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"We want to make sure that potential contractors understand the high standard of conduct we expect them to meet," explains Mélinda Nycholat, Vice-President, Operations–Procurement. "We already have a Code of Business Conduct for employees. This completes the picture."

The Code applies to all of DCC's roughly \$1 billion in annual procurement. The document covers subjects such as supplier responsibilities, the values of openness, fairness and accountability in procurement, remedies in the case of disputes and sanctions for any breach.

When bidding on work with DCC, potential contractors must certify as part of their bid submission that they have read the Code and will abide by it. "It was key that the Code not add any steps, time or costs to the procurement process," Nycholat says. "The important thing is that we're addressing the need for ethical conduct by the contractors that work for us and, in turn, for DND."

The presence of the Code will also help increase industry's confidence in DCC's processes, she adds, and assure DND that contracts are done in a transparent and accountable manner.

The Code came into effect on December 4, 2012. DCC consulted with Public Works and Government Services Canada (PWGSC) when drafting the Code to ensure that it was compatible with standard government procurement guidelines, as well as federal legislation, such as the *Financial Administration Act* and *Competition Act*, and international trade agreements.

DCC will now be closely monitoring implementation of the Code, Nycholat explains. "We're going to be paying close attention over the next year. In particular, we'll be looking at developments in industry to see whether there are any changes we need to make." Industry will be notified of any amendments to the Code, she says.

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Measuring the success of a construction project involves managing time, cost and quality. And while there isn't a scale to measure the smiles of those who will inhabit a new space, these are definitely in evidence at CFB Esquimalt near Victoria BC, where DCC is putting the finishing touches on a new Fire Hall.

This two-year, \$35 million project includes a 4,450m² three-storey main building, training tower, five-bay apparatus hall, gym, classrooms, dorms, change rooms and a kitchen.

Part of the excitement about the state-of-the-art, seismically-sound, fire-engine red building relates to the process that brought it to life. Fire halls present unique requirements. Four platoons will use the hall on 24-hour shifts. They will eat, sleep, train and work there, monitoring and responding to 911 calls and alarms. (The Department serves 6,000 people in the dockyards area, the Workpoint barracks, and Naden administrative areas at CFB Esquimalt.) The design by Smith Carter Architects & Engineers established the plan, while Darrell

Teng and Eric Service, Construction Coordinators with DCC, worked with Fire Chief Steve Mullen, Deputy Fire Chief Rick LeQuesne, Chief Training Officer Geordie Douglas and platoon members to ensure the building met their needs.

"Each project is unique. This one was special. We wanted to give platoon members things they would have at home and set them up to succeed as first responders," said Service.



The new CFB Esquimalt Fire Hall.



DCC Construction Coordinator Mark Peters (far right) tours the newly installed vehicle exhaust system in the Apparatus Bay along with a group of Base Fire personnel.

The benefits of collaboration between DCC and the platoon can be seen throughout the building, from small changes—such as switching kitchen ranges to commercial grade or altering water fountains to accommodate water bottles—to larger workspace changes. Input on how trucks park in the apparatus bay led to modifications to vehicle exhaust systems. Setting up the dispatch and alarm room involved collaboration on ergonomics. “We worked together on how it’s laid out, screens to use, and precisely where and how to mount them. Platoon members played a vital role in determining the set up. We wanted to get it just right for them,” said Service.

Feedback so far indicates that collaboration was the right approach. Esquimalt Fire Chief Steve Mullen notes “All our people are very excited to move into the new building. It meets all our needs and is future-proof as well. We can grow into it.” Even the broader community is impressed. Shaw TV reporter Nikki Ewanyshyn offers a peek at the new hall here on [YouTube](#).

Full link to video: <http://www.youtube.com/watch?v=MN2opKS0Gul&list=UUBqQrRgC1QLqBRRBhvoZPdw&index=3&feature=plcp>.

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Real property training course is first of its kind

DCC has played a key role in the launch of a new training course that allows civilian staff working in the area of real property (RP) across Canada to be more knowledgeable and responsive at what they do.

The course is called Introduction to Managing Real Property at DND (IMRP), an online, self-paced, bilingual and fully accessible tool to help everyone involved in real property management work from the same song sheet. DCC and the Department of National Defence (DND) worked in close collaboration to design and develop the course, which is now up and running.

What's at stake?

DND is the largest landholder in the Government of Canada, with more than two million hectares of property across the country, including 20,000 buildings as well as 21 main installations including military bases. With that much property to manage, it is imperative that everyone involved follows consistent approaches and structured processes for planning, acquisition, use and disposal of property throughout its lifecycle.

Shannon Gartner, a real property and environment program support officer within DCC, who worked with DND staff Lori Shelton from Assistant Deputy Minister, Human Resources, Civilian (ADM(HR Civ)) and Toni Comtois from Assistant Deputy Minister, Infrastructure and Environment (ADM(IE)) to create the course, is particularly proud.

"The pilot course has been a terrific success," says Ms. Gartner. "The team from DCC and DND initially designed the course for 60 Property Officers and to date we have had more than 120 people take it, and the feedback from participants has been tremendous."

What makes the success of the IMRP even more impressive is the way it came about.

After assessing a situation, the infrastructure and environment staff at DND expressed a need for more formal training for staff in the RP community. A prioritized list was developed of positions that required training—including those with little to no specific training to Property Officers who are critical to giving accurate and timely information to Base and Wing Construction Engineers and ultimately Commanders. Previously, RP management had fallen mostly to military construction engineering personnel; however, with an increase in deployments and military operations, the need to involve more civilians became apparent.

With no course available inside or outside DND, a team of RP experts from DCC began working with civilian learning and professional development experts from ADM(HR Civ) and RP management experts from ADM(IE) to create and launch a pilot course.

This kind of collaboration broke new ground for DCC.

"What was great was having these three entities working together for the first time—with thoughtful planning and careful understanding of what the end user of the training would need to help them succeed in their job," says Ms. Gartner.

The team used learning and development guides and tools established by ADM(HR Civ) to model a successful approach to course development. They undertook a needs assessment, consulted with end users, and worked with graphic designers and programmers to create the pilot course. The highly collaborative process paid off and the course was launched with immediate interest and participation.

The pilot course was also part of a larger initiative, the Infrastructure and Environment Training Framework (IETF), which included a suite of policy documents, strategies, frameworks and tools for learning and professional development within ADM(IE). The IETF was approved by the ADM(IE) in 2012.

“With so many other pressing issues commanding attention from the ADM, it was a great achievement to have this framework approved.”

“This training course would not have been possible without hard work and collaboration between all players at the table,” says Ms. Gartner. “The core team also included Linda Newton and Anne McCuaig (DCC), Ben Costen (ADM(IE)), and Robin Lavoie (ADM(HR Civ)). Kudos also to the Property Officer Focus Group and the content development team within Director Real Property Management. And a note of thanks to Marc Desjardins (Director Real Property Planning) for his support of resources, staff and feedback.”

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That collaboration extends first, Dobbie says, to DCC's interactions with the Client-Partner, the Department of National Defence and the Canadian Forces. "When you're delivering projects, you really want to have an integrated process, so you need to have knowledge of your customers and to work very closely with them."

At the same time, he says, collaboration within DCC is essential for effective and efficient project delivery, making it possible to provide the best service to the client. It "is the basis for bringing together the knowledge, experience and skills of multiple team members from the different DCC service lines," he says, quoting from a made-in-DCC definition of collaboration he developed for the service line.

Having joined DCC in 2005, after 27 years in the military and nearly a decade in the private sector, Ted was a key player in the service line's expansion, particularly in the National Capital Region. He helped create the policies, procedures and quality systems that guide its work today. He was Regional Service Line Leader from 2007 to 2010 and then National Service Line Leader for close to three years. Ontario Region Director John Graham, a 25-year DCC veteran, is taking on the latter role as part of his duties.

During his time at DCC, Ted had the chance to hire and mentor younger employees, adding well-educated and trained staff to an already strong—and collaborative—workforce, he says. "One of the really good characteristics of DCC is the quality of the people. They're a collegial, knowledgeable, sharing group."

This infusion of new blood will serve DCC well in the future, Ted observes.

As for his own future, Ted will focus on his beloved hobby of car racing. (His colleagues gave him a mounted and engraved Lotus hubcap as a farewell gift.) He owns two vintage cars: a 1970 Lotus, which he is currently upgrading, and a 1989 Camaro. Beyond participating, with his wife Barb as crew, in races in Ontario, he is gearing up for the 2014 edition of Targa Newfoundland, a 2,200-km race through the eastern and central parts of the province.



Ted Dobbie with his 1989 Camaro.

When he's not on the road, he'll be suiting up for local recreational hockey, volunteering, spending time with his family and, he jokes, perhaps doing some consulting—to pay for more

car parts, of course.

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