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"We want to make sure that potential contractors understand the high standard of conduct we expect ...

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The new CFB Trenton Air Mobility Training Centre.

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DCC already carries out a few procurement steps electronically—advertising procurements and distributing bid documents through MERX. Now, the organization is looking to eschew paper for every step, including closing tenders and bonding.

This approach would bring procurement into line with DCC's new electronic records management system in which all key documents are able to be received and stored electronically, explains Mélinda Nycholat, Vice-President, Operations–Procurement.

More significantly, Nycholat explains, an electronic procurement system would virtually eliminate non-compliant bids, which has the potential to save millions of dollars. "The law requires bidders to follow a prescribed process. When they don't—by adding extra information to their bids, for example—we are forced to disqualify them." An electronic system would let bidders input only the required information. As a result, DCC would no longer need to carry out the sometimes considerable follow-up with bidders whose submissions are rejected.

An electronic system would also save companies money, she notes, since they would not have to mail or courier their bids. Eventually, it may mean that they could submit their documents from a tablet or other mobile device.

A number of developments have made e-procurement possible at this time. Among them is the advent of e-bonding services. In 2012, DCC worked with the Surety Association who took a leadership role to develop tender clauses for prescribing e-bonding, and organized mock tenders with other owners, construction companies and e-bonding providers to test the solutions. "Everything went very well. We think we have a viable solution," Nycholat says.

She also notes that the benefits far outweigh any risks involved with e-procurement. In addition, tests of systems in other jurisdictions have shown that computer diagnostics quickly resolve any technical problems that crop up (such as a bid not being registered). In any event, case law has found it is the bidder's responsibility to ensure its bid is successfully submitted, she explains.

DCC is now looking to put a full e-procurement solution in place, although whether it will be something off the shelf or a custom-built system remains to be seen, Nycholat says. "We hope to have something in place in about 18 months."

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At 8 Wing Trenton, for example, the home of air mobility for the Canadian Armed Forces, some say the busy air base is almost unrecognizable due to the abundance of new and upgraded infrastructure.

For example, the new 17,000 m² Air Mobility Training Centre, which houses the equipment and personnel required to train operators and maintainers of the new CC-130J Hercules aircraft, is a crown jewel ... for the Royal Canadian Air Force, the Canadian Armed Forces, and DCC to be sure.

Equivalent to two football fields, or five-and-a-half hockey rinks, and designed to LEED Silver standards, the AMTC provides crews with a state-of-the-art environment in which to train. The centre is a quantum leap from the decades-old building that 426 Transport and Training Squadron used to provide training in.



On May 25, 2012, the C-130-J fuselage trainer (FUT) arrived at the AMTC after a cross-country road journey from Abbotsford B.C.

"The excellence we achieved on this project is a testament to the expertise and diligence of DCC employees," says DCC Manager, Construction Program Dan Meens, whose seven-member team brought in the AMTC almost \$20 million under budget. The overall cost of the AMTC was budgeted at \$84.2 million and has a current value of \$66 million. Phase One of the AMTC was occupied in June 2011, while Phase Two was occupied in January 2012.

"There were times that it was very hectic, but we had a very good relationship with our Client-Partner, so we were able to negotiate and manage changes to the original concept as we went along. At the end of the day, DCC is run like a business so we have to be accountable for the money that is spent. Our contracts and procedures are very heavily scrutinized so we have to ensure all of the expenditures are justified. This type of accountability, and the efficiencies we achieved as a result, was the responsibility of every one of my team

members. They were the ones who made this all happen.”

One member of the team, Bruce Pichler, is particularly proud of the AMTC.

“Things are getting up and running in what is considered by DND to be a record time for a building that has gone from conception to actually being occupied and used,” says Pichler, DCC Construction Coordinator. “On top of that, we have CAE, the Canadian manufacturer of the simulators that are going in the building, saying this has outdone anything that they have built around the world in terms of the way it looks and the way things have come together.”

In order to meet Canada’s future defence and security requirements, the Government of Canada intends to replace or refurbish approximately 25% of DND infrastructure holdings within 10 years, with approximately 50% being replaced or refurbished over 20 years.

Defence Minister Peter MacKay recently announced a further \$110 million in infrastructure improvements at 8 Wing, which includes a new air maintenance hangar and some additions to the AMTC.

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There are approximately 20,000 buildings and over 13,000 works in installations and bases across Canada, and wherever there is a Forces presence. DND is required to keep maintenance records for each place they occupy, whether it's in Canada, Afghanistan, Jamaica or Haiti. The Army, Navy and Air Force have their own teams responsible for supporting real property, and smaller organizations (such as research centres) manage assets, as well.

The main tool used for this is referred to as Computerized Maintenance Management Software (CMMS). "At its simplest CMMS offers a way to track and manage what you have, and ensures it's being taken care of," said Sharon Burke, Program Support Officer for Real Property and Environmental Services, who along with Kevin Nelson, manages CMMS programs for DND and DCC.

Burke and Nelson recently adopted an off-the-shelf maintenance management software application solution to work within existing DND parameters. The solution, by Maintenance Connection, is an Internet based application managed by DCC that helps DND staff oversee their day-to-day real property maintenance management requirements. The tool manages preventative maintenance schedules and tracks maintenance performed on facilities or equipment after it has failed. The tool can also help DND's property managers monitor compliance with regulatory requirements such as fire regulations or life and safety issues.

Maintenance Connection is intended as an interim tool for sites where a DND solution is not currently available. DCC will continue to offer this service until a new DND system is rolled out with the ability to offer CMMS. "We are using it for sites that don't have an existing CMMS or where maintenance management systems are experiencing failures," said Burke. "Most people are surprised at how user friendly the tool is. All the features you are accustomed to seeing in a Windows application, like click and drag for example, are all here," said Burke. An elegant solution—managed and supported by DCC as a stop gap measure—to help solve a



complex issue.

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To do this, Justin Chubaty, National Health and Safety Coordinator, leads a team of certified professionals and health and safety representatives located at DCC offices on bases nationwide. Health and Safety Coordinators are responsible for operational health and safety on the work site and are a primary resource for incidents and accidents that occur. They also provide valuable professional insight, disseminate information, act as sounding boards for new initiatives, and share information about "lessons learned."



"A big part of our evolution involves learning from incidents and accidents," explains Chubaty. "Each year we conduct safety audits. We review what occurs at different sites and tailor policies and training on what we find. Basically, we make changes and adapt the program to meet the needs of those in our offices and on the job site."

The challenge then becomes how to make sure new information is reaching employees with such a broad group. These days, Chubaty is interested in new tools to "optimize" this sharing and social media is part of the plan. "We're looking at online tools (internal blog or forum) and social media (Facebook, LinkedIn) to disseminate information and connect with workers on a site level. We want to hear about health and safety concerns as they arise and provide an easily accessible platform for our employees to engage with our H&S team."

With an aim toward continuous improvement and cost effective delivery of the health and safety program, Chubaty has approached private sector e-trainers to complement the existing e-learning and training modules delivered electronically to DCC staff. Web conferences with each region and web options for doing Q-and-A with site reps are not far behind.

And while using these tools serves DCC directly, there is a broader benefit: at a recent national conference Chubaty re-established relationships with the Directorate of Health and General Safety—a team of safety leaders with DND and the Canadian Armed Forces. They now discuss tools and approaches, and are in the process of creating a working group to address areas of mutual concern.

"We find synergies where we can learn from each other. Whether we are talking about ergonomics, air quality, contract safety at mutual work sites, or how we're sharing information

with staff,” said Chubaty. “We think there is value in sharing methods, exploring new tools, and learning from others.”

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DCC at Work is our Corporate Services newsletter, delivered bi-monthly to our public- and private-sector partners and the public at large. The articles in *DCC at Work* focus on service-delivery success stories, from the most complex projects to innovative ideas that save time and money.

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