



CMEA National Conference

The New Real Property Management Paradigm

by

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What is ADM(IE) Transformation?

- Why is ADM(IE) transforming?
- How will RP services be delivered?
- What does the new structure look like?
- What does this mean for General Engineer Support and the CE trades?



Federal Budget 2012, March 2012

- Federal Budget 2012, Annex 1 “Responsible Spending”, regarding the National Defence Portfolio:

“Significant progress has been made in modernizing the Canadian Forces through major, necessary investments in the country’s military capabilities. **To improve the efficiency and effectiveness of the organization**, the Department of National Defence and the Canadian Forces will **improve contracting processes**, streamline the procurement of support equipment and spare parts, **centralize real property management**, and centralize and enhance human resources management to achieve better value for money.”





2012 Fall Report of the Auditor General of Canada

- Chapter 5 – Real Property – National Defence
 - RP planning framework
 - RP management
 - Project approval processes
 - Performance measurement
 - Preventive maintenance practices
 - Non-compliance with health and safety policies
 - Resource management
 - Not meeting expenditure targets for M&R and recapitalization



Auditor General (cont'd)

“Fundamental change is required in the way National Defence manages its resources to support real property”

- **Para 5.95 Recommendation.** National Defence senior management should **complete the transformation of its real property business model** that should include an integrated real property financial and human resource strategy.
- **The Department's response.** Agreed. Budget 2012 announced that National Defence **will centralize real property management**. National Defence has launched an Infrastructure and Environment Transformation Initiative to achieve this objective.



The Defence Renewal Charter, October 2013

“Real property management will be transformed to be leaner and more responsive, as well as more focussed on areas critical to supporting modern capabilities. **The initiative already underway to centralize real property management is an important first step that will enable broader and more transformative changes.** Transitioning from nine different command-level custodians to one with a single portfolio manager will allow for common service delivery standards, and permit the phase-in of streamlined processes, systems, and tools. The new model will be underpinned by clarified and updated governance and policies.”

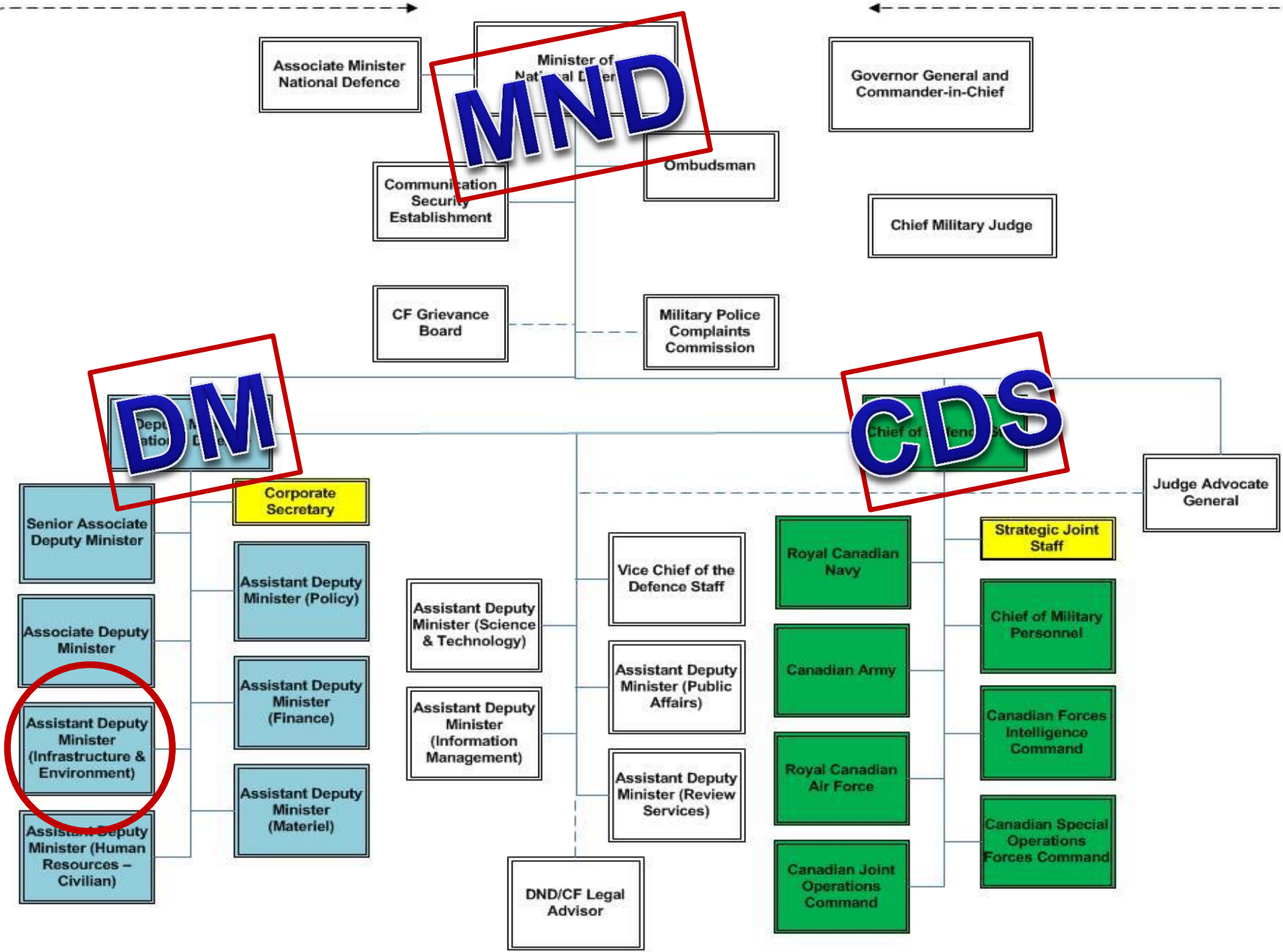




Accountability of Deputy Heads

Financial Administration Act, “**Management of public property**”:

Para 62. The deputy head of every department shall maintain adequate records in relation to public property for which the department is responsible and shall comply with regulations of the Treasury Board governing the custody and control of public property.





Concept of Operations DND RP Management, 15 March 2013

“Centralizing both management of the RP portfolio as well as the management of RP service delivery within DND under one authority, ADM(IE), will serve the needs of the Department’s infrastructure across Canada while reducing overhead and ensuring that Canadian Armed Forces’ (CAF) operational requirements are met.”

- Does not include operational fire fighting requirements
- Does not include environmental responsibilities, other than those directly associated with RP management
- Does not include the role of Force Generator

Canadian Armed Forces Bases and Wings

- Royal Canadian Navy
- Canadian Army
- Royal Canadian Air Force





Current Status of RP Management Transformation

- **Initial operational capability (IOC)** achieved 1 April 2014:
 - Stand up of RP Operations sections for the North and Central, within the RP Operations Group HQ
- **IOC “plus”** achieved 1 April 2015:
 - First complete RP Ops Unit has been stood up (RP Ops Unit Pacific), supporting CA/RCN/RCAF and installations in BC
 - RP Ops Unit Atlantic is partially stood up (transfer of Halifax and Shearwater)
- **Final operational capability** will be achieved 1 April 2016, with transfer of all remaining DND RP from CA and RCAF to ADM(IE)



RP Management Paradigm Shift

- ADM(IE) goes from a small Ottawa HQ with a strategic focus, to a Defence Team group of approximately 4,000 members
 - Responsibilities for RP management extend from base level services up to strategic level engagement
- CAF General Engineer Support Working Group
 - Analysing force employment, structure and C2
- Support to operational requirements at bases/wings and responsiveness to CAF operations (domestic and expeditionary)

RP Ops Group: “Enabling Operational Success”



Questions



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