



Treasury Board of Canada  
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Canada

# Government of Canada Procurement Competency Dictionary

A preview of the TBS revision work going on for  
procurement competencies

June 6, 2017

A presentation for the 2017 Canadian Institute for  
Procurement and Materiel Management (CIPMM) National Workshop

**Presented by: Martine Rack**  
Senior Advisor, Acquired Services and Assets Sector,  
Office of the Comptroller General, Treasury Board of Canada Secretariat

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# Introduction

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Over the past two years, Treasury Board of Canada (TBS) has been leading the review of the existing procurement competencies with a view to establishing a competency framework that better meets the current and future needs of the procurement community.

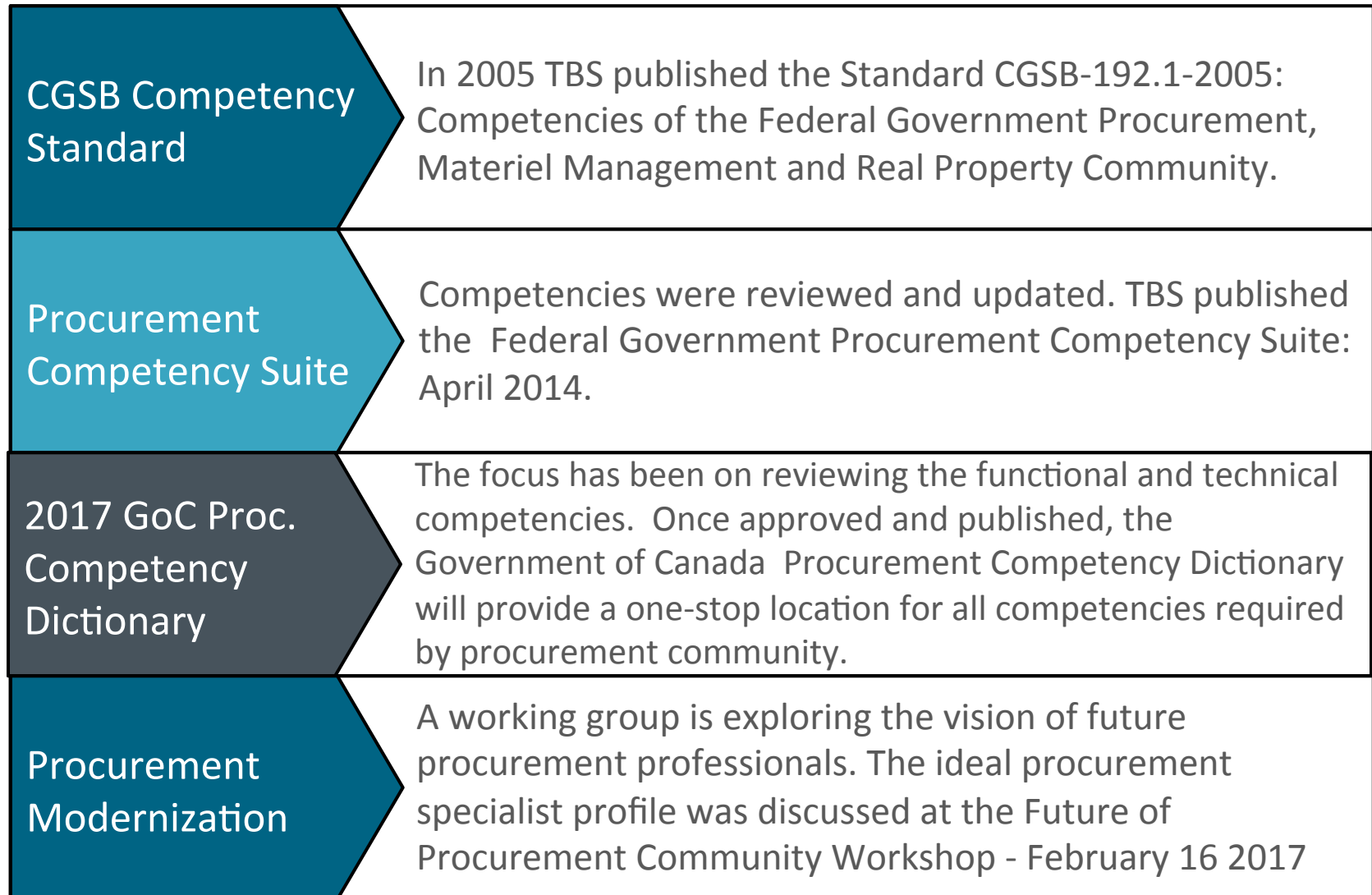
As a preview for the Canadian Institute for Procurement and Materiel Management (CIPMM) audience, TBS presents the new Government of Canada Procurement Competency Dictionary (unapproved draft); its components and its many potential uses and benefits.

# What Is A Competency?

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- Competencies are defined by the Public Service Commission as being “the characteristics of an individual which underlie performance or behaviour at work”.
- Competencies are:
  - Measurable
  - Observable
- This means that the skills, abilities or knowledge of an individual can be observed by a third party and measured using pre-defined criteria.
- There is a sense of objectivity and impartiality associated to competencies - they outline a precise and shared view of what enables an employee to successfully complete the work at his or her position level.
- Competencies are ever evolving. In order to remain relevant, competencies must evolve with the role or job.

# The Evolution of TBS Procurement Competencies



# Existing Competencies



## Key Leadership Competencies

- Create vision and strategy
- Mobilize people
- Uphold integrity and respect
- Collaborate with partners and stakeholders
- Promote innovation and guide change
- Achieve results



## Core Competencies (PMA)

- Demonstrating integrity and respect
- Thinking things through
- Working effectively with others
- Showing initiative and being action-oriented



## Procurement Functional Competencies

- Assessment and planning
- Acquisition
- Managing contracts and contract close-out



## Procurement Technical Competencies

- Risk management
- Project management
- Negotiation
- Data analytics

# Government of Canada Procurement Competency Dictionary

## Table of Contents: Draft Outline

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### Part 1 – Administrative

- Version control
- Approvals page
- Contributors
- Executive summary

### Part 2 – General Information

- What are competencies?
- What is competency-based management?
- What is talent management?
- How to use competencies?
- Background & History
- Purpose / Scope
- How to use this dictionary
- Competency framework

### PART 3 -The Dictionary Proper

- Procurement functional competencies
- Procurement technical competencies
- Key leadership competencies
- Core competencies (*PMA*)
- Interpersonal / behavioural competencies (*this will include links to many “strategic” competencies*)
- Knowledge statements (*associated to procurement functional competencies*)

### PART 4 -References

- Glossary
- Acronyms
- References
- Contact information

# Procurement Functional Competencies

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- Assessment and planning
  - Assessment and refinement of requirements
  - Planning the acquisition
- Acquisition
  - Document preparation
  - Solicitation
  - Evaluation and selection
  - Contract award and bidder debrief
- Managing contracts and contract close-out
  - Financial obligations
  - File and information management
  - Contract amendments
  - Contract disputes
  - Vendor performance
  - Continuous improvement
  - Contract close-out



# Example of Acquisition: Behavioural Indicators

Category of Work Done	Proficiency Level 1 (Basic)	Proficiency Level 2 (Intermediate)	Proficiency Level 3 (Advanced)
Solicitation	<input type="checkbox"/> Solicits quotes or bids for low-dollar value or low complexity goods, services and/or construction, in accordance with organizational guidelines.	<input type="checkbox"/> Executes and manages various methods of solicitation for the acquisition of medium- to high-complexity goods, services and/or construction, in accordance with organizational guidelines.	<input type="checkbox"/> Addresses complex issues that arise during the solicitation process.
	<input type="checkbox"/> Respects the principles of openness, fairness, and transparency in the solicitation process.	<input type="checkbox"/> Interacts with suppliers, clients, and other stakeholders as required, to ensure the integrity, and overall functionality of the process.	<input type="checkbox"/> Safeguards the quality and integrity of the solicitation process.
	<input type="checkbox"/> Ensures completeness of quotes or bids received.		
	<input type="checkbox"/> Coordinates the receipt of quotes or bids.		

# POTENTIAL USES FOR THE PROCUREMENT DICTIONARY

The purpose of the dictionary is to have a document that proves useful for a multitude of uses and for a multitude of end-users, while encouraging a consistent approach to professionalizing the procurement community within Government of Canada.

How Competencies Could be Used	Potential User
Departmental competency gap analysis	Corporate planners
Developing departmental generic work descriptions	Classification and departmental functional community lead
Staffing posters & staffing interviews	Hiring managers & interview panels
Learning plans and PMAs	Employee and supervisors
Revising procurement course curriculum	Working groups, TBS and CSPS
Revising the GoC Procurement Certification Program	Working groups, TBS, CGSB, CSPS
Functional Community Development	TBS (ASAS CMO)
GoC PG Generics	TBS (OCHRO-led, OCG-driven)

# QUESTIONS?

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## Contact:

**Martine Rack**

Senior Advisor

Acquired Services and Assets Sector,  
Office of the Comptroller General,  
Treasury Board of Canada Secretariat

613-415-4058

[Martine.Rack@tbs-sct.gc.ca](mailto:Martine.Rack@tbs-sct.gc.ca)