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REAL PROPERTY-1
PROPERTY MANAGEMENT AND
PROJECT DELIVERY SERVICES

PWGSC's Evolving Acquired Services Framework For RP-1



Public Works and
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PWGSC's framework for acquiring real property services continues to evolve



- The marketplace capacity for real property services in support of Corporate Real Estate organizations continues to grow and mature.
- The expectations of other government custodians served by PWGSC are evolving.
- Benchmarks, lessons-learned and best practices are widely shared.
- PWGSC is keeping pace by adopting certain improvements in how it will contract for, and administer RP-1.



Key changes to the approach and scope of work for RP-1 relative to previous Alternative Forms of Delivery initiatives are being considered, including:



- Ensuring that RP-1 contractor has total responsibility for service delivery.
- Providing greater flexibility in the Performance Management Framework.
- Strengthening provisions related to certain requirements, including occupational health and safety, and sustainability.
- Establishing different planning processes and levels of service for different types of assets.





Changes Being Considered to Ensure that RP-1 Contractor Has Total Responsibility for Service Delivery



RP-1 Contractor Total Responsibility for Service Delivery



- The Statement of Work would emphasize results, rather than service delivery processes.
- PWGSC's performance management framework would emphasize outputs, outcomes and service administration needs, with the Contractor providing service delivery process measures.
- Contractor would have greater flexibility in determining how to deliver services and the performance measures they will use to manage service delivery.



Definition and Acceptance of Contractor Business Processes and Performance Measures



Subsequent to Contractor selection, in which bidders would have presented their approach to meeting requirements, and prior to undertaking service delivery:

- the contractor would participate in a collaborative review process, during the transition phase, to fully define a service delivery regime that will be acceptable to PWGSC.
- The scope of the collaborative review process would include the contractor's business administration and service delivery processes, performance measures, and core organization responsible for contract fulfillment.

Collaborative Review Process



- The collaborative review process could include preliminary, intermediate and final reviews and follow-up, separated in time, to enable the contractor to resolve concerns and issues.
- PWGSC would not provide direction to the contractor, but would clarify requirements and identify risks, concerns and issues. The contractor would retain total responsibility for service delivery.
- PWGSC would accept the contractor's service delivery regime once concerns and issues were resolved, and PWGSC was confident that the expected outcomes would be achieved.



RP-1 Service Delivery Regime Oversight and Continuous Improvement



- A comprehensive Service Delivery Regime audit would be undertaken at an appropriate time subsequent to the transition to full operations to complement the collaborative review process.
- Over the course of the contract, as requirements evolve and improvement opportunities are identified, changes would be subject to subsequent collaborative reviews at periodic intervals.





Changes Being Considered in Occupational Health and Safety Requirements



Occupational Health and Safety (OHS)

Accountability is a key area of concern for RP-1



- Consideration is being given to phasing in CAN/CSA-Z1000-06 (R2011) Occupational Health and Safety Management as the basis for RP-1 requirements.
- As part of Total Service Delivery Responsibility, the contractor would have to meet:
 - the government's unique and stringent OHS requirements, including: National Joint Council and Treasury Board OHS policy and National Fire Code and Canada Labour Code Part II requirements, and
 - the requirements established by the different orders of government in the jurisdictions in which RP-1 assets are located.



OHS and Total Service Delivery Responsibility



- The Contractor would be responsible for OHS for service delivery activities and other work carried out on campuses, grounds and buildings, whether performed by itself, its subcontractors, or by PWGSC, occupants and their contractors and subcontractors.
- The Contractor would be responsible for the health and safety of every person granted access to the workplace, including the public.
- The Contractor would act as the owners' representative for PWGSC and other Custodians in matters pertaining to OHS, including fulfillment of the role of Constructor and Prime Contractor.





Changes Being Considered for the RP-1 Performance Management Framework



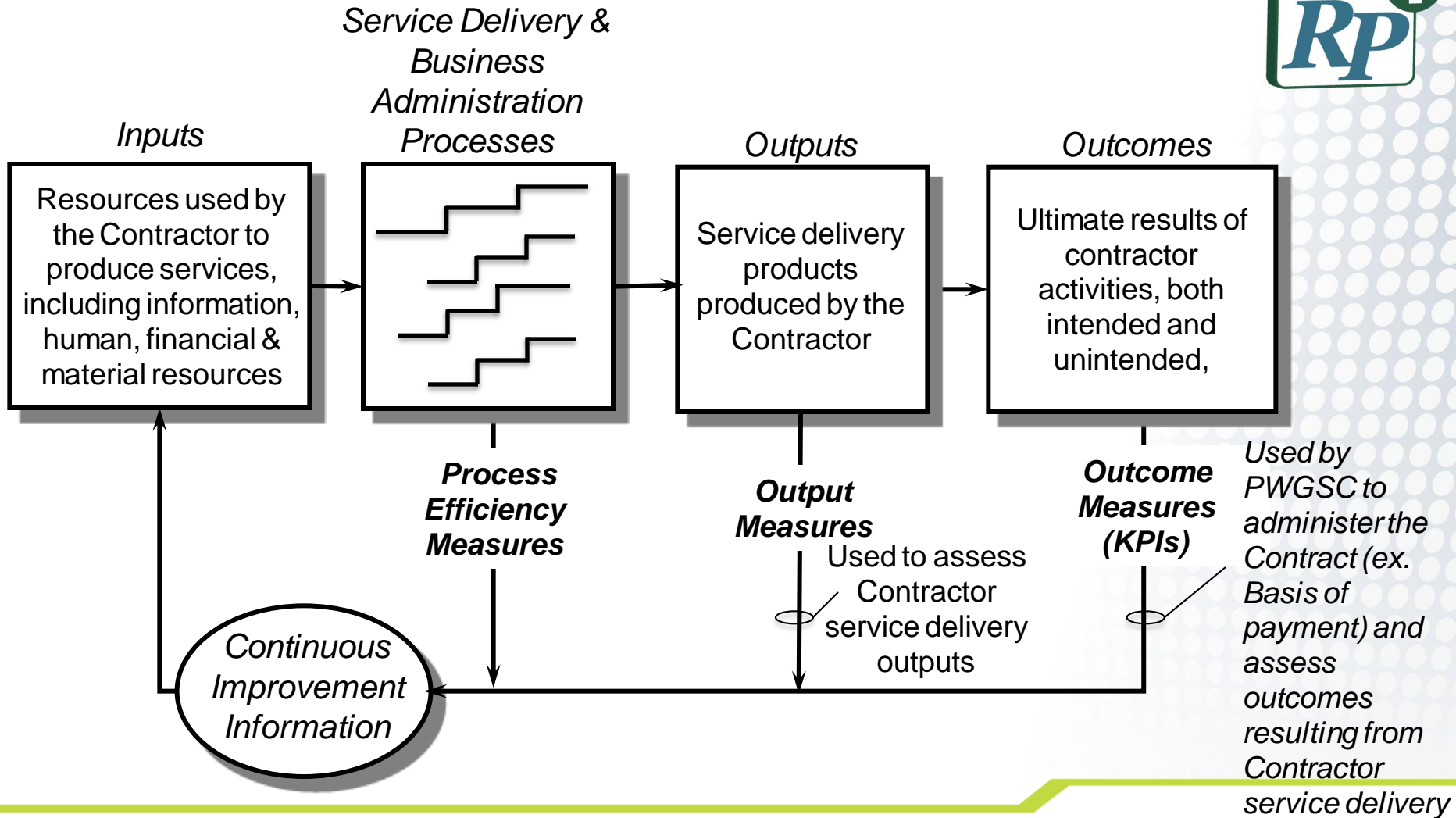
The RP-1 Performance Management Framework Must Reflect Service Delivery Characteristics Important to PWGSC. These include:



- Efficient planning and allocation of resources to assure effective and affordable service delivery, and strategic purchase of commodities.
- Timely and cost-effective service delivery processes, that can be demonstrated to provide best value.
- Ongoing improvement of customer satisfaction as demonstrated through a combination of surveys and proxy measures.
- Transfer of service delivery risk to the contractor with assurances that mechanisms are in place for assumption of that responsibility.



RP-1 Performance Management Logic Model



Key Performance Indicators (KPIs) being considered by PWGSC for RP-1



- *Satisfaction KPI:* success in meeting PWGSC expectations and in promoting occupant satisfaction
- *Asset Integrity KPI:* success in sustaining the value of assets
- *Financial KPI:* success in delivering affordable services that provide best value
- *Information Integrity KPI:* success in ensuring that required information is trustworthy and available



PWGSC is considering a new approach to performance management for RP-1



- The contractor would be required to:
 - identify the processes and associated basic performance measures that it deems necessary to execute and monitor the efficiency and effectiveness of its service delivery regime.
 - collaborate in identifying the mechanisms that will translate these performance measures to outcomes that address what's important to PWGSC.
- The contractor would have the flexibility to identify and implement its own performance management regime subject to adhering to certain principles.



Performance management principles being considered for RP-1

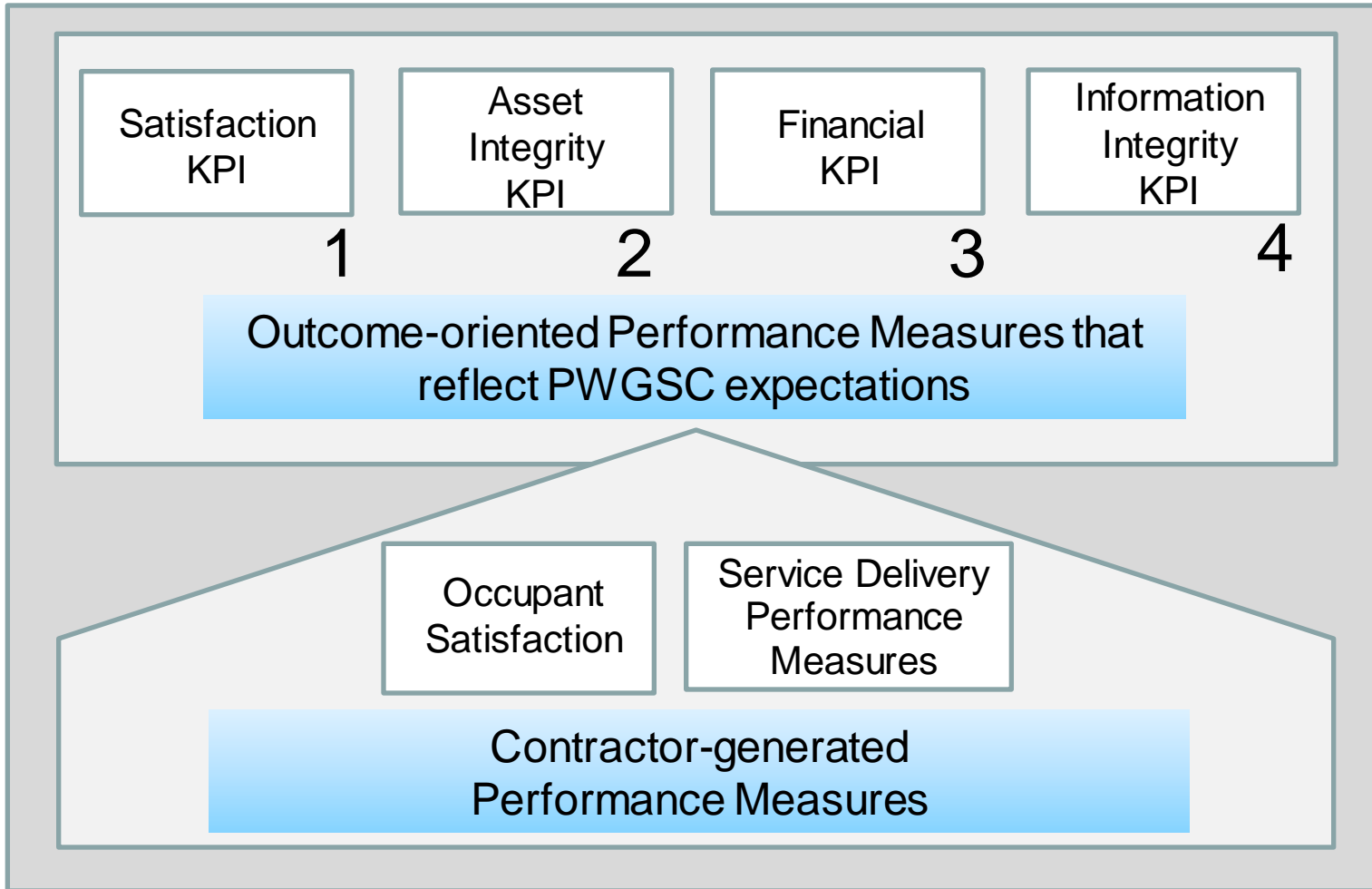


The contractor performance management regime would have to be:

- *Results-oriented*: focus principally on outcomes and outputs
- *Selective*: concentrate on significant indicators of performance
- *Reliable*: produce data and information that are accurate and consistent over time (Information Integrity)
- *Accessible*: ensure the on-going availability of results to PWGSC



Performance Management Framework being considered for RP-1





Changes Being Considered in Sustainability Requirements



RP-1 will likely place increased focus on all aspects of sustainability for included assets



- The Contractor would be required to develop a Portfolio Sustainability Program setting out a strategy and activities to promote sustainability, including an approach for Asset Lifecycle Management for the services covered by RP-1.
- The scope of sustainability would pertain to:
 - Improving environmental performance, including the Federal Sustainable Development Strategy and energy management.
 - Improving social and functional performance, including Government initiatives (ex. space optimization programs), occupant satisfaction, the government's community presence and stewardship of heritage assets.
 - Improving economic performance, including asset economic performance and lifecycle costing.





Changes Being Considered To Cater for Different Types of Assets under RP-1



Planning and Service Delivery Will Cater for Different Types of Custodian Assets



- Types of assets likely to be covered by RP-1 include:
 - Office Accommodation
 - Various types of Laboratories
 - Police Detachments
 - Housing in remote locations
 - Other special purpose facilities
- The RP-1 Statement of Work would explicitly cater for specific service delivery regimes for different types of custodian assets.

