

Serving
GOVERNMENT,
Serving
CANADIANS.

Au service du
GOUVERNEMENT,
au service des
CANADIENS.

Let's talk about Business Acumen

How Dumbbells became the new toilet paper

PSPC, Western Region School of
Procurement

Al Garlinski, Regional Trainer

July 2020



Flexing your Business
Acumen skills



Public Services and
Procurement Canada

Services publics et
Approvisionnement Canada

Canada 

What is your Business Acumen confidence level?







Purpose

- Provide an awareness of the importance of business acumen skills

Process

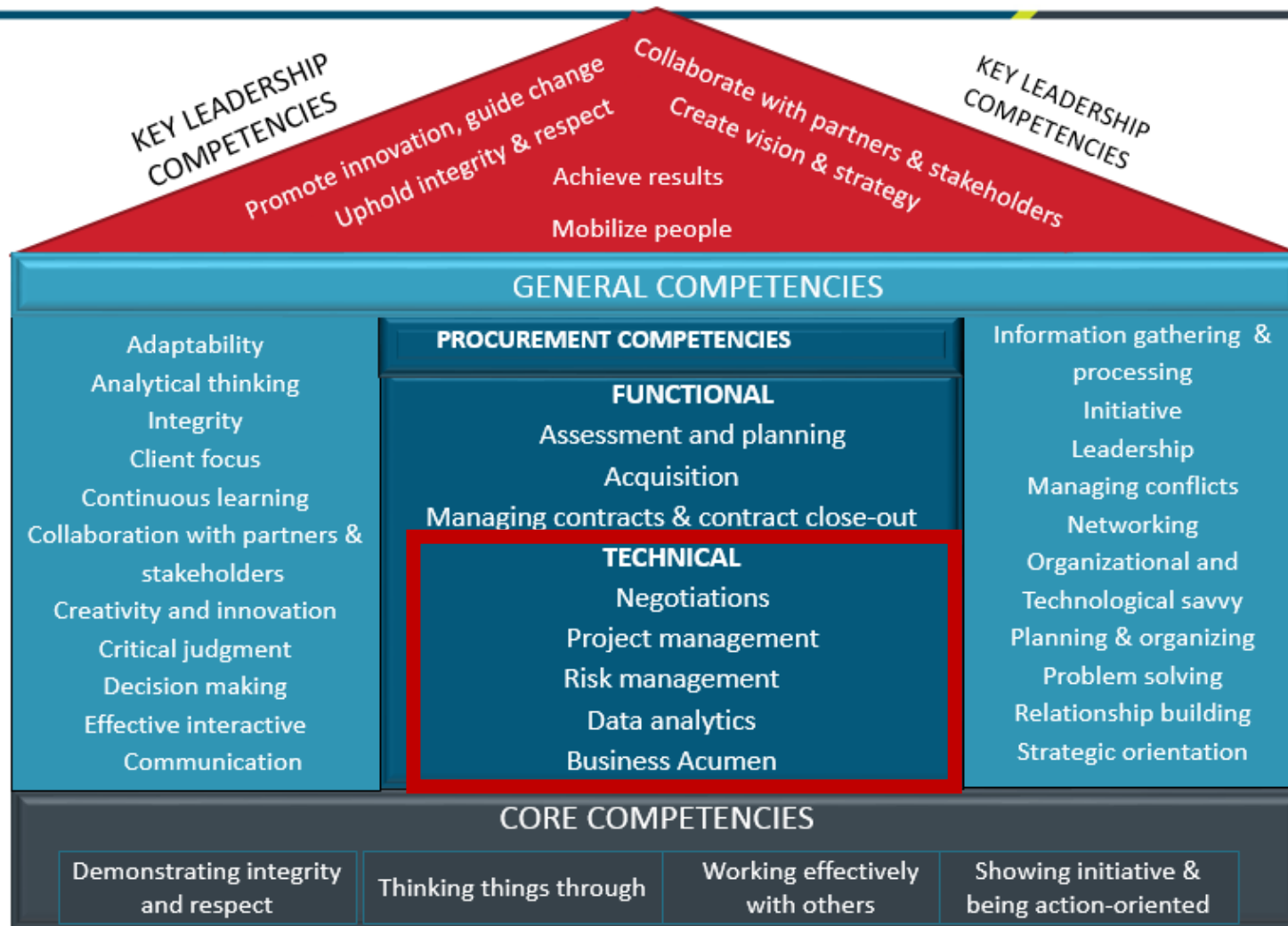
- I'll be sharing my personal story during COVID-19 and answering any questions on the topic.

Payoff

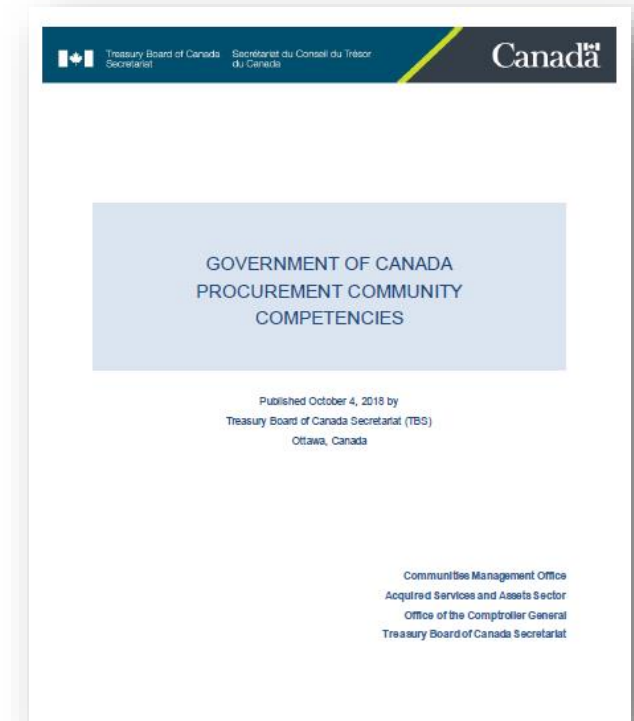
- Have a clear understanding of what is business acumen.
- Understand how to develop the skill.
- Where to find resources.



TBS Procurement Competency Framework



13



Govt of Canada Procurement
Community Competencies

Procurement-Specific Competencies



Procurement Technical Competencies



Negotiations: Ensures differences are settled between parties in order to achieve results and gain mutual acceptance. Actively communicates, persuades, influences and explores positions and alternatives to ultimately reach the best value, in accordance with policies and legal framework, for the best interest of Canadians and the Government of Canada.



Project Management: Ensures the ability of initiating, planning, executing, controlling, and closing a series of activities, while addressing inherent risks, to achieve specific objectives and success criteria within a defined time line.



Risks Management: Ensures the ability to assess and control threats, at all stages of the procurement process, affecting delivery of results. Specifically ensures evidence-based decisions for assuming, avoiding, transferring, mitigating, sharing or compensating elements of risks.



Data Analytics: Ensures the use of technology for extrapolating findings in support of strategic decision makings, procurement strategies, trends, supply chains and risk management. Procurement data analytics also ensures a strong capability to provide strategic insights and improve results delivery.



Business Acumen: Ensures a clear and applicable understanding of how both the industry and the government of Canada work to achieve goals and objectives. Ensures a thorough understanding of the industry, government machinery, trends, economic sectors, money flows and market dynamics that drive public procurement. Brings that diverse knowledge into procurement strategies to increase competition and generate greater innovation and best value to Canada.

Reference:

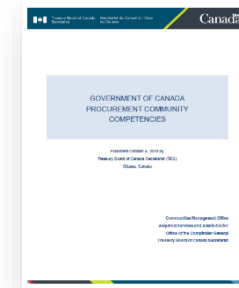
GCpedia, ASA CMO – Competencies (Home): Procurement Community Competencies (2018)
October, 4, 2018, accessed Feb 14, 2020.

[https://www.gcpedia.gc.ca/wiki/ASAS_CMO -
Competencies \(Home\)](https://www.gcpedia.gc.ca/wiki/ASAS_CMO_-_Competencies_(Home))

Procurement Technical Competency 5

Business Acumen

Ensures a clear and applicable understanding of how both the industry and the government of Canada work to achieve goals and objectives. Ensures a thorough understanding of the industry, government machinery, trends, economic sectors, money flows and market dynamics that drive public procurement. Brings that diverse knowledge into procurement strategies to increase competition and generate greater innovation and best value to Canada.



Basic Proficiency	Intermediate Proficiency	Advanced Proficiency
<ul style="list-style-type: none">• Demonstrates an understanding of his or her own organization's priorities and business plans, as well as those of clients.• Understands business fundamentals such as accounting (debt, cash flow and profit), supply and demand, marketing, and planning.• Leverages the knowledge of business fundamentals and organization's business plan and priorities to create procurement strategies that result in best value goods, services and/or construction.• Demonstrates a basic understanding of good and service categories in own field.	<ul style="list-style-type: none">• Demonstrates an understanding of how government priorities and initiatives apply to own role within the department.• Takes into consideration the industry dynamics, trends, economic and environmental incentives, constraints and imperatives to respect, and priorities related to own procurement fields.• Leverages business sector opportunities and market dynamics to achieve best value for the client.	<ul style="list-style-type: none">• Demonstrates an understanding of the government machinery, investment plans, mandate letters and priorities as well as own role and responsibility within government.• Demonstrates an understanding of the industry global economy goals, differences between small and large Canadian and subsidiary of foreign companies, and industry practices related to own procurement field of expertise.• Acts strategically on that government and industry knowledge to devise exceptionally complex procurement strategies.• Instills a business-oriented mindset that drives the public procurement activities and innovation.



Reference:

GCpedia, ASA CMO – Competencies (Home): Procurement Community Competencies (2018) October, 4, 2018, accessed Feb 14, 2020.

[https://www.gcpedia.gc.ca/wiki/ASAS_CMO_-_Competencies_\(Home\)](https://www.gcpedia.gc.ca/wiki/ASAS_CMO_-_Competencies_(Home))

People with Business Acumen are:

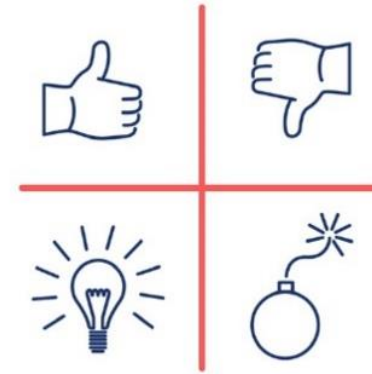
Critical thinker!



Global “big picture”
perspective



Assess risk &
opportunities



Connect with others & gather
business intelligence



Review the options
and make a decision





Business Acumen is keenness and quickness in understanding and dealing with a "business situation" (risks and opportunities) in a manner that is likely to lead to a good outcome.



What is Business Acumen?



Business Acumen: Ensures a clear and applicable understanding of how both the industry and the government of Canada work to achieve goals and objectives. Ensures a thorough understanding of the industry, government machinery, trends, economic sectors, money flows and market dynamics that drive public procurement. Brings that diverse knowledge into procurement strategies to increase competition and generate greater innovation and best value to Canada.

March 2020						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Monday, March 16, 2020

COVID-19



[Reference: Photo - Winnipeg Architecture Foundation](#)



Coronavirus update:

Due to the coronavirus outbreak, We are complying with the Provincial Governments request to close our facility until further notice.

We apologize for the inconvenience, but your safety is our priority.

During the closure, we will be cleaning our facilities thoroughly. We have already begun the process.

We hope to reopen in April, 2020.

We will be updating our members via social media.

‘Dumbbells are now the new toilet paper’: COVID-19 leads to demand for fitness equipment



— WATCH: One business that is booming during the pandemic is anything to do with fitness. Whether its online classes or setting up a home gym, as Sarah MacDonald reports, the hardest part about starting may be finding the equipment.



[Reference: Global News April 14 2020](http://www)



[Reference: Edmonton Sun May 2, 2020](http://www)

March 2020						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Monday, March 16, 2020



June 2020						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Tuesday, June 30, 2020



“Sometimes you need to take the blinders off, step back and look at the bigger picture and you might be surprised at what you can see”.



With the world forced to work out at home, fitness equipment manufacturers can't keep up with demand.

- Fitness equipment manufacturer industry generates \$2B in revenue 2019.
- Interest in home fitness gear was up 500%+
- 65% of the equipment comes from foundries in China.
- As COVID-19 took hold the supply chain was disrupted, creating shortages.
- Conclusion: Beyond fitness equipment, the pandemic is forcing companies to reconsider its manufacturing capabilities and reassess its reliance of a global supply chain.



[Reference: Fitt Insider Newsletter \(Accessed 13 July 2020\)](#)



Flexing business savvy with our decisions



[illegible]

Buyandsell.gc.ca
Canada

Public Works and Government Services Canada

For Businesses |
 For Government |
 Goods and Services |
 Applications |
 Procurement Data

Home > Procurement Data > Tenders > Search > Fitness Equipment - RCMP, Alberta (M5000-203943/A)

Fitness Equipment - RCMP, Alberta (M5000-203943/A)

Tender Notice

Status	
Publishing status	Active
Days to closing	3 days 19 hours hence

Details

Publication date	20/04/2006
Amenities	20/06/2006 4:00 until anytime
Date closing	20/06/2006 4:00 until anytime

Find Out Who Is Interested In This Tender

Are you looking for partnering opportunities or thinking about bidding? Find out who is interested in the tender and add your name to the List of Interested Suppliers.

Important: The LIS for a specific tender notice does not replace or affect the tendering procedures in place for the procurement. Businesses are still required to follow the bid solicitation process as established by the Rules of the Competition Act and the Regulations of the Competition Act.

Add yourself to the list of interested suppliers for this tender

Fitness Equipment - RCMP, Alberta (M5000-203943/A) - List of Interested Suppliers

Details	
Reference number	PW-SEDM-024-11828
Solicitation number	M5000-203943/A
Region of delivery	Alberta
Notice type	Notice of Proposed Procurement (NPP)
GSIN	N7810: Athletic and Sporting Equipment
Trade agreement	Canada-Colombia Free Trade Agreement Canada-Peru Free Trade Agreement (CPFTA) North American Free Trade Agreement (NAFTA) Canada-Panama Free Trade Agreement Canada-Korea Free Trade Agreement (CKFTA) Canadian Free Trade Agreement (CFTA)

Tendering procedure
 All interested suppliers may submit a bid

Competitive opportunity
 I would cover Bid

Activity

The following statistics are only for the English page and are provided in close to real time. To calculate the total activity for a tender notice, you will need to add the English and French statistics.				
<table style="width: 100%;"> <tr> <td>Page views (English page)</td> <td style="text-align: right;">693</td> </tr> <tr> <td>Unique page views (English page)</td> <td style="text-align: right;">269</td> </tr> </table>	Page views (English page)	693	Unique page views (English page)	269
Page views (English page)	693			
Unique page views (English page)	269			

Tender notice updates

Get notifications for this tender notice:

For more information on notifications, visit the [Follow Opportunities](#) page.

Training Accessories

[illegible]

Buyandsell.gc.ca

Public Works and Government Services Canada





Search

For Businesses
For Government
Goods and Services
Applications
Procurement Data

Home > Procurement Data > Tenders > Search > Fitness Equipment - RCMP, Alberta (M5000-203943/A)

Fitness Equipment - RCMP, Alberta (M5000-203943/A)

Tender Notice

Status	
Publishing status	Active
Days to closing	3 days 19 hours hence
Details	
Publication date	2020/04/21
Amendment date	2020/06/02
Date closing	2020/06/09 10:00 Mountain Daylight Time (MDT)
Details	
Reference number	PW-SEDM-026-11628
Solicitation number	M5000-203943A
Region of delivery	Alberta
Notice type	Notice of Proposed Procurement (NPP)
GSIN	N7810-Armies and Sporting Equipment
Trade agreement	Canada-Columbia Free Trade Agreement Canada-Peru Free Trade Agreement (CPTTA) North American Free Trade Agreement (NAFTA) Canada-Panama Free Trade Agreement Canada-Korea Free Trade Agreement (CKFTA) Canadian Free Trade Agreement (CFTA)

Tendering procedure

Competitive procurement

All interested suppliers may submit a bid

Lowest/Low Bid

Find Out Who Is Interested In This Tender

Are you looking for partnering opportunities or thinking about bidding? Find out who is interested in the tender and add your name to the List of Interested Suppliers.

Important: The LIS for a specific tender notice does not replace or affect the tendering procedures in place for the procurement. Businesses are still required to reply to bid solicitations and to compete based on established bid criteria. For more information please read the [List of Interested Suppliers Terms of Use](#).

Access the List of Interested Suppliers for this tender

[Fitness Equipment - RCMP, Alberta \(M5000-203943/A\) - List of interested Suppliers](#)

Activity

The following statistics are only for the English page and are provided in close to real time. To calculate the total activity for a tender notice, you will need to add the English and French statistics.

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(English page)	
Unique page views	269
(English page)	

Tender notice updates

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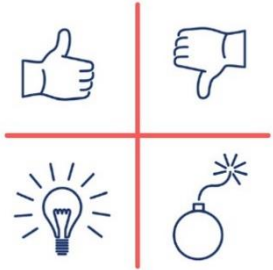
SCHOOL OF PROC PERSONAL SWOT ANALYSIS
“Maximize Your Potential with Procurement”

BACKGROUND: A “SWOT” is a commonly used tool to take stock of where a business is and how it could improve. But it can be used on ourselves to recognize our unique skills, strength and talents. Use this exercise to help you manage your weakness and threats while taking advantage of strengths and potential opportunities.

NOTE: This exercise is not about being modest or overly self-critical. For maximum impact, answer the questions honestly – and remember to think about it from both your perspective and those around you.

	Positive 😊	Negative ☹️
Internal 🧠 (within our control)	STRENGTHS When it comes to this procurement project: What do you do well? What do you do better than others? What do others see as your strengths?	WEAKNESSES When it comes to this procurement project: What could you do better? What do you avoid? Where do you have less skill or talent than others? What are others likely to see as weaknesses?
External 🌐 (might not be controllable)	OPPORTUNITIES When it comes to this procurement project: What opportunities are out there for you? What trends ¹ could you take advantage of? What strengths could you turn into opportunities? What is going on within your department that you can capitalize on?	THREATS When it comes to this procurement project: What trends and threats ² could harm you? How is the vendor community? What threats do you weaknesses expose you to? What obstacles do you have coming up?

SWOT



STRENGTH

- Depth of technical knowledge in goods procurement.
- Strong collaboration & communication skills. (e-procurement team)
- Analytical thinker (MBA student)
- Client focus/customer service.

WEAKNESS

- Not enough research with industry capacity and capability.
- Requirement did not match industry capability
- Specifications were dated.
- All bids were non-responsive.

OPPORTUNITY

- Opportunity to get things right and incorporate up-to-date specifications and a warranty provision that matches watch industry will offer.

THREATS

- Frustrated bidders based on experience with the process.
- Competitive, aggressive industry
- Changing evolving technology
- Supply Chain challenges with Residential vs commercial equipment.





Manitoba gyms, fitness centres prepare to reopen according to COVID-19 rules

BY MARNEY BLUNT GLOBAL NEWS

Posted May 22, 2020 8:40 pm



— The Community Gym owner Amie Seier cleans equipment at her facility. . Marney Blunt / Global News

Gyms and fitness centres are preparing to operate in the age of COVID-19, as the province announces fitness facilities will be able to reopen at a limited capacity as part of phase two of Manitoba's reopening plan.

This includes gyms and training facilities, fitness clubs, spas, splash parks, and public and private swimming pools. The facilities will have to operate at 50 per cent capacity or one person per 10 square metres.

"Obviously, the funding model is a challenge because when you look at putting 50 per cent [capacity] in a gym, it's going to change the way revenues spin out in the end," said Stephanie Jeffrey, executive director of Manitoba Fitness Council.



Why Your Gym, Dentist, or Hairdresser May Ask You to Sign a COVID-19 Liability Waiver



[Reference: Global News](http://www)
[May 22 2020](http://www)





Overview of *seven most likely* fallout risks for the world over the next 18 months



Prolonged recession of the global economy



Surge in bankruptcies (big firms and SMEs) and a wave of industry consolidation



Failure of industries or sectors in certain countries to properly recover



High levels of structural unemployment (especially youth)



Tighter restrictions on the cross-border movement of people and goods



Weakening of fiscal positions in major economies



Protracted disruption of global supply chains

Source: Covid-19 Risks Perception Survey April 2020, World Economic Forum

The seven most likely global fallouts from the pandemic

Image: World Economic Forum COVID-19 Risks Perception Survey, April 2020



[World Economic Forum - Global Risk Landscape](https://www.weforum.org/)

Evaluation Strategies: Driving value through the Procurement Process

1



Under the Desk Treadmills during COVID-19



Under the Desk Treadmills during COVID-19



2



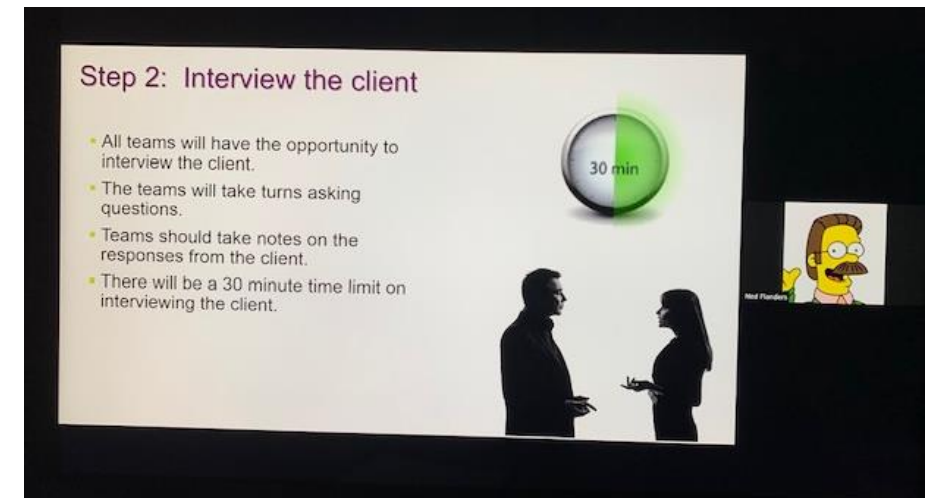
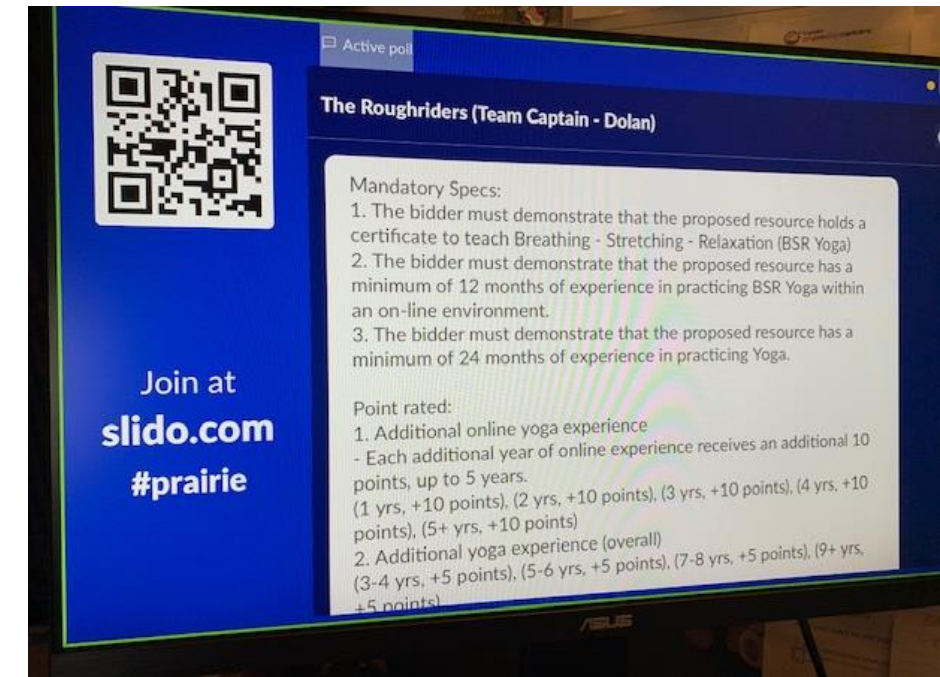
On-line Yoga during COVID-19



3



Business Acumen: Case studies, collaboration, gamification with 5 other learning sessions

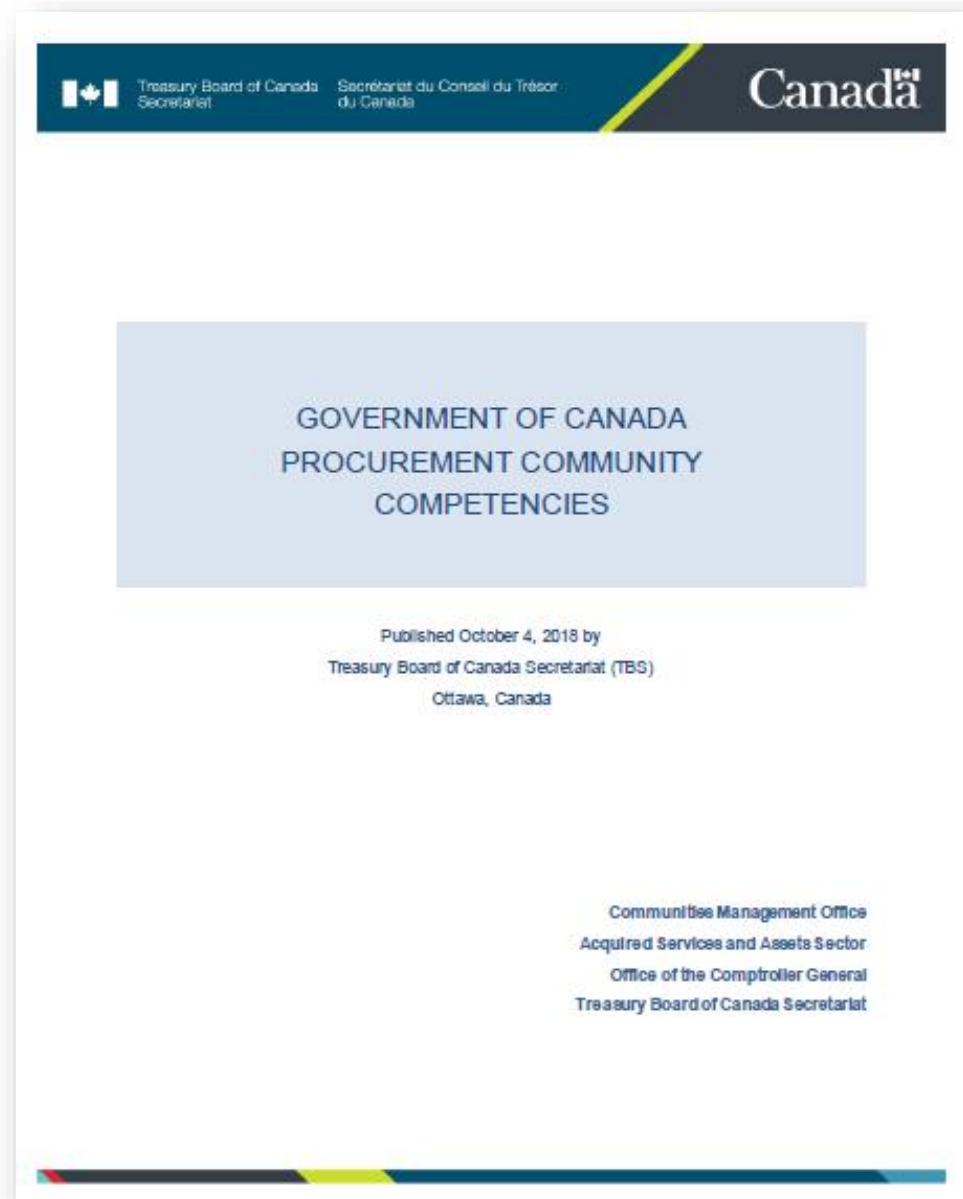


How to unleash your Business Acumen Superpowers!





1. Download the Competencies
2. Focus on your weaknesses
3. Take action!



[Govt of Canada Procurement Community Competencies](http://www.govt.ca/procurement-community-competencies)

Procurement Technical Competency 5

Business Acumen

Ensures a clear and applicable understanding of how both the industry and the government of Canada work to achieve goals and objectives. Ensures a thorough understanding of the industry, government machinery, trends, economic sectors, money flows and market dynamics that drive public procurement. Brings that diverse knowledge into procurement strategies to increase competition and generate greater innovation and best value to Canada.



Behavioural Indicators

Basic Proficiency	Intermediate Proficiency	Advanced Proficiency
Satisfies the needs of the client and better inform decisions by continually acquiring new information about industry trends and the supply chain structure.	<ul style="list-style-type: none"> Takes both industry and government knowledge into account when developing new contract clauses. (e.g., basis of payment, supplier selection). 	<ul style="list-style-type: none"> Analyzes and uses the knowledge of the market and government to lead changes that create value.
Makes procurement related decisions or recommendations in taking into consideration business fundamentals.	<ul style="list-style-type: none"> Promotes procurements initiatives that have economic, social and environmental value to Canadians. 	<ul style="list-style-type: none"> Elaborates innovative approaches to procurement that benefit both the industry and the government.
Analyses the procurement issues and identifies potential solutions.	<ul style="list-style-type: none"> Maintains and develops networks of both internal and external stakeholders who provide information and intelligence around the market and emergent opportunities. 	<ul style="list-style-type: none"> Develops talent management strategies (e.g., training, assignment) around business acumen to improve the team.
<ul style="list-style-type: none"> Uses goods and services commodity knowledge in performing effective procurement activities. 	<ul style="list-style-type: none"> Develops strategic procurement plans that take into account longer-term activities, issues, challenges and opportunities. 	<ul style="list-style-type: none"> Briefs senior management strategically on how the industry and government goals and objectives impact procurement strategies and approaches.
Integrates sustainability into procurement processes.	<ul style="list-style-type: none"> Promotes the consideration of industry and government trends and priorities when making recommendations to senior management. 	<ul style="list-style-type: none"> Elaborates complex procurement strategies by leveraging the knowledge of the industry dynamics.
<ul style="list-style-type: none"> Clearly states expected deliverables for suppliers. 	<ul style="list-style-type: none"> Identifies opportunities for new procurement strategies and market innovations. 	<ul style="list-style-type: none"> Addresses project and procurement risks based on the knowledge of both the industry and government priorities, dynamics and operational structure. Maintains strong government-supplier relationship.



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Acumen and other topics...



Apple Podcasts
Audio that informs & inspires

OPEN



 **CBC LISTEN** 
CBC News At Issue



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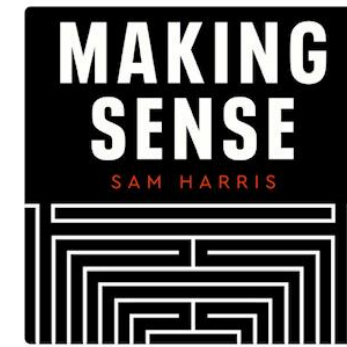
24 episodes

Under the Influence
with Terry O'Reilly



 Play Episodes

127 episodes



Making Sense with Sam...
Sam Harris



The Tim Ferriss Show
Tim Ferriss: Bestselling...

Expand you mind beyond your comfort zone!



"Bit size" learning on social media



LeadersGC @LeadersGC · 2020-06-11
Since November 2015, the [#LeadersGC](#) has connected public servants across the country with over 35 engaging topics and amazing guests. Our success is all due to YOU, our community that is now over 6,000 strong! Here's to many more years of engagement. [#ThankYou](#) 🙌!

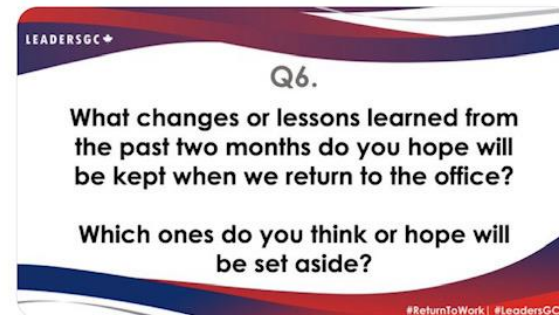


11 replies 41 likes



LeadersGC @LeadersGC · 2020-05-21
We are loving your answers! Let's keep it going!

Q6. What changes or lessons learned from the past two months do you hope will be kept when we return to the office? Which ones do you think or hope will be set aside? [#ReturnToWork](#) [#LeadersGC](#)



43 replies 11 retweets 18 likes



Anya Lisowski · 1st
Government of Canada Executive
1mo · 🌐

I highly recommend reading this article by Dan Pontefract about the opportunities that exist if we choose to take them. This is leadership - pushing past the status quo. If we do not act "We will have squandered the opportunity to redefine how we work, how we live, how we care." Let's be bold and reset how we work, lead, include, engage, live, care, diversify, exist, serve, deliver. <https://lnkd.in/gQKf8Yy> [#leadership](#)



This Moment Calls For The Great Reset

forbes.com • 15 min read



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Fostering Connections between the Public and the Federal Procurement, Real Property, and Materiel Management Fields

Procurement, Real Property and Materiel Management Functional Communities

Collectivités fonctionnelles de l'approvisionnement, des biens immobiliers et de la gestion du matériel

Procurement, Real Property, and Materiel Management Functional Communities

Owner: [Communities Management Office / Bureau de la gestion des Collectivités](#)

Group members: [1416](#)

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[Discussion](#)

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[Claudine Morin](#) replied on the discussion topic [Elections Canada is seeking a PG-04 to join the Procurement and Contracting Services Team](#) 6 days ago

Reply

Bonjour, Est-ce possible d'Étendre cette opportunité à ceux qui sont classés dans des bassins PG4 ? Il s'agit d'une belle opportunité intéressante de... [view reply](#)



[Tiffany Dennney](#) added a new discussion topic [Elections Canada is seeking a PG-04 to join the Procurement and Contracting Services Team](#) 6 days ago

Discussion

****Applicants must currently be at the PG-04 level or equivalent to apply**** ****Note that this is an opportunity for assignment, secondment or deployment**** If you are looking for an opportunity to work in an organization where you will...



Group info

Access: open group

Description

Welcome to the Procurement, Real Property, and Materiel Management Functional Communities Page! Your source for recruitment opportunities, career development, competency tools, professional certification, leadership programs, and demographic workforce analyses. Learn more about the...



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BUSINESS ACUMEN BASE CAMP

SCHOOL OF PROCUREMENT

PSPC School of Procurement's Business Acumen Base Camp (Tier 2)

Owner: [Al Garlinski](#) Group members: [61](#)



+ Invite




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PSPC School of Procurement's Business Acumen Base Camp (Tier 2)'s files








New file folder








Upload a file








[Main folder](#)








- ☐  [CIPMM/SOP Learning @ Sunrise Event - "How to improve your Business Acumen skills in one morning"](#)








- ☐  [Awareness Session on Liability](#)


- ☐  [Introduction to Business Acumen and Risk Management](#)


- ☐  [Introduction to Task Authorization Contracts](#)


- ☐  [Operation: Evaluation Refresh and Business Acumen Strategies](#)


- ☐  [The Art of Feedback](#)



Folder structure

- [-] **Main folder**
 - [-] CIPMM/SOP Learning @ Sunrise Event - "How to improve your Business Acumen skills in one morning"
 - [-] Awareness Session on Liability
 - [-] Introduction to Business Acumen and Risk Management
 - [-] Introduction to Task Authorization Contracts
 - [-] Operation: Evaluation Refresh and Business Acumen Strategies
 - [-] The Art of Feedback
 - [-] Introduction to Freight/Transportation terms
 - [-] Let's talk about the Canadian Content Policy
 - [-] Let's talk about CUSMA: How does it impact Procurement?

Did you know?

If you delete a folder, you can optionally choose to delete all files!



[Procurement, Real Property, and Materiel Management Functional Communities](#)



[PSPC School of Procurement's Business Acumen Base Camp \(Tier 2\)](#)

closed group



[Public Services Procurement Canada, Western Region, School of Procurement](#)

closed group



[Procurement, Real Property, and Materiel Management Functional Communities](#)

(FR/EN)

open group



Reach out to a “Lifeline”!
Expand your network & reach
out to others on the topic.



TBS
Communities
Management
Office Learning
Events

CIPMM
Learning Events

SCC
Supply Chain
Canada Learning
Events



MICRO-MISSIONS

Search/Offer a short term, voluntary and task-based opportunity that enables you to contribute outside of your daily work activities



2022 Skills Outlook

Growing

1. Analytical thinking and innovation
2. Active learning and learning strategies
3. Creativity, originality and initiative
4. Technology design and programming
5. Critical thinking and analysis
6. Complex problem-solving
7. Leadership and social influence
8. Emotional intelligence
9. Reasoning, problem-solving and ideation
10. Systems analysis and evaluation

Source: Future of Jobs Report 2018, World Economic Forum

Declining

1. Manual dexterity, endurance and precision
2. Memory, verbal, auditory and spatial abilities
3. Management of financial, material resources
4. Technology installation and maintenance
5. Reading, writing, math and active listening
6. Management and personnel
7. Quality control and safety awareness
8. Coordination and time management
9. Visual, auditory and speech abilities
10. Technology use, monitoring and control

“Be stubborn about your
learning goals and flexible
about your learning methods”





Web links & References



[World Economic Forum](http://www.weforum.org)



[Ivey Purchasing Managers Index](http://www.iveybusinessschool.com/purchasing-managers-index)



Statistics
Canada

[Statistics Canada](http://www150.statcan.gc.ca/n1/pub/24-62-x/2015001/article/13851-eng.htm)



[SWOT Analysis Explanation](http://www.swotanalysis.com)



[SOP Business Acumen Base Camp \(GCCollab\)](http://www.gccollab.com/sop-business-acumen-base-camp)

[Shutterstock Photos](http://www.shutterstock.com)

shutterstock



[GCPedia - Communities Management Office](http://www.gcpedia.com)

GCCollab

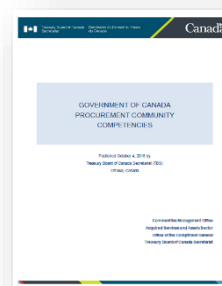
[GCCollab Page: Procurement, Real Property, Materiel Management Functional Communities](http://www.gccollab.com/gccollab-page-procurement-real-property-material-management-functional-communities)

Canadian Institute for Procurement
and Materiel Management

[CIPMM Website](http://www.cipmm.ca)



[Supply Chain Canada Website](http://www.supplychaincanada.ca)



[Federal Government Certification Program](http://www.gc.ca)

[Govt of Canada Procurement Community Competencies](http://www.gc.ca)