simples, porém eficiente, aos dados abertos, incluindo os dados de contratação e de pré-qualificação de fornecedores (Ofertas e acordos de fornecimentos permanentes).

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Programa canadense de comercialização de inovações

- Criado para ajudar as empresas canadenses, em especial as pequenas e médias empresas (PME), a preencher "a lacuna de pré-comercialização".
- Anunciado no orçamento de 2010 como um programa piloto de dois anos, o orçamento de 2012 comprometeu "95 milhões de dólares ao longo de três anos, a partir de 2013-14, e depois disso, 40 milhões de dólares por ano, para tornar o Programa canadense de comercialização de inovações permanente, e adicionar um componente de aquisição de equipamento militar."
- O programa centra-se em quatro áreas prioritárias:
- Meio Ambiente, Saúde, Segurança e Proteção, Tecnologias Facilitadoras



14

Estratégia nacional de compras para a construção naval – (A nova abordagem para aquisições)

Atributos de sucesso:

- Compromisso
- Liderança / Governança / Tomada de Decisão
- Uso de terceiros independentes para validar o processo

Outros atributos:

- Solicitação simplificada de interesse e qualificação
- Proposta de valor
- Acordos globais
- Manter a confidencialidade dos resultados
- Comunicações

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Perguntas?

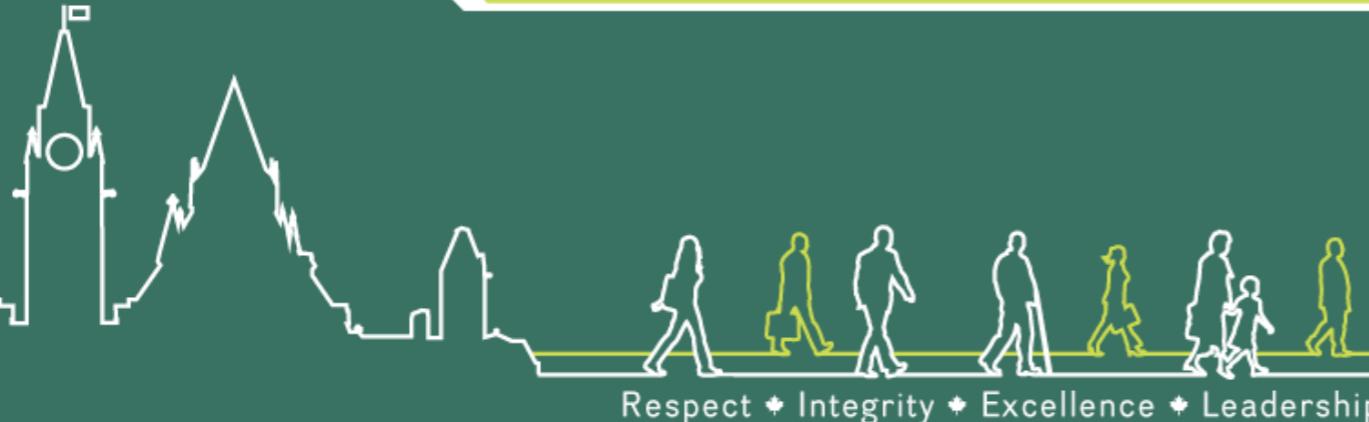
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Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

Canada



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GOVERNMENT,
Serving
CANADIANS.

Buyandsell.gc.ca

Government Electronic Tendering Service

Votre Achatsetventes.gc.ca est **Ouvert** / Your
Buyandsell.gc.ca is **Open**

2013-02-11

Buyandsell.gc.ca is...

Open Data

[Buyandsell.gc.ca](#) is about offering government data in a more useful format to enable citizens, the private sector and non-government organizations to leverage it in innovative and value-added ways.

Open Information

[Buyandsell.gc.ca](#) is about proactively releasing information, including on government activities, to Canadians on an ongoing basis. By proactively making government information available it will be easier to find and more accessible for Canadians.

Why Buyandsell.gc.ca?

Simple, Open, Effective approach to digitally engage National Acquisition Program stakeholders

Driven by stakeholder demands

- Greater openness: Open Government
- Better service: GETS consultations 2008, Client Service surveys, feedback and strategy, GETS RFI

Based on the Streams of Open Government

- Open Information
- Open Data
- Open Dialogue

Improved Stewardship of digital services

- Full business control of formally disparate systems

3

Buyandsell.gc.ca

a family of minisites

[**http://buyandsell.gc.ca/<sitename>**](http://buyandsell.gc.ca/<sitename>)

For our key stakeholders:

- Program sites (e.g. CICP)
- Goods & Services sites (e.g. Software)
- Specialized content (e.g. Open data or Policies and Guidelines)

To enable:

- Open Information
- Open Data
- Open Dialogue

To address the following questions:

- How can I sell?
- How can I buy?
- What can I buy?
- What can I sell?

Open Data

Open Data

- People: searchable, browseable, downloadable data in open formats (csv, xls)
- Machines: in common standards (csv, ATOM, others as needed)

Currently Available

- Contract History
- Standing Offers and Supply Arrangements (Current)

Future

- Opportunities (Tenders)
- Purchasing Contacts (formerly PAD)
- Supplier Information
- Key "Code Lists" such as GSIN
- "Product Data": Software Licencing Supply Arrangement

Tenders on Buyandsell.gc.ca

- Buyandsell.gc.ca becomes the official site for GC Tenders
- Accessible through a new minisite – Buyandsell.gc.ca/Tenders
- GC opportunities (aka Tenders) are open data
 - Accessible free of charge and anonymously
- Private sector information aggregators or industry associations are encouraged to become syndication partners.
 - Subscribe to a tenders open feed to promote GC opportunities
 - Add-value for their subscribers
 - Openly accessible, no fees

Buyandsell-Accounts

- Buyandsell-Accounts for Government
 - Launched with GETS on Buyandsell.gc.ca
 - Ensures integrity of the procurement publishing process leveraging GC cyber-authentication credentials (myKey, GCKey and SecureKey)
 - Trusted audit trails of who published & when
- Buyandsell-Accounts for Suppliers
 - Unique, trusted identifiers for bidders and suppliers
 - To be released 2H2013

Conclusion

- Buyandsell.gc.ca is Open Data and Open Information about GC procurement
- Buyandsell.gc.ca is a family of websites that provides simple, open and trusted answers to GC procurement question.
- GETS on Buyandsell.gc.ca simplifies and improves integrity to the tendering process.
- Stakeholder engagement and promotions will ensure a smooth evolution of GETS to Buyandsell.gc.ca



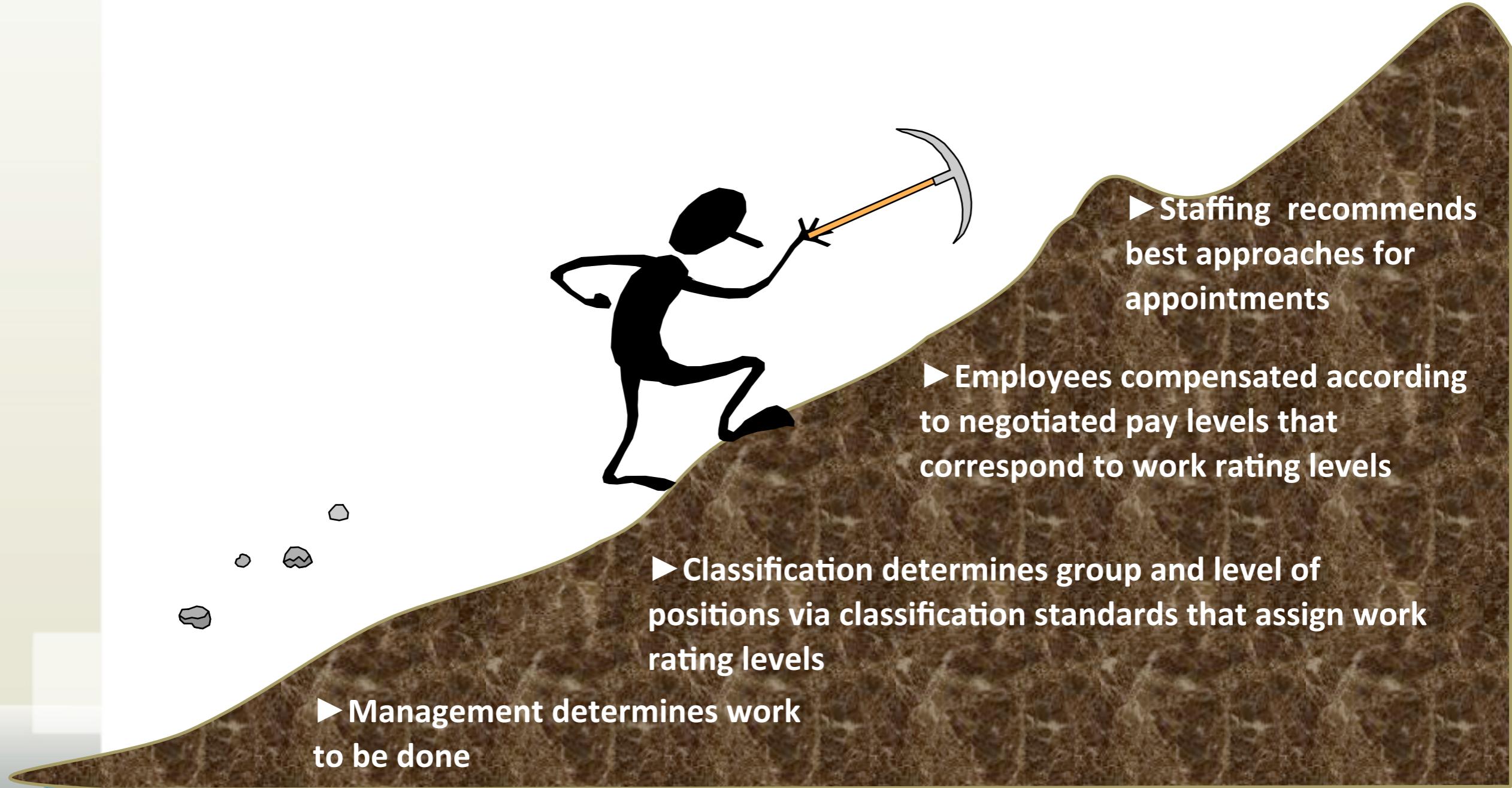
Organization and Classification Information for Brazilian Delegation

February 2013
Office of the Chief Human Resources Officer

Objective

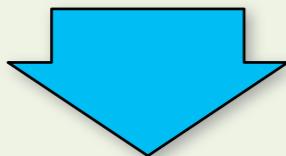
- (Request from the delegation: by classification, meaning the management of government jobs, competencies and requirements, levels, and the corresponding pay scales)
- The organization and classification system of the Canadian Federal Public Service:
 - A description of the system
 - A presentation of the legal basis and policy framework
 - An explanation of the decision-making approach (delegation)
 - A description of the classification system components and the relationship with compensation (pay levels)

Description of Classification System



Legal Basis

*Financial Administration
Act (FAA)*
Sections 7, 11, 12



Delegation
Section 6(4)

Organization
Section 7 (1)(b)

Classification
Section 11.1(1)(b)

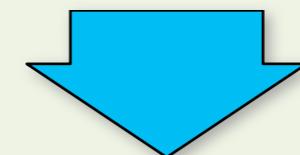
*Public Service Employment
Act (PSEA)*
Sections 31 and 32



Qualification Standards
Section 31

Qualification Standards for
Professional Development
Programs
Section 32

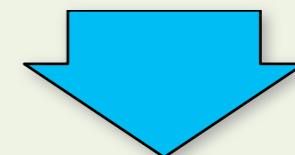
*Public Service Labour
Relations Act (PSLRA)*



Grants employees
right to grieve



*Canadian Human Rights
Act (CHRA)*

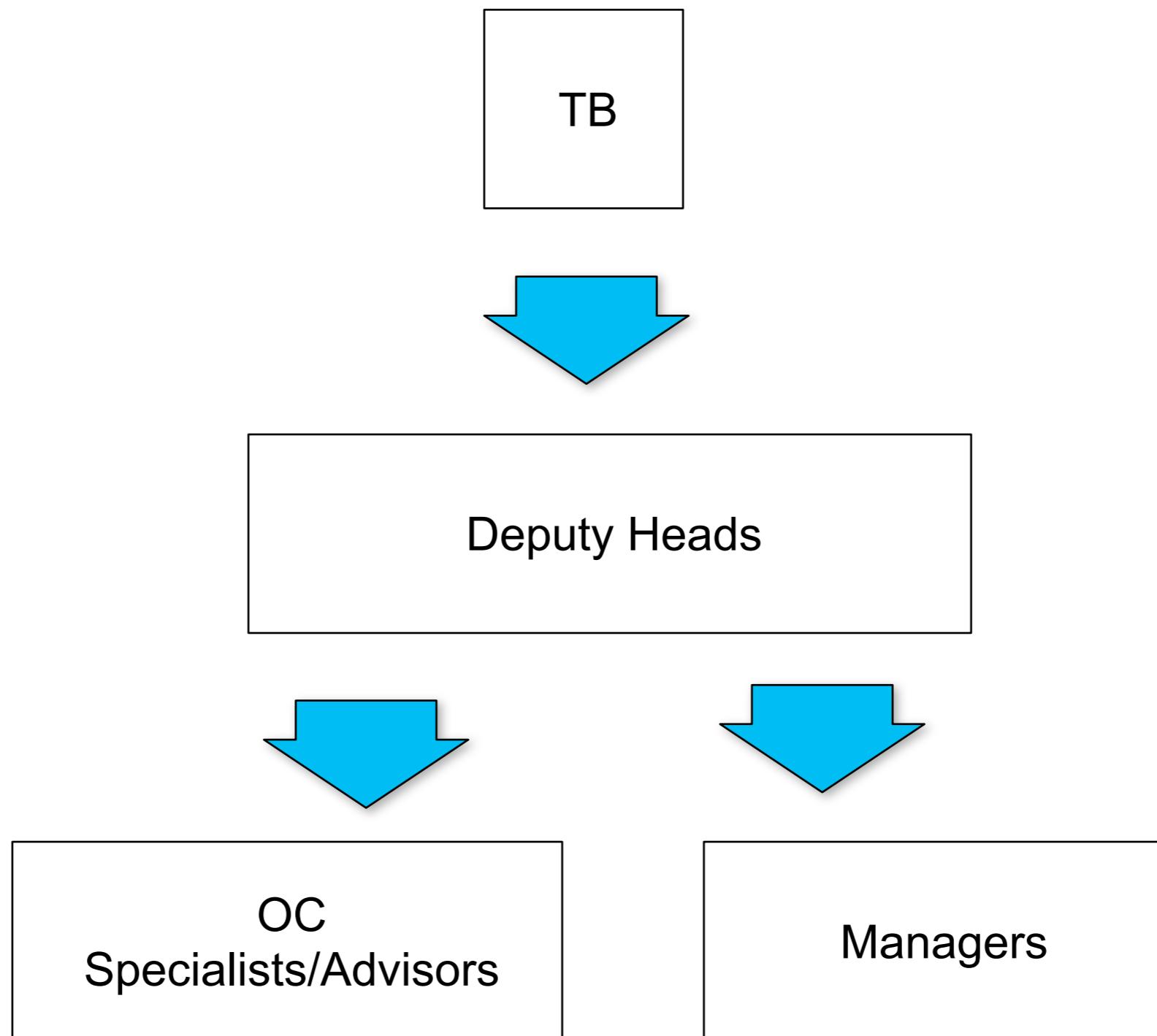


Gender Neutral
4 criteria:
Skills
Effort
Responsibility
Working Conditions

Policy Framework

Element	Classification	Compensation
Policy	Policy Framework for People Management	
	TBS Policy on Classification	Policy Framework for the Management of Compensation
	Policy on the Management of Executives	Policy on the Administration of the Public Service Pension Plan and Group Insurance and Other Benefit Programs
	Classification Grievances Policy	Policy on Terms and Conditions of Employment
	Classification Grievance Procedure	
Directives	Directive on Executive (EX) Group Organization and Classification	
		Directive on Terms and Conditions of Employment
		Directive on Terms and Conditions of Employees for Certain Excluded/Unrepresented Employees
		Directive on Leave and Special Working Arrangements
		Directive on Executive Compensation
Standards	Classification Standards, Point Levels and Ranges for Occupational Groups	Collective Agreements
	Qualification Standards for Occupational Groups and Official Languages	Rates of Pay
Guidelines	Guidelines on the Evaluation Process	Compensation Guidelines and Guides
	Classification Guidelines and Guides	

Delegation – Who is responsible



Work Description

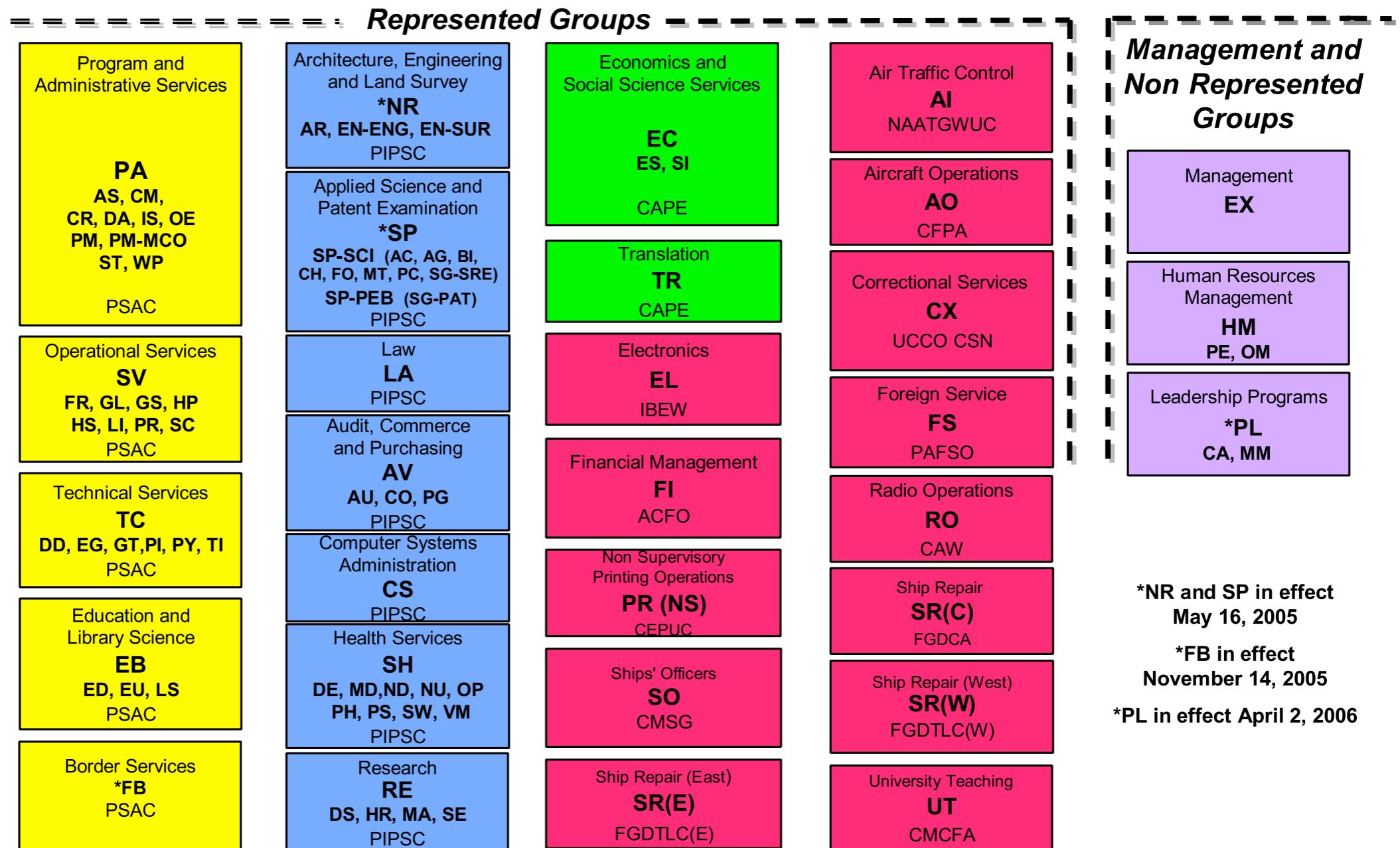
Definition

- ▶ a document approved by the respective manager that describes the work requirements of a position or a job
- ▶ Must contain all the information that the appropriate classification standard requires for its evaluation according to the 4 criteria from the *Canadian Human Rights Act (CHRA)*

▪ Skills	▪ Responsibility
▪ Effort	▪ Working Conditions



Occupational Group Structure



Classification Standards

Definition

Describes the factors, elements, and other criteria used to establish the relative value of work for an occupational group

Provides the definition of group, sub-group and the determination of level against factors and elements

- ▶ Developed by Treasury Board in the exercise of its FAA authorities
- ▶ 72 different standards for 29 occupational groups
- ▶ 3 Job evaluation plans for Non- Ex classification: predominant factors, level description, point rating
- ▶ Use of HAY Plan for all Ex Positions

Qualification Standards

Definition

Describes criteria used to establish education, knowledge, experience, occupational certification, language or other qualifications that the employer considers necessary or desirable having regard to the nature of the work to be performed and the present and future needs of the public service

-
- ▶ Developed by Treasury Board in the exercise of its PSEA authorities
 - ▶ aligned with occupational groups
 - ▶ used to recruit employees to fill positions with assigned groups and levels

Employee Rights (PSLRA)

- ▶ To obtain a current and up-to-date work description
- ▶ To obtain responses to questions and concerns
- ▶ To lodge Labour Relations and Classification grievances

Types of Grievances

An employee may grieve:

The content of a work description	Labour Relations Grievance
The effective date of a classification decision	Labour Relations Grievance
The group and level assigned to a position resulting from a classification decision made upon evaluation of the work description	Classification Grievance

Classification Grievance Decision

- ▶ Final and binding and must be implemented
- ▶ Results are applied and will continue to apply until the work description is modified
- ▶ A new classification grievance can only be made once a new or updated work description is implemented and, to be considered valid, the grievance must be lodged within the prescribed timeframe



Overview of the Comptrollership Function in the Government of Canada

Presentation to a Delegation from Brazil
Tom Scrimger, Assistant Comptroller General
February 15, 2013

Strengthening Comptrollership Has Been a Major Focus of the Government

- 2006 *Federal Accountability Act* strengthened accountability and increased transparency and oversight in government operations:
 - Designated Deputy Heads as accounting officers
 - Strengthened internal audit and confirmed departmental audit committees
 - Introduced a legislated commitment to Fair, Open and Transparent procurement.
- *Federal Accountability Action Plan* introduced a streamlined policy framework that overhauled the government's overall resource management regime:
 - Deputy Head Committee renewed the FM policy suite and clarified accountabilities/responsibilities of resource management practitioners
 - Confirmed the Chief Audit Executive (CAE) and Chief Financial Officer (CFO) models across government
 - Supported departmental governance, internal controls, and financial reporting

Roles of Deputy Heads/CFOs

- **Deputy Heads:**
 - Leadership and demonstrating financial responsibility, accountability and ethical conduct
 - Application of comptrollership policies and monitoring adherence
 - Deputy heads as Accounting Officers sign off on Public Accounts; responsible for management of resources; maintaining effective systems of internal control
- **Chief Financial Officers:**
 - Objective, strategic and independent advisors to the Deputy Head on financial management and all funding initiatives
 - Stewardship and integrity of departmental overall financial management performance and capabilities

Roles and Responsibilities

Central Agencies:

Privy Council Office:

- Focuses on overall government organization and priorities, provides support to Cabinet Committee system and leadership to the public service and management of the Deputy Head community

Department of Finance:

- Sets the fiscal framework and prepares the government's Budget

Treasury Board Secretariat:

- Supports the Treasury Board Cabinet Committee as the Government's Management Board, Budget Office and employer
- Sets management policy and oversees expenditure, financial and performance management;
- Supports government and Parliamentary reporting and disclosure

Departments:

- Implements effective comptrollership across their operations
- Accountable for sound governance, resource management and effective reporting

Office of the Comptroller General (OCG)

- Public Accounts of Canada unqualified opinion for 14th consecutive year
- Oversight of TB financial management policies to ensure departments have effective internal controls
- Financial Management Transformation Strategy

- 260 internal audit reports completed across government in 2011
- Establishment of 47 departmental audit committees (DACs)

**Strengthen
Financial
Management**

**Strengthen
Internal
Audit**

***Stewardship
Accountability
Transparency
Value for Money***

**Strengthen Investment Planning,
Management of Projects,
Procurement, Real Property and
Materiel**

- Increased emphasis on integrated planning and risk-based TB oversight
- Transition to new Investment Planning and Project Management policies
- Transition to new real property transaction approval limits, based on operational needs and capacity

Financial Management (FM) Supports the Prudent Stewardship of Public Funds and Reliable Reporting

- FM and accounting policies, directives and guidelines:
 - Set accountabilities at all levels in support of deputy heads as accounting officers
 - Provide functional direction through policy interpretations, including with respect to *Financial Administration Act*, *User Fees Act* and the Guide to Costing
- Operational Activities:
 - Oversee government-wide compliance with legislation, regulations and policies
 - Preparation and annual tabling of Public Accounts
 - Assess departmental performance on FM, internal controls, accounting and reporting
- Community:
 - Professionalization, recruitment and capacity building
 - Most Chief Financial Officers in the largest departments have professional accounting designations

...Departments are responsible for managing their financial resources, reliable financial reporting and disclosure and ensuring sound financial management performance



Questions?

Tom.Scrimger@tbs-sct.gc.ca

The Ontario Public Service: An Overview

Maurice Bitran, Ph.D.
Ontario Visiting Fellow
School of Public Policy and Governance
University of Toronto

Bem-vindos ao Ontário!



Outline

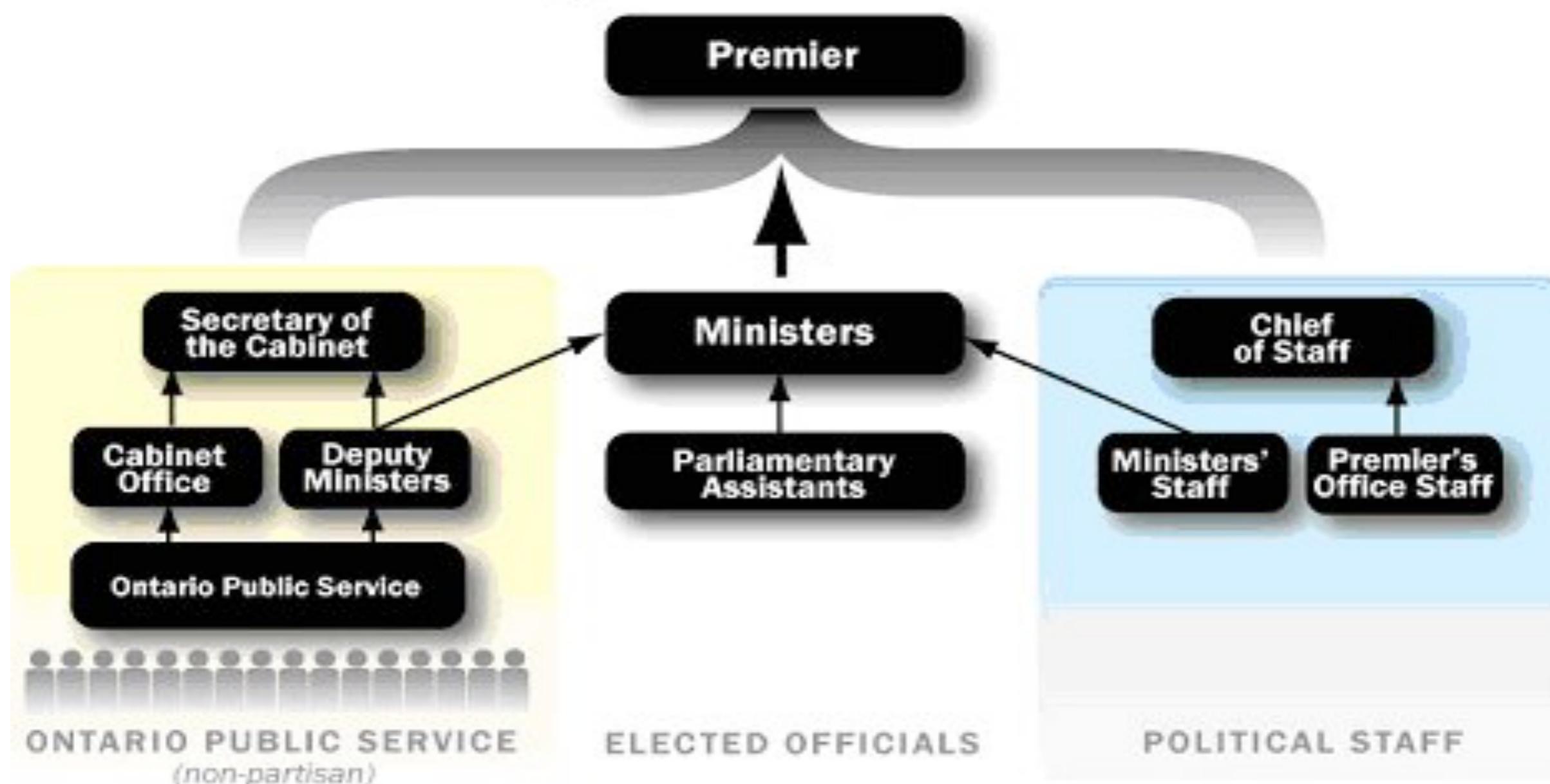
- The partnership between the University of Toronto's School of Public Policy and Governance and the Ontario Public Service
- Brief overview of:
 - Ontario Government
 - Ontario Public Service
 - Ontario Ministries
- An example of service delivery network:
 - The Ontario Network of Excellence

Ontario Facts

- Population: 13,505,900
- Area: 1,076,395 km²
- GDP: C\$654 billion
- GDP/pc: C\$43,847
- Population, GDP, etc. approx. 40% of Canada
- Website www.ontario.ca

The Ontario Government

Government of Ontario
Organizational Chart



The Ontario Public Service

- Professional, non-partisan
- Over 60,000 employees (the lowest per capita number of civil servants in Canada)
- 27 ministries
- Budget of Ca\$ 121 b (mostly transfer payments, majority to health and education)
- Services to the public:
 - <http://www.ontario.ca/serviceontario>

Ontario Ministries

- [**Aboriginal Affairs**](#)
 - Strengthens relationships, improves social conditions and builds economic opportunity for Aboriginal communities across Ontario.
- [**Agriculture**](#)
- [**Attorney General**](#)
 - Ensures a fair, effective and accessible justice system for all Ontarians.
- [**Children and Youth Services**](#)
 - Works to give children the best start in life, prepare youth to become productive adults and make it easier for families to get key services at all stages of a child's development.
- [**Citizenship and Immigration**](#)
 - Work with various partners to help individuals and diverse communities flourish and fully participate in Ontario life.
- [**Community and Social Services**](#)
 - Promotes resilient and inclusive communities by helping people achieve their potential, build independence and improve their quality of life.
- [**Community Safety and Correctional Services**](#)
 - Works to ensure that Ontario's communities are supported and protected by law enforcement and public safety systems that are safe, secure, effective, efficient and accountable.
- [**Consumer Services**](#)
 - Helps Ontarians make smart, safe consumer choices in their day-to-day lives.
- [**Economic Development, Trade and Employment**](#)
 -

Ontario Ministries

- [**Education**](#)
 - Works to make Ontario's publicly funded education and child care systems the world's best, where all children and students have the opportunity to achieve success.
- [**Energy**](#)
 - Promotes the development of a safe, reliable, secure and environmentally sustainable energy supply.
- [**Environment**](#)
 - Works to protect, restore and enhance the environment to ensure public health and environmental quality.
- [**Finance**](#)
 - Creates an environment that helps foster a dynamic, innovative and growing economy, and manages the fiscal, financial and related regulatory affairs of the province.
- [**Francophone Affairs**](#)
 - Ensures that Francophones can fully contribute to social, economic and political life in Ontario, including accessing services in French.
- [**Government Services**](#)
 - Delivers efficient, high-quality services to the people and Government of Ontario.
- [**Health and Long-Term Care**](#)
 - Administers the health care system, regulates hospitals and nursing homes, operates psychiatric hospitals and medical labs, coordinates emergency services and provides health services to people.

Ontario Ministries

- [**Infrastructure**](#)
 - Manages infrastructure planning, ensuring the right infrastructure is built, in the right place in a way that is transparent, open and fair and gets the best value for money.
- [**Intergovernmental Affairs**](#)
 - Advances Ontario's intergovernmental and international priorities through cross-government collaboration, strategic partnerships and trade missions.
- [**Labour**](#)
 - Advances safe, fair and harmonious workplace practices that are essential to the social and economic well-being of the people of Ontario.
- [**Municipal Affairs and Housing**](#)
 - Builds safe and strong urban and rural communities with dynamic local economies, abundant greenspace and a quality of life that is second to none.
- [**Natural Resources**](#)
 - Oversees the province's natural resources and works to safeguard Ontario's provincial parks, forests, fisheries, wildlife, mineral aggregates, Crown lands and waters.
- [**Northern Development and Mines**](#)
 - Promotes northern economic and community development, oversees Ontario mineral sector and helps to deliver programs and services for Northerners.
- [**Research and Innovation**](#)
 -

Ontario Ministries

- [**Rural Affairs**](#)
-
- [**Seniors' Secretariat**](#)
- Helps to improve the quality of life of Ontario seniors and supports public education efforts for and about older Ontarians.
- [**Tourism, Culture and Sport**](#)
- Works to deliver top tourism and recreation experiences to Ontarians and visitors, and promotes the province's tourism sector to drive economic growth.
- [**Training, Colleges and Universities**](#)
- Works to build an excellent higher education and training system that gives people a high-quality education and a solid foundation of relevant skills and training.
- [**Transportation**](#)
- Oversees a world-class provincial transit and transportation system that moves people and goods safely, efficiently and sustainably to support a globally competitive economy and a high quality of life.
- [**Women's Directorate**](#)
- Partners with various organizations to take action on issues of concern to women.

Service Delivery

- Government as a catalyst
 - Partnerships
 - Delivery Networks
 - Building and leveraging capacity
- Many examples in different areas
 - Will use Ontario's Innovation Network as an example
(Ministry of Economic Development and Innovation – Bill Mantel ADM responsible)

Ontario Network of Excellence

- Ontario's world-class, client focused innovation network.
- Helps local innovative talent:
 - Build globally focused, investor-ready companies.
 - Launch new products and services to the global marketplace.
 - Better access Ontario's world-class researchers and research infrastructure to bridge the gap between discovery and market-ready products.
 - Dynamic environment that feeds and attracts large global companies
- Centered on the needs of clients -- Ontario's entrepreneurs and technology-based businesses that wish to pursue innovation to create global competitive advantage and wealth in Ontario.

Why is ONE Important?

- Vehicle to:
 - Identify, engage, nurture and grow the pipeline of entrepreneurs and companies.
 - Align regional (community and industry), federal and provincial partners.
 - 1,100 commercialization experts, business and community leaders, and investors from across the province.
 - 40+ municipalities, 31 universities, 20 colleges and 15 research hospitals.
- Focuses on Regions:
 - Regions are the building blocks of the provincial economy.
 - Global best practices recognize the importance of regions in the overall innovation process.
 - Important to link institutions to local, provincial economic development.
 - Harness local business and community leadership to drive the knowledge-based economy.
- Mechanism for Operational Discipline:
 - Single place in each region to access all federal and provincial innovation and financing resources.
 - Reduce duplication and streamline delivery of programs and services.
 - Implement global best practices across the province.

ONE Guiding Principles

The Network will operate in accordance with the following principles:

1. Client Focused

Oriented to support the needs of its clients to help them meet marketplace demands. Supporting programs & services delivered at the speed the market demands, responsive to global opportunities and easy to navigate.

2. Clear Organizational Mandates

Structured to make it easy for clients to determine which resources can best help them as they move through the process of taking an innovation to market.

3. Accessible Quality Support Across the Province

Designed with multiple entry points across the province to ensure: i) easy client access; ii) regional focal points for innovation and commercialization are created; and iii) programs & services are tailored to the regional innovation landscape.

4. Collaborative

Fully integrated to create a highly collaborative environment. Ensures clients receive the right resource, at the right time and with the appropriate level of support, regardless of the location of either.

5. Accountable and Transparent Governance

Co-ordinated, effective governance with broad oversight and authority for the entire ONE while supporting strong leadership of the individual ONE members.

6. Standardized, Quantifiable Measurement System

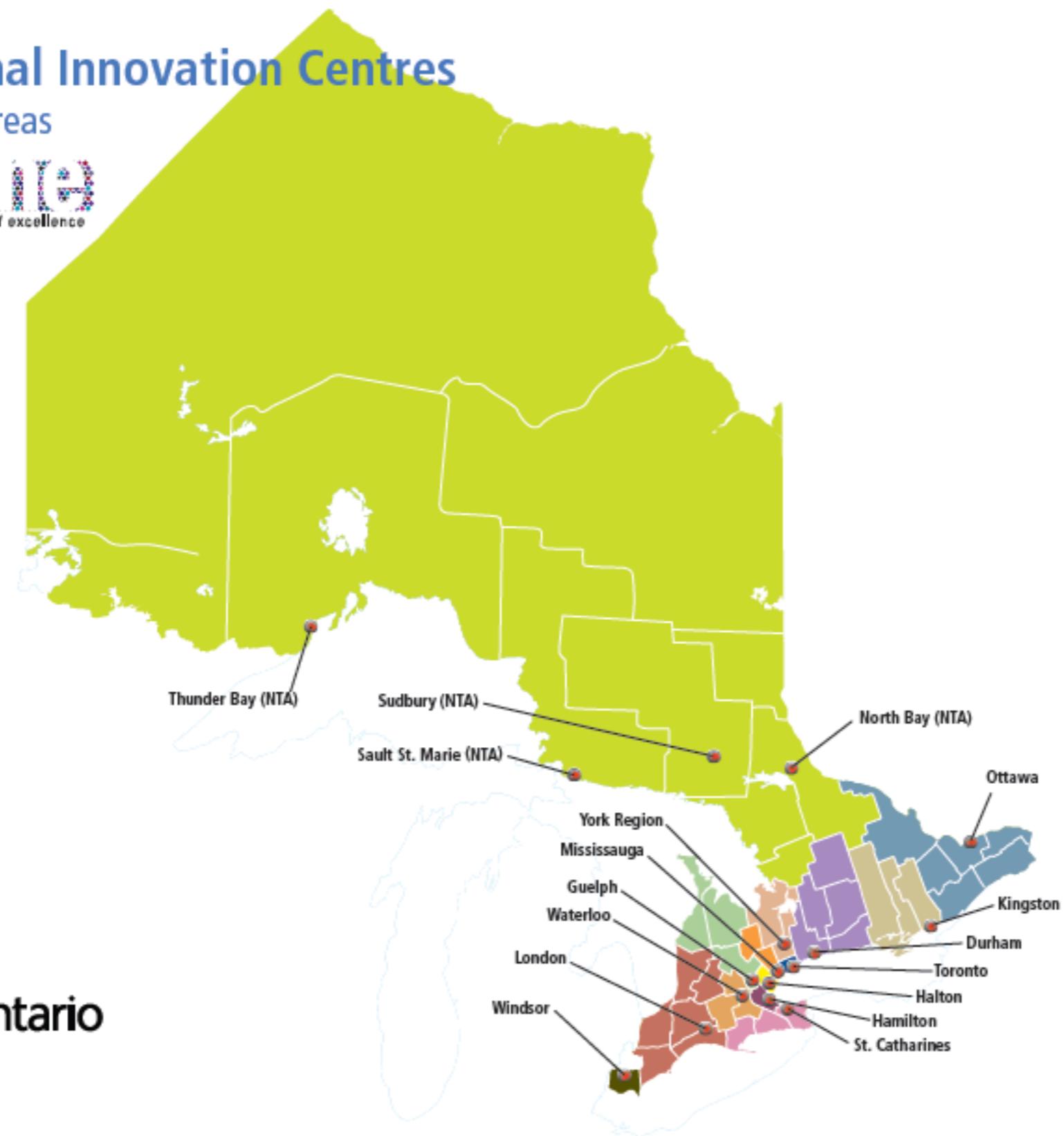
Common measurement framework ensures each Network member is focused on the agreed upon measurable goals and outcomes (both short and long term).

Regional Innovation Centres

Service Areas



ontario network of excellence



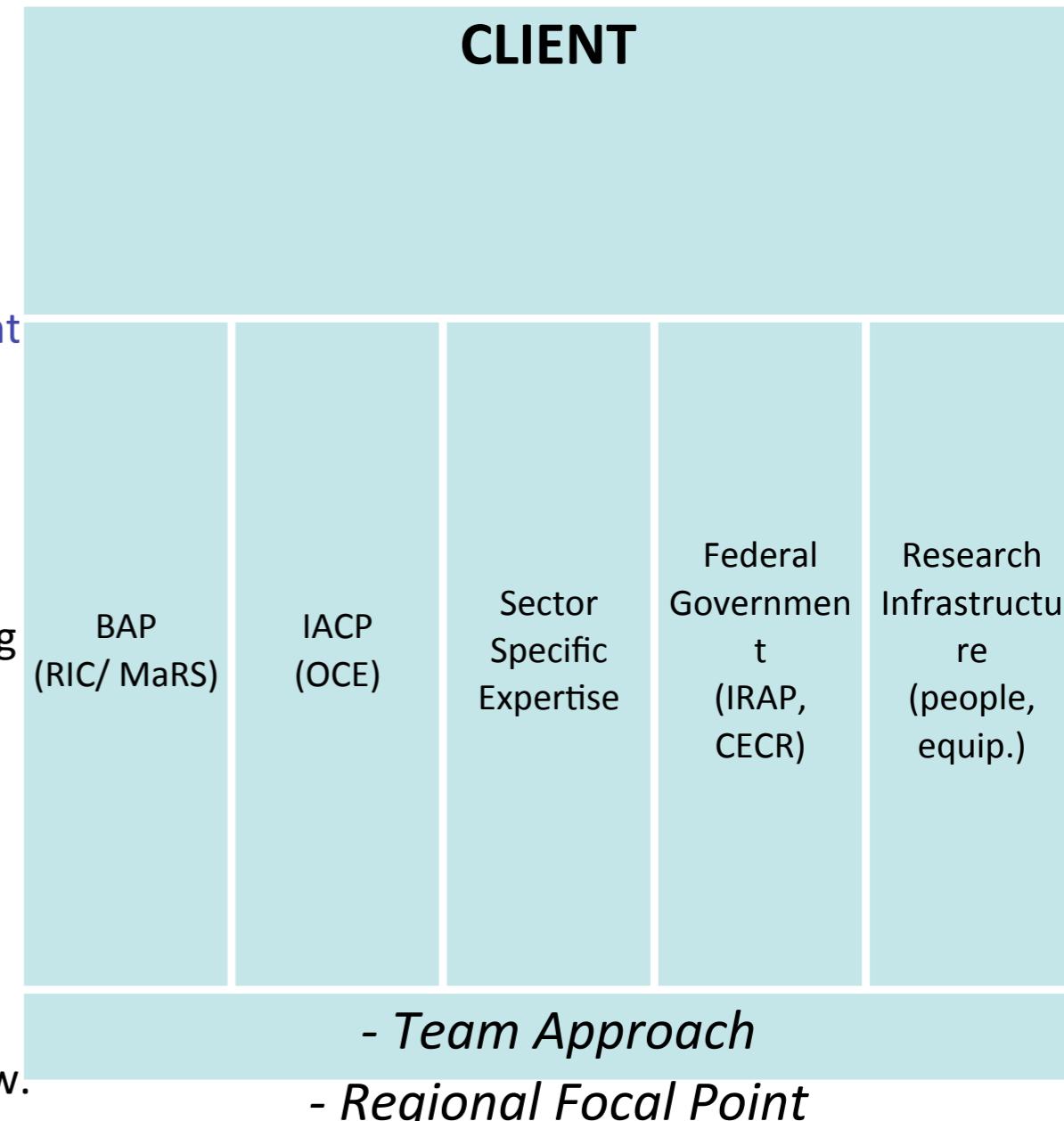
COLOUR	RIC	GEOGRAPHIC BOUNDARY
Blue	Ottawa Centre for Research and Innovation (OCRI)	From City of Ottawa south to Kemphill and Rockville, east to Cornwall and north to Hawleburg, up the Ottawa valley to Renfrew and Pembroke, southwest to Arnprior and Carleton Place and Perth.
Yellow	Eastern Lake Ontario Regional Innovation Network (ELORIN)	Cities of Kingston, Belleville and Quinte West; Counties of Frontenac, Hastings, Lennox and Addington.
Purple	Innovation Durham Northumberland	Durham Region and Northumberland County, including Apsley, Pickering, Whitchurch, Clarington, Uxbridge, Scugog, Brook, Beeton, Cobourg, Port Hope, Trent Hills, Almonte/Haldimand, Cranberry.
Brown	York Region	York Region
Dark Blue	MaRS	MaRS services the City of Toronto and is a provincial coordinator of the network.
Orange	Research Innovation Commercialization Centre (RICQ)	Peel Region - Mississauga Brampton & Caledon
Yellow	Halton Region	Halton Region, including the City of Burlington and the Towns of Halton Hills, Milton and Oakville.
Purple	Innovation Factory	City of Hamilton
Pink	Niagara Interactive Media Generator (NiGen)	Niagara Region, including the municipalities of Grimsby, Lincoln, West Lincoln, St. Catharines, Thorold, Pelham, Welland, Wainfleet, Niagara Falls, Niagara-on-the-Lake, Fort Erie, and Port Colborne.
Green	Guelph Innovation Centre	City of Guelph and Wellington County
Orange	Converantech Technology Association	Waterloo Region, including Waterloo, Kitchener, and Cambridge
Dark Green	Softech Alliance Network (SAN)	Windsor-Essex Region
Red	TechAlliance of Southwestern Ontario	London, Chatham-Kent and Sarnia-Lambton
Light Green	Northern Technology Alliance (NTA)	Service to entrepreneurs across Northern Ontario with offices in Thunder Bay, Sault Ste. Marie, Sudbury and North Bay

Scan this with your smartphone
to visit the ONE website.



Transforming Service Delivery

- Client interaction is primarily achieved at a RIC (regional) level to ensure programs and services are delivered close to the client.
- Model is designed to support a fully integrated and highly collaborative program and service delivery system to ensure client receive the right resources, at the right time and with the appropriate level of support.
 - Regional focal points align provincial, federal and municipal resources.
 - Multi-organizational team approach brings resources and expertise to the client. Minimizes the need to navigate through government programs and services.
 - Provides a “one-stop-shop”.
- Proactive client management and support of pipeline of entrepreneurs and companies makes it easy to:
 - Align resources with growth potential of client and/or market opportunity.
 - Identify high-potential growth clients and “qualified” deal flow.



Resources



ONE is here for you

The Ontario Network of Excellence (ONE) is a collaborative network of organizations across Ontario, designed to help you commercialize your ideas.

Whether you are an innovator, a technology-based business, entrepreneur, or researcher, ONE will connect you with services and programs to help you innovate and gain a competitive advantage.

- [educational programs](#)
- [advisory services](#)
- [industry-academic programs](#)
- [customer development](#)
- [financing and investors](#)

Find your nearest ONE organization

Connecting with our services is easy.

Enter your [Postal Code](#) to locate the ONE organization nearest you.

Funded by the Government of Ontario [Privacy Policy | Terms & Conditions](#)

oneinnovation.ca

Ontario Network of Excellence (ONE)
<http://www.oneinnovation.ca>

MaRS
<http://www.marsdd.com>

OCE
<http://www.oce-ontario.org>

Impact of ONE

Since 2007, the ONE has:

- Created over **1,200** new innovative firms.
- Created/retained more than **40,000** jobs.
- Leveraged over **\$860 million** from other sources (3.6x MEDI contribution).
- Helped launch more than **2,400** new products and services, generating **37,000** new customers – **59%** from outside of Canada.
- Assisted with the development of **3,300** prototypes.
- Helped firms patent **3,700** new ideas and technologies.
- Helped establish **1,100** technology licenses between the private sector and research institutions.
- Provided **3,476** intelligence reports to companies, with a market value of **\$45** million.

When a subset of clients were surveyed in 2011, we found:

49% of respondents described work as “breakthrough” or “game changing” with respect to global competitiveness.

76% of respondents reported a positive impact on company’s overall competitiveness and cost structure.

As we move forward with the ONE, we expect these numbers to be even better!

Thank you!

Isso é tudo, muito obrigado!
vamos vê-lo no Brasil na Copa do Mundo

Maurice Bitran – m.bitran@utoronto.ca