



IE FOCUS

Spring 2016

We are fully operational: a message from the ADM

Now that ADM(IE) has achieved Full Operational Capability (FOC) by becoming the sole manager of all Department of National Defence real property assets, I'd like to personally welcome all new personnel to the team and thank existing personnel for their outstanding contributions to this achievement. It's an exciting time for us all as we embrace the new ADM(IE).

Just look at what we did. We centralized the management of the entire Department of National Defence real property portfolio, over \$26 billion in assets, and we transitioned from nine managing organizations to one. Remarkable!

April 1 was not an end, so much as a beginning, and your hard work and dedication will serve us well as we continue to transform to meet the needs of our clients. ADM(IE) is updating its business processes, exploring potential savings and efficiencies, eliminating costly duplication, changing the way we manage real property project delivery and, we will be doing all of this in an environmentally sustainable way. As you may have seen in media coverage recently, ADM(IE) is slated to receive tens of millions of dollars worth of energy efficiency upgrades



**Assistant Deputy Minister of
Infrastructure and Environment,
Jaime Pitfield**

over the next decade through innovative partnerships with private industry. Greenwood is one of our top performers – its current emissions levels are 21 per cent below 2005 levels. This is just the kind of positive change we are aiming for post-FOC.

Now that we have centralized Defence real property management, we are making service transformation a top priority. Client services will be defined, documented, and delivered efficiently and consistently across our organiza-

In this issue

[We are fully operational: a message from the ADM](#)

[Full Operational Capability at ADM\(IE\): something worth celebrating!](#)

[Integrated project delivery](#)

[IEBM has a roadmap!](#)

[Architecture and engineering standards and guidelines](#)

[Selina Bishop: Governance, policy, strategy... and music](#)

[New military police academy opens at CFB Borden](#)

tion. These are ambitious goals, but you've shown me that you're up to the challenge.

But, these goals are nothing but thin air without the support of an experienced, diverse and knowledgeable team. We could not accomplish what we do every day without an engaged and enthusiastic workforce. There are big things in store for us, and I for one am keen to get things started. Let's do this!!

Jaime Pitfield
ADM(IE)

EVENTS

Full Operational Capability at ADM(IE): something worth celebrating!



(Left to right) Assistant Deputy Minister of Infrastructure and Environment, Jaime Pitfield; Chief of the Defence Staff, Gen Jonathan Vance; Chief of Staff, Assistant Deputy Minister, Infrastructure and Environment, MGen Karl McQuillan; Deputy Minister, John Forster; Commander, Real Property Operations Group, ADM(IE), Col Kevin Horgan

In 2012, the federal government mandated that the office of the Assistant Deputy Minister (Infrastructure and Environment) (ADM(IE)) centralize the management of all National Defence real property assets. Since then, ADM(IE) has been gradually assuming management responsibility of Department of National Defence infrastructure, and on 1 April, we reached Full Operational Capability (FOC) when ADM(IE) became the sole manager of over \$26 billion in Defence real property holdings.

To celebrate this exciting milestone, ADM(IE) held a celebratory event on 1 April, at National Defence Headquarters in Ottawa. Assistant Deputy Minister, Jaime Pitfield, spoke to a gathering of over 140 people, comprised of ADM(IE) leaders and staff and representatives from various Level 1 Defence organizations, and his pride was evident. "This is a huge milestone for all of us in the Department of National Defence and in the Canadian Armed Forces," said Mr. Pitfield.



He went on to extend a special thank you to the Royal Canadian Navy, the Canadian Army and the Royal Canadian Air Force, as well as other Level 1 colleagues throughout Defence who contributed substantially to ADM(IE)'s centralization success. Mr. Pitfield also thanked Col Kevin Horgan and his team at Real Property Operations: "You take your mandate very seriously, and your hard work has ensured that we will continue to enable operational success beyond Full Operational Capability -- and we will do it more efficiently and more sustainably."

Special guests on hand included Chief of the Defence Staff, General Jonathan Vance and the Deputy Minister of Defence, John Forster. General Vance noted that, "this centralization is a new way of doing business for Defence in Canada [and] with this project, ADM(IE) is leading the way for Defence Renewal." He went on to say that the hard work of ADM(IE)'s "highly motivated" team will improve the lives of Canadian Armed Forces (CAF) members. "For the Canadian Armed Forces at large, ADM(IE) centralization will provide an improved focus on real property support, allowing our personnel to live, operate and train in well maintained and modern infrastructure. Over time, the efficiencies identified through centralization will allow for improved and more energy efficient facilities for CAF members and operations."

Deputy Minister, John Forster echoed the General's praise. "It's exactly this willingness to explore innovative solutions, to do things more efficiently, that will be central to achieving a more streamlined, capable and effective Defence Team."

ADM(IE) staff are excited and looking forward to the opportunities this transformation will bring. "While I know most of us won't see immediate significant changes in the days and weeks following 1 April, we are all participating in an exciting opportunity -- the largest real property transfer in the history of the Canadian government," said Anne Morton, Director of Portfolio Planning, Director General, Portfolio Requirements.

Mr. Pitfield agreed wholeheartedly. "I couldn't be more proud of what we've accomplished together, and I am honoured to have the privilege to lead this team, as we move beyond Full Operational Capability. The future really is a bright one, and I know we'll do amazing things."

Kelly Clarke
Editor | Communications | ADM(IE) | Ottawa

Planning for a sustainable future

The Government of Canada would like your input on the draft Federal Sustainable Development Strategy (FSDS) 2016-2019. Visit the [FSDS website](#) to review the strategy and help us make it better. Your comments are welcome throughout the consultation period, which ends June 24, 2016. Canadians are encouraged to share their views on what a sustainable Canada looks like, which environmental sustainability targets the Government of Canada should aim for over the next three years, and how those targets can best be measured and reported.



FEATURE ARTICLE

Integrated project delivery



As part of the Defence Renewal initiatives, ADM(IE) has proposed using Integrated Project Delivery (IPD) to improve ADM(IE)'s project delivery capability. In IPD, all project stakeholders, including consultants, contractors and end-users, come together at the beginning of a project, and work together as a team to validate requirements, develop costs, and design and construct a facility. Design consultants, the general contractor and DND all come together early in the process, resulting in better identification of requirements up front, a more synchronized execution plan, less conflict, and a more satisfied end-user.

What makes IPD unique is the multi-party contracting agreement which allows the risk and the reward to be shared among the owner, consultant and contractor. This encourages the entire project team to work together and achieve their objectives at the lowest possible cost, maximizing shared profit. In an IPD project, ALL costs are recorded and discussed between the stakeholders. This builds trust

and teamwork. For example, at the recently constructed Moose Jaw Regional Hospital, a provincial public-sector IPD project, the project cost \$30M less than estimated and was complete in just 38 months, compared to the planned 54 months. The project team delivered 12,000 ft² of additional space without increasing cost. That's over \$5.5M in added value. Now that's a big change!

An IPD project begins with the selection of the consultant and contractor teams. This is based mainly on their previous work experience together, understanding of IPD and lean construction, and strategic fit. Note that cost is not the most important criteria. The statement of requirements is then "validated" by the entire project team, ending with a preferred design and a substantive cost estimate. The team then obtains project approval and begins design and construction concurrently. With IPD, it's important to get project approval quickly to allow the entire team to benefit from the relationships they form during the initial phases of the project.

IPD works best with larger, moderately complex projects where the construction industry can benefit from a shortened design and construction period and the owner benefits from increased innovation and cost certainty, and fewer changes. DND's IPD pilot project will be the Royal Canadian Dragoons Facilities project at Garrison Petawawa. The request for proposal is expected to go out early this fall.

Over the next few months your colleagues within ADM(IE) will be working with their counterparts in the Vice Chief of the Defence Staff's and the Chief Financial Officer's organizations to define the future of IPD at National Defence. We will keep you up-to-date on this new and exciting initiative.

Allan Trenholme

Project Manager | Directorate of
Construction Project Delivery |
ADM(IE) | Ottawa

FEATURE ARTICLE

IEBM has a roadmap!

The [Infrastructure and Environment Business Modernization \(IEBM\)](#) project is dedicated to developing a modern, robust information management system that will become the backbone of Defence real property management. As the single repository of record for information on Defence real property maintenance, portfolio and investment planning, spatial integration, and reporting; the IEBM solution is key to the success of ADM(IE)'s real property centralization efforts.

Our [IEBM roadmap](#) is a tool designed to show how this project will significantly change the way ADM(IE) manages our real property and environmental portfolios. It explains why IEBM is essential to our success and highlights the benefits ADM(IE) will realize because of this innovative tool. The roadmap also provides an overview of the project's major milestones, from project approval in 2015 to deployment in March 2017.

Why do we need IEBM?

The Department of National Defence has the largest and most complex real property portfolio in the Government of Canada. Currently, though there is no single, integrated information technology (IT) application providing a comprehensive overview of the Department's assets, IEBM fills that need.

The Chief of Review Services, the Auditor General of Canada and the Management Accountability Framework, all note that real property financial and performance information is an area for potential improvement. ADM(IE)'s response to these findings is to



What is IEBM all about? We've developed a new visual [roadmap](#) to help you figure it out.

develop the IEBM solution. But how will it help?

The benefits

By replacing outdated applications with a single "repository of record" for information, IEBM will provide a complete summary of every single real property asset. It will also increase ADM(IE)'s capacity to see the big picture when planning real property acquisitions, construction, maintenance and operations and divestments.

Because IEBM will consolidate databases, integrate processes, and reduce duplication of data entry, analysis and system costs, it will improve ADM(IE)'s ability to make sound, well-informed decisions.

Current status

We are now in the Implementation Phase. The IEBM team is currently designing and building the solution based on feedback from a series of workshops. The team is also working closely with Bases and Wings

to collect and cleanse data that is being housed in legacy applications such as Canadian Forces Engineering Management System (CFEMS) Suite, Air Quality Management System (AQMS), Nuclear Safety Information Control System (NSICS) and Halocarbon Management System (HMS).

What's next?

The next step is to test the new system and train our users. The Deployment Phase is scheduled to begin in November 2016 at CFB Borden and the solution will be fully deployed to all of ADM(IE) by March 31, 2017.

If you have questions about IEBM, please send an [email](#) to the IEBM team.

Philippe de Léséleuc

Communication Advisor |
Communications |
ADM(IE) | Ottawa

FEATURE ARTICLE

Architecture and engineering standards and guidelines

Within ADM(IE), the Directorate of Architecture and Engineering Services (DAES) is responsible for architecture and electrical, mechanical and civil engineering and — possibly less well known — information management for ADM(IE). Additionally, DAES will soon be welcoming a large portion of the Royal Canadian Air Force's (RCAF) Winnipeg A4 Construction Engineering group to our team, adding aerodrome engineering to our mandate.

So, ADM(IE)'s transformation is bringing new and exciting challenges to DAES. In view of DAES's enhanced role within the new ADM(IE), we have recently begun a major initiative to renew the current suite of technical standards and guidelines that inform much of the life-cycle management of our infrastructure. This initiative is part of a broader ADM(IE) policy renewal led by the Governance, Policy and Strategy team.

In the late 1990s, one of the principal policy documents for DAES was the Canadian Forces Construction Engineering Manual (CFCEM). It made reference to various technical standards — or Construction Engineering Technical Orders (CETOs) — for design, operation and maintenance. This ensured cohesiveness and consistency of practice throughout the Department. However, over time, there was a shift toward less prescriptive technical direction. As a result, the Realty Asset Management Manual (RAMM) was developed in the early 2000s. Since that time, updating directives, guidelines and standards has been rather slow, and a number of policies have become outdated and do not reflect changes to industry standards and technology.

As of 1 April, 2016, ADM(IE)'s responsibilities include the entire DND real property portfolio, we need — now, more than ever — a good cleansing of our technical policy suite. To that end, DAES will develop relevant architectural, engineering and information management standards and guidelines where gaps exist. Indeed, ADM(IE)'s information management team has begun integrating many former tools (such as Canadian Forces Engineering Management



System [CFEMS] and the Realty Asset Information System [RAIS]), into the Defence Resource Management Information System (DRMIS). ADM(IE)'s information management team is supporting the IE Business Modernization (IEBM) project and will eventually be the manager of much of the real property information stored within that system. This team is also responsible for producing guidance and standards for computer assisted drafting (CAD), geographic information systems (GIS), and eventually for building information modelling (BIM).

New technical policy instruments will ensure that all parts of the infrastructure community have the right tools for the job, which will contribute to the enhanced management of DND's real property portfolio. We will be sure to keep you abreast of all the changes. Our existing technical tools can be found on our brand new [DAES website](#).

For additional details or questions, please join us on our [ADM\(IE\) Technical Committee — Communauté technique du SMA\(IE\) GCconnex group](#), and take part in the conversation. It's a great time to be working in the technical world.

Mark Buckley P.Eng.

Chief Civil Engineer | Directorate of Architecture and Engineering Services | ADM(IE) | Ottawa

Wanted: ADM(IE) social committee members!



Are you a vibrant individual who enjoys being around others? Do you like organizing fun events? Are you interested in boosting the fun factor at ADM(IE)?

If you answered yes to any of the above...we want you!

ADM(IE) is currently seeking volunteers to be part of the National Capital Region Social Committee (IENCRSC for short?). Please consult with your manager for approval and contact [Donald Bertrand](#), 613-947-3272, to get the ball rolling.

Ask us anything



Got questions? Can't find answers? IE Comms wants to help.

For each issue of IE Focus, we will select a question submitted by a reader, we will sleuth out an answer on your behalf, and then we will publish both the question and answer in an upcoming issue of IE Focus. How handy is that? There are plenty of other IE staffers who are wondering the same thing as you, so go ahead, now's your chance — Ask Us Anything! We're up to the challenge. Send your burning questions to Kelly Clarke at [+Communication.ADM\(IE\)-SMA\(IE\)@ADM\(IE\)@Ottawa-Hull](mailto:+Communication.ADM(IE)-SMA(IE)@ADM(IE)@Ottawa-Hull)

Let us know your travel plans: that's an order and a directive

Did you know that the *National Defence Security Orders and Directives* state that all employees of the Department of National Defence and members of the Canadian Armed Forces who are proceeding on duty or non-duty travel outside Canada or the USA, are required to notify the Canadian Forces National Criminal Intelligence Unit (CFNCIU) and their supervisor of their intent to travel? And, before you leave, you are required to fill out and submit a [Notice of Intent to Travel Form](#). Click [here](#) to learn more.

National Defence Security Orders and Directives Chapter 4: Personnel Security



Department of National Defence and the Canadian Armed Forces
2015

Selina Bishop: governance, policy, strategy ... and music



Q: What do you do at ADM(IE)?

A: I am currently in the Governance section in the office of the Governance, Policy and Strategy group, working with the Director of ADM(IE) Business Planning and Performance, Michelle Sanders. I coordinate a lot of information flowing through various committees. I prepare pre-brief materials for the Assistant Deputy Minister, when he attends L0 committee meetings, and I keep the ball rolling for the ADM(IE) Board, and the ADM(IE) Management Committee. In 2015, I also led ADM(IE)'s workplace charitable campaign.

Q: What is your professional history?

A: The Public Service is my third career. My first career was in electro-mechanical drafting and technical writing. I was the only woman in tech at the National Arts Centre, and the same at Leigh Aerospace. After going back to school for a few years, I taught

English at Carleton University. I've been at Defence for almost eight years, working in policy, the Community Management Office, and now with Governance, Policy and Strategy (GPS). My teaching and tech background prepared me well for my work here.

Q: What are some special projects you've been involved in at ADM(IE)?

A: Being part of the Governance transformation was a terrific challenge. I was part of a team that designed the tools and structures for ADM(IE)'s new committees, communicated that change across ADM(IE) with diagrams, presentations, and helped to socialize these changes. Working with subject matter experts (SMEs) to write policy instruments has also been interesting and challenging, and more recently, I've been working to develop a new and clearer process for the development of policy instruments.

Q: What do you enjoy most/least about your job?

A: I have a unique view of the bigger picture, and it's a very good developmental opportunity for me to hone my analytical skills. Because I gather information from across ADM(IE), I am also able to build relationships with people in many areas of the organization. Least: that would be too many emails, and the very fast turn-around times, although the challenge is great.

Q: What changes have you seen since 2012, when ADM(IE) centralization began?

A: Centralization has invigorated ADM(IE) in a way that I couldn't have predicted. Bringing in new people, new ideas, and new ways of doing business has profoundly changed the culture here. Centralization made sense from the start – let each element do what it does best, leaving the real property to ADM(IE). There was an undercurrent of cynicism at first, but once ADM(IE) became the custodian for the Navy, that change was embraced fully and the rest is history. The new ADM(IE) is more collaborative, more innovative, and offers more developmental opportunities.

Q: How have these changes impacted your work?

A: Through ADM(IE) transformation, I had the opportunity to learn and be challenged in a number of ways. As the organization shifted, I was moved to where I was needed most, so I had the chance to learn



about eLearning and the Defence Learning Network, to contribute to the planning team, and eventually to learn more about governance, Defence Renewal, and much more.

Q: What benefits or challenges have you personally seen thus far as a result of ADM(IE)'s centralization?

A: For me, the personal benefits have been frequent change, lots of learning opportunities, and interesting challenges. Being with GPS through tough hurdles like understaffing has not always been easy, but it's given me a chance to do more interesting work through a couple of acting positions at a

higher level, thus preparing me for work that we still have ahead of us.

Q: What benefits do you expect to see as we move forward, after FOC?

A: There will likely be some changes as we settle into our new roles. Our relationships will change as we become a service organization. Reducing bureaucratic hold-ups and streamlining processes is affecting all aspects of the organization and how we interact with our partners. There will be communication and learning challenges for a while, requiring flexibility and patience, but in the long haul there will be a lot of

efficiencies realized through centralization and transformation.

Q: What are your interests outside of work?

A: Mainly, music. I've been a volunteer for CityFolk for over 20 years, I am the KidZone Crew Chief for the Ottawa Grassroots Festival, and I am involved in the Carlington Arts Initiative. My entire family plays, and we are currently building an insane seven-sided music room on the back of our house.

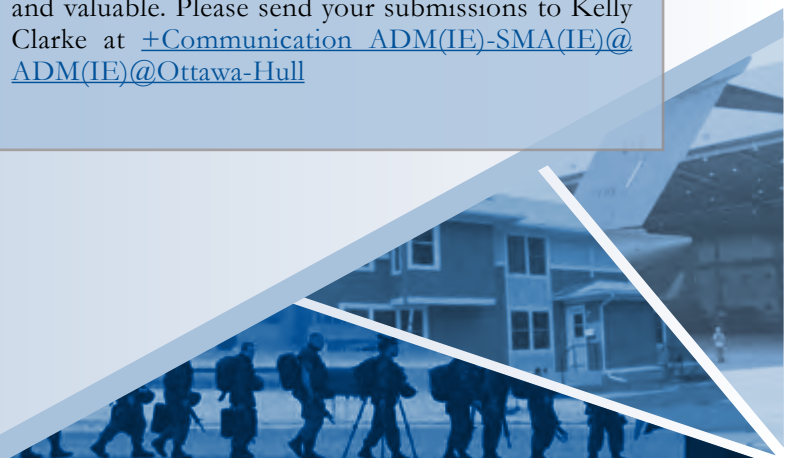
Selina Bishop

Policy and Governance Analyst |
Directorate of Business
Planning and Performance |
ADM(IE) | Ottawa

IE Focus submission guidelines

Do you have a story to tell, an announcement to make, a special event to broadcast, a news item you'd like to share? Everyone within the IE Community is encouraged to write pertinent stories to be shared across the organization. [Click here for](#)

[guidelines](#) to help you craft articles that are interesting and valuable. Please send your submissions to Kelly Clarke at [+Communication_ADM\(IE\)-SMA\(IE\)_@ADM\(IE\)_@Ottawa-Hull](mailto:+Communication_ADM(IE)-SMA(IE)_@ADM(IE)_@Ottawa-Hull)



OUR PROJECTS

New military police academy opens at CFB Borden



Quick facts

On 4 March Chief of the Defence Staff, Gen Jonathan Vance, officially opened the new Canadian Forces Military Police Academy (CFMPA) at CFB Borden. The new academy building is named after Col James Riley Stone, and is situated on the corner of Cambrai and Falaise Roads at the base. As part of the opening ceremonies, a time capsule was dedicated, and the Academy hosted an open house and BBQ.

The previous military police academy facilities were small, scattered, and required significant repair and maintenance. Several buildings were originally constructed as temporary facilities and were at the end of their normal life expectancy. The previous academy buildings were inadequate to meet classroom size requirements, weapons storage and training needs, and some failed to meet current ventilation standards.

Defence Construction Project Delivery (DCPD) project manager, Mr. Demetre Bomis, noted that “the project supports ADM(IE) transformation by reducing our building footprint, enhancing our support to the CAF by providing state-of-the-art training facilities, and by reducing our carbon footprint by locating students near kitchens and accommodations, and we will save ammunition and fuel by using realistic simulators to conduct ranges and driver training.”

Jeremy Mansfield

Team Leader Central and North |
Directorate of Construction Project Delivery |
Engineering Services | ADM(IE) | Ottawa

- The new academy consolidates five buildings into a single state-of-the art police academy
- The building was built to LEED Silver standards
- The project includes the demolition of five buildings (totalling 4,363 m²)
- The new building is two stories high with a total floor area of 9,110 m²
- The construction contract was awarded 7 March 2013 to Graham Construction, of Mississauga, Ont.
- The total project budget is \$47.8M (excluding taxes) but the project came in below budget
- The building includes:
 - 12 classrooms
 - an indoor firing range
 - four laboratories
 - a tactical training centre
 - a theatre
 - a dojo area and a drill hall
 - driving and firing simulators
 - mock-up living quarters
 - evidence laboratories
 - evidence storage
 - library, archive and administrative areas
 - a museum