

Terms of Reference
Temporary Help Services Advisory Committee (THSAC)
Issued: December 2013

1.0 Purpose of Committee

- 1.1 To assist Public Works and Government Services Canada (PWGSC) Acquisitions Branch (AB) in the management, enhancement and further development of its pre-competed procurement instruments (hereafter referred to as methods of supply) for the provision of clerical, administrative, operational, technical and professional temporary help services (par. 5.0) to federal government departments in the National Capital Region (NCR) by providing advice and/or recommendations concerning the methods of supply.
- 1.2 To provide a forum for frank and open communication between all interest groups as identified herein, regarding the provision of temporary help services (THS) to federal government departments in the NCR.
- 1.3 To monitor the implementation and to report on the effectiveness and efficiency of improved methods of supply for the provision of THS to federal government departments in the NCR.

2.0 Committee Scope

The scope of interest of the THS Advisory Committee is restricted to the management, enhancement and further development of the methods of supply for the provision of temporary help services to federal government departments in the NCR.

3.0 Background

In September 2006, PWGSC AB held consultations with the THS industry regarding the provision of THS to federal government departments in the NCR. During the consultative meetings, industry representatives committed to collaborating with PWGSC AB in order to move forward expeditiously to find new and better approaches for supplying THS to federal government departments in the NCR. In addition, industry requested that PWGSC AB establish a forum for stakeholder views and recommendations to be expressed.

In response to the industry request, and in recognition of the commitment to collaboration made, PWGSC AB created the THS Advisory Committee consisting of representatives of federal government departments and the THS industry. The Committee provided a consultative forum to continue working on ways to improve the procurement process for THS, focusing on the THS Standing Offers and Supply Arrangements for the NCR and their continual improvement. As the leader in establishing effective

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methods of supply for the federal government, PWGSC AB is committed to working collaboratively with both industry and clients to find a satisfactory framework for conducting future THS business.

4.0 Governing Principles

The following principles shall govern the operation of the Committee:

- a) Openness and transparency;
- b) Inclusiveness, and respect for diverse interests;
- c) Ethical conduct;
- d) Efficiency and effectiveness;
- e) Advice, recommendations, and deliberations shall be fact-based where possible, and results-oriented; and
- f) Advice and/or recommendations shall be provided to PWGSC AB for its approval within the context of the federal government's procurement renewal agenda.

5.0 Definition of Temporary Help Services

For the purpose of this document and unless stated otherwise, temporary help services (THS) are services that are provided to federal government departments in the NCR by the resources of temporary help firms, and procured by federal government departments up to \$400,000 (which includes all subsequent amendments, travel/living expenses, overtime and GST/HST) or for a period of up to 48 consecutive weeks, whichever comes first. With the prior approval of PWGSC only, it may be possible to extend the period by up to a maximum of an additional 24 consecutive weeks. There are only three situations in which PWGSC's methods of supply for the provision of THS to federal government departments in the NCR may be used:

- 1. When a public servant is absent for a temporary period of time;
- 2. When there is a requirement for additional staff during a temporary workload increase, in which there is an insufficient number of public servants available to meet the requirement; or
- 3. A position is vacant and staffing action is being completed.

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Information regarding THS provided to federal government departments in the NCR can be found at: <http://www.tpsgc-pwgsc.gc.ca/app-acq/sat-ths/index-eng.html>.

6.0 Committee Management

The operation of the Committee shall be managed by PWGSC AB via a designated Chairperson, Deputy Chairperson and Committee Secretary. The current PWGSC AB designates for each of these positions are identified below.

Chairperson:	Director, Professional Services Procurement Directorate (PSPD), Services and Technology Acquisition Management Sector (STAMS)
Deputy Chairperson:	Manager, Professional Services Division, PSPD, STAMS
Committee Secretary:	Team Leader responsible for THS in the NCR, Professional Services Division, PSPD, STAMS

The responsibilities of the Chairperson, Deputy Chairperson and Committee Secretary are outlined in par. 7.4.

7.0 Committee Membership

7.1 THS Interest Groups

The committee membership is categorized into three THS interest groups: Supplier, Client, and Policy & Process. Specifics regarding each interest group and their objectives are provided in par. 7.1.1 to 7.1.3.

Each member of the Committee has a direct interest in the provision of THS to federal government departments in the NCR. On an as and when required basis, and at the discretion of the Chairperson or Deputy Chairperson, additional non-member stakeholders may participate at committee and/or working group meetings as guests to represent their views, and/or to provide insights and/or expertise.

7.1.1 Supplier (THS Industry)

Members who represent:

- i) Companies that are in good standing and provide THS resources to the federal government via PWGSC's methods of supply; or

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- ii) Industry associations that represent the interests of companies that provide THS resources to the federal government via PWGSC's methods of supply.

Objectives of supplier interest members with respect to PWGSC's procurement methodology for THS in the NCR include but are not limited to:

- To help the Government be a more informed buyer of THS;
- To offer advice regarding best industry practices; and
- To promote a competent, professional and ethical industry with interests that include:
 - Reducing the cost of bid preparation;
 - Improving the monitoring of supplier performance; and
 - Promoting the establishment of consequences for poor supplier performance.

7.1.2 Client (Federal Government Departments)

Members who represent federal government organizations that procure THS through PWGSC's methods of supply for the NCR.

Objectives of client interest members with respect to PWGSC's procurement methodology for THS in the NCR include but are not limited to:

- To identify and discuss current and future THS needs;
- To simplify and streamline the procurement of THS;
- To comply with the THS procurement vehicle(s) in place;
- To promote the open, transparent and proper use of THS; and
- To emphasize the importance of the THS methods of supply both to the THS industry and to federal government departments for the delivery of their mandates, while at the same time providing value to Canadian taxpayers.

7.1.3 Policy & Process (PWGSC Acquisitions Branch)

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Members who represent organizations within PWGSC Acquisitions Branch (AB) that have a key interest in developing, supporting and/or monitoring the policy direction for the provision of THS to federal government departments in the NCR. Representation for this interest group category will include key stakeholders from the Office of Small Enterprises and Strategic Engagement (OSME-SE), including the Barrier Analysis and Reductions Directorate (BARD) and the Procurement Strategy and Performance Management Directorate (PSPMD).

Objectives of policy & process interest members with respect to PWGSC's procurement of and procurement methodology for THS in the NCR include:

- To promote the federal government's procurement renewal objectives and programs;
- To demonstrate effective stewardship and accountability;
- To provide a fair, open and transparent procurement system to satisfy the needs of government departments at a fair and reasonable price;
- To promote fair market practices;
- To use a broad range of suppliers, including large and small businesses, so that there is flexibility to meet changing demands;
- To fully consider the interests of small and medium-sized businesses;
- To work with stakeholders to develop a performance framework;
- To monitor the impact of procurement changes on the supplier community and address concerns as they arise;
- To streamline and transform PWGSC's procurement approach for THS to provide better value for Canadian taxpayers; and
- To improve the design, management and delivery of THS procurement across federal government departments so that they become not only better buyers, but also better customers.

7.2 Membership Eligibility

Membership on the THS Advisory Committee shall be open to any organization that has a direct interest in decisions of the Committee, and a

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demonstrable ability to make an active contribution. The Deputy Chairperson and Committee Secretary shall solicit wide representation by inviting potentially affected organizations to join.

Factors to be considered when determining whether to accept new members on the THS Advisory Committee include, but are not limited to:

- Business volume (annual spend on THS, numbers of THS resources);
- Experience and comprehensive knowledge of the NCR THS tool;
- Experience in working with government and government clients;
- Ability to commit to undertaking work and attend committee meetings on regular basis;
- Knowledge and capacity to participate effectively on behalf of their organization; and
- Alignment with Canada's socio-economic objectives.

7.3 Assignment of Membership

7.3.1 The Chairperson shall review membership requests and assign membership taking into consideration, as a minimum:

- Eligibility for membership;
- Committee size (sufficient to ensure that necessary interests are represented, and restricted to ensure efficient functioning of the Committee); and
- Representation of necessary interests.

Other considerations are identified in paragraph 7.3.3 and 7.3.4.

7.3.2 The Chairperson shall classify the category of interest (Supplier, Client, or Policy & Process) for each member.

7.3.3 For supplier interest members, a preference will be given to granting membership to an industry association over individual companies when a large number of companies express an interest in participating on the Committee, or when those companies are members of the association. In addition, an effort will be made to ensure that the supplier members

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provide representation over a cross-section of the five different THS requirement streams: (1) Office Support; (2) Administrative Services; (3) Operational Services; (4) Technical Services and (5) Professional Services. The supplier interest representation on December 18, 2013 is outlined in Annex A.

- 7.3.4 To diversify the participation of client interest members on the Committee, an effort will be made to have at least one federal department represented on the Committee from each of the cluster portfolio categories: (1) Economic / International; (2) Social; (3) Science; (4) Finance; (5) Government Operations; and (6) National Security. The listing provided in Annex B is included for demonstration purposes only, should not be considered an exhaustive listing, and may be subject to change.
- 7.3.5 At anytime a participating organization may appoint a new representative as its member on the Committee.

7.4 Member Responsibilities

7.4.1 All Members

All members shall:

- Comply with requirements and guidelines outlined in this Terms of Reference document;
- Conduct themselves in an ethical manner;
- Disclose to Deputy Chairperson and/or Committee Secretary any actual or potential conflicts of interest in the carrying out of their roles and activities on the Committee;
- Adhere to the Code of Conduct for Procurement (<http://www.tpsgc-pwgsc.gc.ca/app-acq/cndt-cndct/contexte-context-eng.html>);
- Have a positive demeanor and constructive attitude;
- Represent only one organization on the Committee, and have the authority to represent that organization on the Committee; if there are multiple representatives for an organization, the representatives must speak with one coherent, unified voice;
- Represent the business and operating objectives, needs and concerns of their organization and their interest group on the Committee (par. 7.1);

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- Communicate with their organization's management regarding THS matters addressed by the Committee;
- Be supportive of the Committee's activities, and willing to invest the necessary time;
- Attend committee meetings as often as possible, and if unable to attend a meeting, send (subject to the approval of the Chairperson or Deputy Chairperson) an alternate representative for their organization when feasible;
- Strive to complete assigned tasks on time;
- Prepare any required documentation and background material for committee meeting agenda items assigned to them;
- Ensure that advice, recommendations and deliberations are fact-based where possible, and relevant to achieving stated stakeholder objectives;
- When applicable, as determined by the Deputy Chairperson, ensure that proposals are accompanied by an appropriate evaluation framework (Annex C);
- Advise the Deputy Chairperson and/or Committee Secretary of contact information changes;
- Advise the Deputy Chairperson and/or Committee Secretary when they leave an organization; and
- Advise the Deputy Chairperson and/or Committee Secretary of a change of business by their organization that impacts their ability to effectively participate as a member.

Members should:

- Designate an alternate representative (par. 7.4.2) for their organization who could participate on the Committee when they are not available; the designation should be done by submitting the alternate's name to the Deputy Chairperson or Committee Secretary in writing;

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- Provide advice and/or recommendations regarding the design, administration and reporting requirements of the methods of supply for the provision of THS to federal government departments in the NCR;
- Table for discussion and bring to the Committee's attention issues, concerns, considered information and suggestions;
- Raise issues and concerns, and bring any supporting documentation to the Committee's attention;
- Examine documentation critically;
- Suggest agenda items for committee meetings;
- Come to meetings prepared; and
- Participate in working groups when possible.

7.4.2 Alternate Members

An alternate member is an individual authorized to carry out the responsibilities of a committee member when that member is unable to do so, and shall hold qualifications similar to the member that they are designated to replace.

Alternate members shall:

- Represent the same organization on the Committee as the member that they may replace from time to time;
- Have the same authority to represent their organization on the Committee as the member that they may replace from time to time; and
- Have the same responsibilities on the Committee as the member they may replace from time to time, excluding responsibilities pertaining to attending meetings and/or designating alternates.

7.4.3 Chairperson

The Chairperson shall:

- Chair committee meetings keeping discussion relevant to the subject, ensuring that all facets of an issue are considered, and the views of all

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members are heard, summarize points of view and judge when a consensus of opinion is reached;

- Make decisions regarding matters related to the Committee's operation and membership;
- Be responsible for the assignment of committee membership (par. 7.3);
- Act as the Committee's spokesperson to the outside world; and
- Be responsible for the maintenance of this Terms of Reference document.

The Chairperson may:

- Designate an alternate Chairperson on a temporary basis;
- On an exceptional basis, approve the participation at a committee meeting of an alternate representative from an organization in the absence of a member;
- Approve the participation of non-members at committee and/or working group meetings as guests;
- Remove a member (par. 7.5) from the Committee for lack of participation, or for failure to comply with this Terms of Reference document; and
- Create working groups upon the request of the Committee.

7.4.4 Deputy Chairperson

The Deputy Chairperson shall:

- Assume the responsibilities of the Chairperson when he or she is not available;
- Ensure that the business of the Committee is conducted in accordance with this Terms of Reference document in a neutral and unbiased manner;
- Assist with the preparation of meeting agendas, and have the authority to determine the final agenda;

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- Ensure that meeting minutes correctly record the decisions taken at meetings;
- With the assistance of the Committee Secretary, ensure that committee members complete action items in a timely manner;
- Liaise with committee members regarding progress on action items and operational matters; and
- When applicable, require that proposals made by members are accompanied by an appropriate evaluation framework (Annex C).

The Deputy Chairperson may:

- Designate an alternate Deputy Chairperson and/or Committee Secretary on a temporary basis;
- Schedule interim committee meetings between regularly scheduled committee meetings, as and when required;
- On an exceptional basis, approve the participation at a committee meeting of an alternate representative from an organization in the absence of a member;
- Approve the participation of non-members at committee and/or working group meetings as guests; and
- Create working groups upon the request of the Committee.

7.4.5 Committee Secretary

The Committee Secretary shall:

- Ensure that members comply with this Terms of Reference document;
- Maintain a record of the membership of the Committee, and with assistance from the Deputy Chairperson, monitor participation to ensure continued and active participation;
- With assistance from the Deputy Chairperson, prepare draft agendas and meeting documents for committee meetings;

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- Provide all members a draft agenda by e-mail prior to each committee meeting;
- Arrange for venues and administrative details for committee meetings;
- Prepare draft minutes for each committee meeting, and distribute them to all members prior to the next committee meeting;
- Distribute documentation to committee members;
- Maintain a record of any outstanding action items, which shall be available at each committee meeting; and
- Monitor the work of working groups.

7.5 Membership Termination

If a member demonstrates a conspicuous lack of interest or ability to participate in the activities of the Committee by not attending meetings, or not commenting on recommendations or proposals, his or her membership on the Committee may be terminated at the discretion of the Chairperson (or alternate). Failure to attend or provide an alternate for three consecutive committee meetings without written justification may be cause for termination of membership.

At anytime a participating organization may terminate its membership on the Committee.

8.0 Committee Meetings

The responsibilities of the Chairperson, the Deputy Chairperson, the Committee Secretary, and all committee members with respect to committee meetings (e.g. attendance, agendas, and minutes) are included in the lists of their responsibilities provided in paragraph 7.4.

Some key points regarding meetings are summarized below.

- The Committee shall meet at least once every quarter in the NCR, unless otherwise agreed.
- Interim committee meetings may be scheduled between regularly scheduled committee meetings, as and when required.
- Unless an alternative is proposed, PWGSC AB will provide a facility for convening each committee meeting.

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- Any committee member may recommend a committee meeting agenda item.
- Alternate representatives may attend committee meetings in place of committee members, subject to the approval of the Chairperson or Deputy Chairperson.
- Non-members may attend committee and/or working group meetings as guests, subject to the approval of the committee Chairperson or Deputy Chairperson.
- Failure to attend committee meetings may be grounds for membership termination (par. 7.5).
- The draft minutes for a committee meeting shall be approved at the next committee meeting.

9.0 Working Groups

Working groups may be formed or dissolved at a THS Advisory Committee meeting or between Committee meetings by the Chairperson or Deputy Chairperson.

Guidelines for working groups are provided below.

- The THS Committee shall define the scopes, objectives and schedules of its working groups.
- The membership of a working group shall be determined by the Chairperson and/or Deputy Chairperson.
- Working groups shall strive to achieve consensus on their assigned issues within timeframes agreed upon by the THS Advisory Committee.
- Experts who are not members of the THS Advisory Committee may be invited to participate on a working group.
- The members of a working group shall recommend a Chair (WG Chair) for approval by the THS Advisory Committee Chairperson (or alternate).
- WG Chairs shall be members of the THS Advisory Committee.

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- For each working group, the WG Chair shall submit written progress reports on its assigned tasks to the THS Advisory Committee. The reports should include records of decisions for meetings and conference calls.
- Prior to the dissolution of a working group, a written report summarizing the working group's deliberations and the results of those deliberations in accordance with the objectives and scope of the working group shall be submitted to the THS Advisory Committee.

10.0 Changes to This Document

Changes to this Terms of Reference document are subject to review and ratification by the Assistant Deputy Minister (ADM), Acquisitions Branch, PWGSC. When changes are approved by the ADM, a new edition of the document will be issued. The maintenance of this document will remain within the delegated responsibility of the Chairperson.

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ANNEX A: SUPPLIER INTEREST REPRESENTATION
ON DECEMBER 18, 2013

Organization		Number of Members	THS Classification Streams (Y = Yes)					Socio-Economic Considerations such as Aboriginal Representation?	
			1	2	3	4	5	Yes	No
Type	Operating Name		Office Support	Administrative Services	Operational Services	Technical Services	Professional Services		
Association	Association of Canadian Search, Employment and Staffing Services (ACSESS)*	4	Y	Y	Y	Y	Y	X	
Company	Portage Personnel	1	Y	Y	-	Y	Y		X
	QMR Consulting & Professional Staffing	1	-	Y	-	-	Y		X
Total		6							

* The Association of Canadian Search, Employment and Staffing Services (ACSESS) is the single voice for promoting best practices and ethical standards for the recruitment, employment and staffing services industry in Canada. With more than 1,200 member offices offering staffing solutions in the areas of professional search, and temporary and contract staffing, ACSESS members provide a key service to businesses and offer a broad range of career planning and employment opportunities. For more information visit: www.acsess.org.

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**ANNEX B: PORTFOLIO CATEGORIES
FOR FEDERAL GOVERNMENT DEPARTMENTS**

Federal government departments, for the purpose of engagement regarding THS service delivery models, will be grouped into the following portfolio categories: (1) Economic / International; (2) Social; (3) Science; (4) Finance; (5) Government Operations; and (6) National Security. For each portfolio category, examples of federal government departments are listed below.

Note: The federal organizations that were represented on the THS Advisory Committee on December 18, 2013 are highlighted below.

Economic / International

Atlantic Canada Opportunities Agency
Canada Economic Development for Quebec Regions
Canadian Northern Economic Development Agency
Federal Economic Development Agency for Southern Ontario
Industry Canada
Infrastructure Canada
Statistics Canada
Western Economic Diversification Canada

Social

Aboriginal Affairs and Northern Development Canada
Canadian Heritage
Citizenship and Immigration Canada
Human Resources and Skills Development Canada
Immigration and Refugee Board of Canada
Canadian International Development Agency
Foreign Affairs and International Trade Canada

Science

Canadian Food Inspection Agency
Canadian Nuclear Safety Commission
Canadian Space Agency
Agriculture and Agri-Food Canada
Environment Canada
Fisheries and Oceans Canada

Health Canada

National Research Council Canada

Natural Resources Canada

Public Health Agency of Canada

Finance

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Canada Revenue Agency
Department of Finance

Government Operations

Canada School of Public Service
Department of Justice
Library and Archives Canada
Privy Council Office
Public Service Commission of Canada
Public Works and Government Services Canada
Shared Services Canada
Treasury Board of Canada Secretariat

National Security

Canada Border Services Agency
Correctional Service of Canada
National Defence
Financial Transactions and Reports Analysis Centre of Canada
Public Safety Canada
Royal Canadian Mounted Police
Transport Canada

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ANNEX C: EVALUATION FRAMEWORK FOR PROPOSALS

When applicable, the evaluation criteria listed below shall be used as a framework to determine the merits of a proposed element, scheme or approach for inclusion in PWGSC's methods of supply for the provision of THS to federal government departments in the NCR.

Evaluation Criteria:

1. Support for the federal government's commitment to cost reductions, more efficient processes and improved quality of service;
2. Consistency with the objectives of stakeholders;
3. Risk of unintended impacts or results;
4. Ability to implement within resource and time constraints;
5. Relevance and usefulness of, and the ability to implement the associated performance measures within resource and time constraints; and
6. Within the agreements, laws, policies and regulations applicable to the federal government's procurement processes.