

Procurement and Materiel Management Competencies

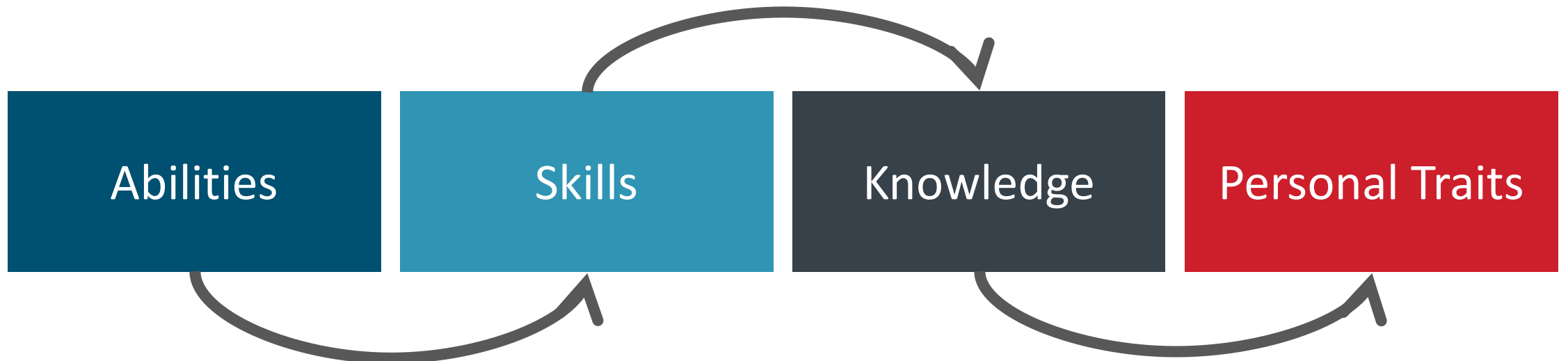
CIPMM Mentorship
October 25, 2022

Treasury Board Secretariat

**Prepared by the Acquired Services and Assets Sector (ASAS)
Communities Development Office (CDO)**

What are Competencies?

Abilities, skills, knowledge, and personal traits that contribute to performance excellence.



Functional Competencies

Specific to a particular community or type of work in a particular occupation or profession.



Technical Competencies



Negotiation



Risk
Management



Project
Management



Data
Analytics



Business
Acumen

Apply to particular jobs, not necessarily the entire procurement specialist group. Closely aligned with the knowledge and skills or "know-how" needed for successful performance.

[Procurement Community Competencies](#)

on Gcpedia

[Materiel Management Community Competencies](#)

on GCpedia

Procurement-specific Technical Competencies



Negotiation: Ensures the settlement of differences between parties towards gaining mutual acceptance and achieving results. Also ensures the ability to actively listen, persuade, influence and explore positions and alternative to ultimately reach the best value, within the regulations, for the best interest of Canadians and the Government of Canada



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



Risks Management: Ensures the ability of assessing and controlling threats affecting delivery of results. Specifically ensures an 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 making, procurement strategies, trends, supply chains and risk management. Procurement Data analytics also ensures a powerful 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 for example, a thorough understanding of the industry and 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.

Material Management-specific Technical Competencies



Negotiation: Ensures differences are settled between parties to achieve results and gain mutual acceptance. Actively communicates, influences, and explores positions and materiel management alternatives to ultimately reach the best value, in accordance with policies and legal framework.



Project Management: Supports projects by contributing to initiating, planning, executing, controlling, evaluating, and closing materiel management activities within a defined timeline, while leveraging resources to deliver on a specific output.



Risk Management: Identifies and manages risks through the development of plans, strategies, and evidence-based decisions to enhance service delivery.



Data Analytics: Uses technology to analyze raw data and to understand the environment. Uses technology to identify trends and metrics to find approaches that optimize processes and increase the overall efficiency of the Materiel Management Strategy.



Business Acumen: Utilizes industry and government policies, processes and best practices to provide a competitive edge and foster innovation while creating the best value for Canada.

Procurement Competency Framework

KEY LEADERSHIP COMPETENCIES

Achieve results
Uphold integrity and respect

Promote innovation and guide change
Collaborate with partners & stakeholders

Mobilize people
Create vision & strategy

GENERAL COMPETENCIES

PROCUREMENT COMPETENCIES

FUNCTIONAL

TECHNICAL

Adaptability
Analytical thinking
Initiative
Client focus
Continuous learning
Strategic orientation
Collaboration with partners & stakeholders
Creativity and Innovation
Decision making
Leadership

Assessment and Planning
Acquisition
Managing Contract &
Contract Close-out

Negotiation
Project Management
Risks Management
Data Analytics
Business Acumen

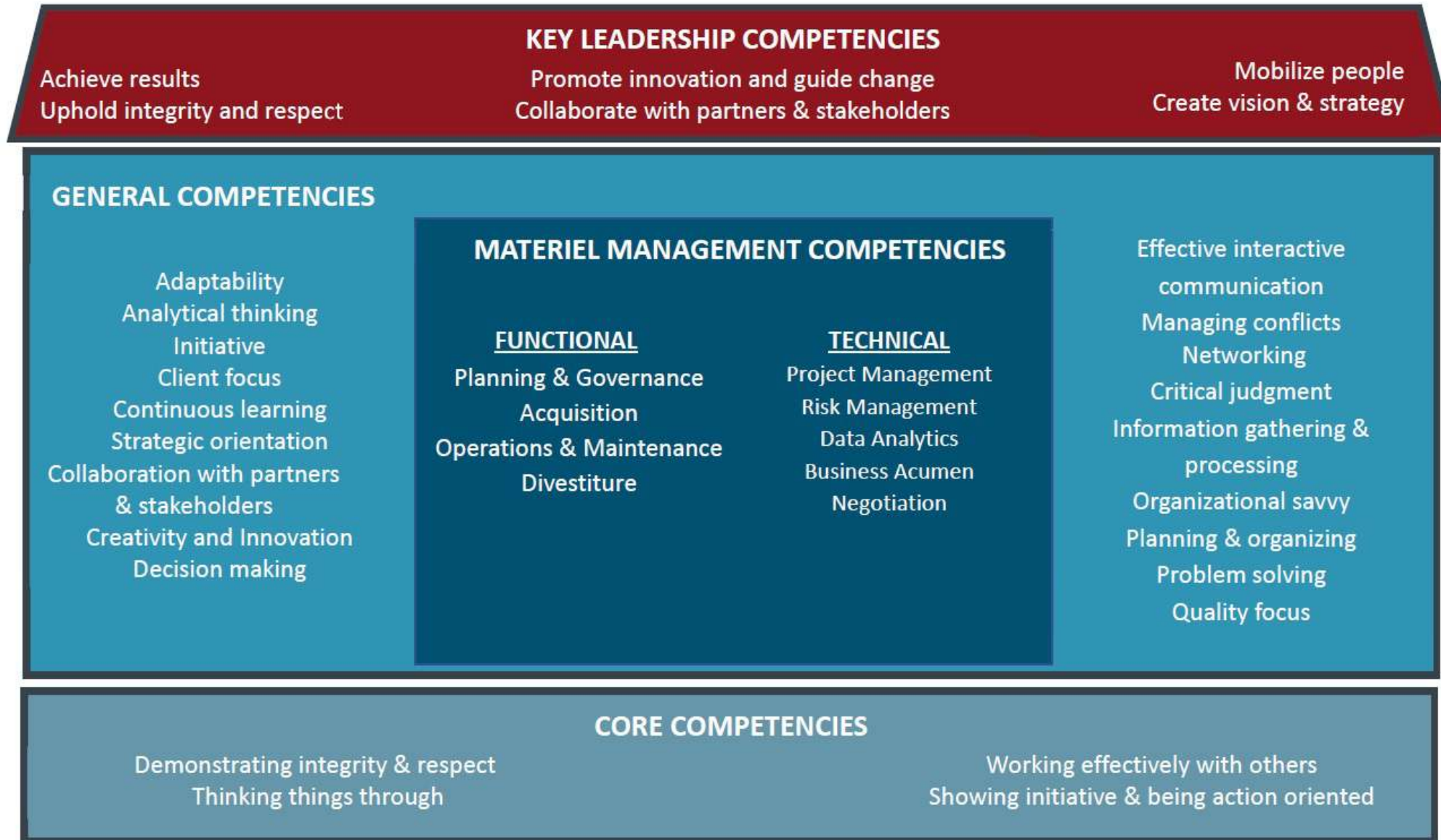
Effective interactive communication
Managing conflicts
Networking
Critical judgment
Information gathering & processing
Organizational savvy
Planning & organizing
Problem solving
Quality focus
Relationship building

Demonstrating integrity & respect
Thinking things through

CORE COMPETENCIES

Working effectively with others
Showing initiative & being action oriented

Material Management Competency Framework



Proficiency in Competencies

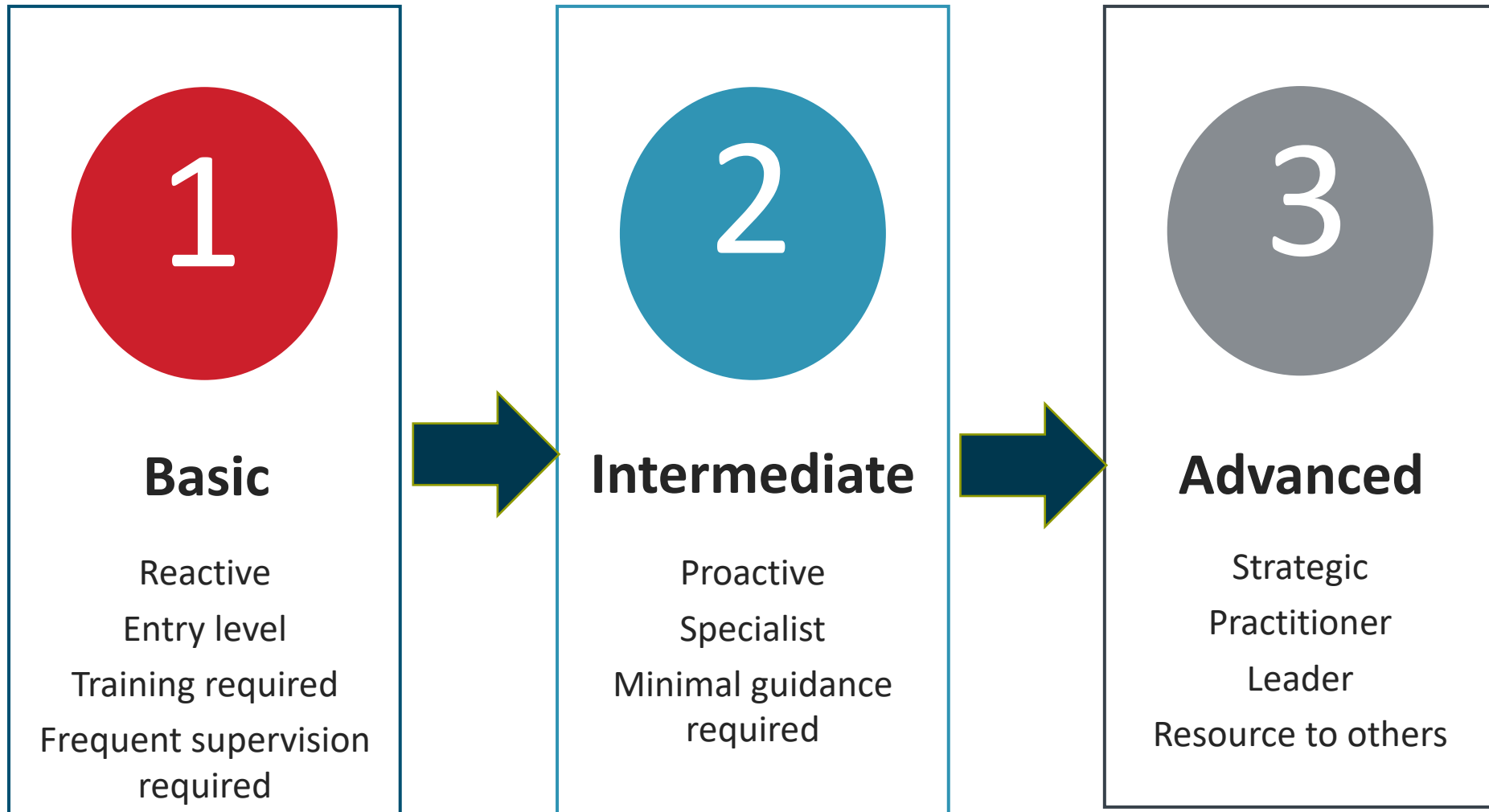
Proficiency is a high degree of competence and expertise in performing a function.

Proficiency levels are the different degrees of familiarity with and of ability to perform a function.

The 3 proficiency levels are cumulative and guide the development of competencies.

Competencies must be observed at different levels of proficiency.
Competencies are assessed (measured/evaluated) using behavioural indicators.

Three Levels of Proficiency



Acquisition

Basic Proficiency

- Demonstrates a basic general ability to acquire goods, services and/or construction in accordance with applicable legislation, policies and procedures and ensuring best value to the Crown.
- Gathers and disseminates acquisition information in a thorough manner using appropriate and efficient systems and methods.

Intermediate Proficiency

- Demonstrates an intermediate understanding of acquisition plans and evaluation frameworks required to acquire goods, services and/or construction in adherence to applicable legislation, policies and procedures, while ensuring best value to the Crown.
- Provides guidance and advice to others and ensures the integrity and overall functionality of the solicitation, contractor verification and award processes.
- Coordinates the bid evaluation process.
- Monitors and identifies deficiencies, proposes appropriate solutions and implements necessary procedural changes.

Advanced Proficiency

- Demonstrates an advanced ability to acquire complex goods, services and/or construction, and develop strategic acquisition alliances in line with applicable legislation, policies, and procedures, and ensuring best value to the Crown.
- Collects, analyzes and reports information to identify patterns and potential problem areas as well as ways to resolve them.
- Identifies and manages risks and safeguards the quality and integrity of the acquisition process.
- Initiates mechanisms to protect the integrity of the process and assists in its defence.

The Use of Competencies

- Strategic, Corporate and Succession Planning
- Classification (Work Descriptions Development)
- Recruitment and Staffing
 - Statement of Merit Criteria
 - Competency-based assessment tools (exams, rating guides, interviews, etc.)
- Capacity building
- Performance management
- Training, Learning and Development
- Awards and Recognition

The Procurement and Materiel Management Specialist of the Future



Derek Bizewski

Senior Advisor

Acquired Services and Assets Sector Communities

Development Office

Treasury Board of Canada Secretariat



Derek.Bizewski@tbs-sct.gc.ca

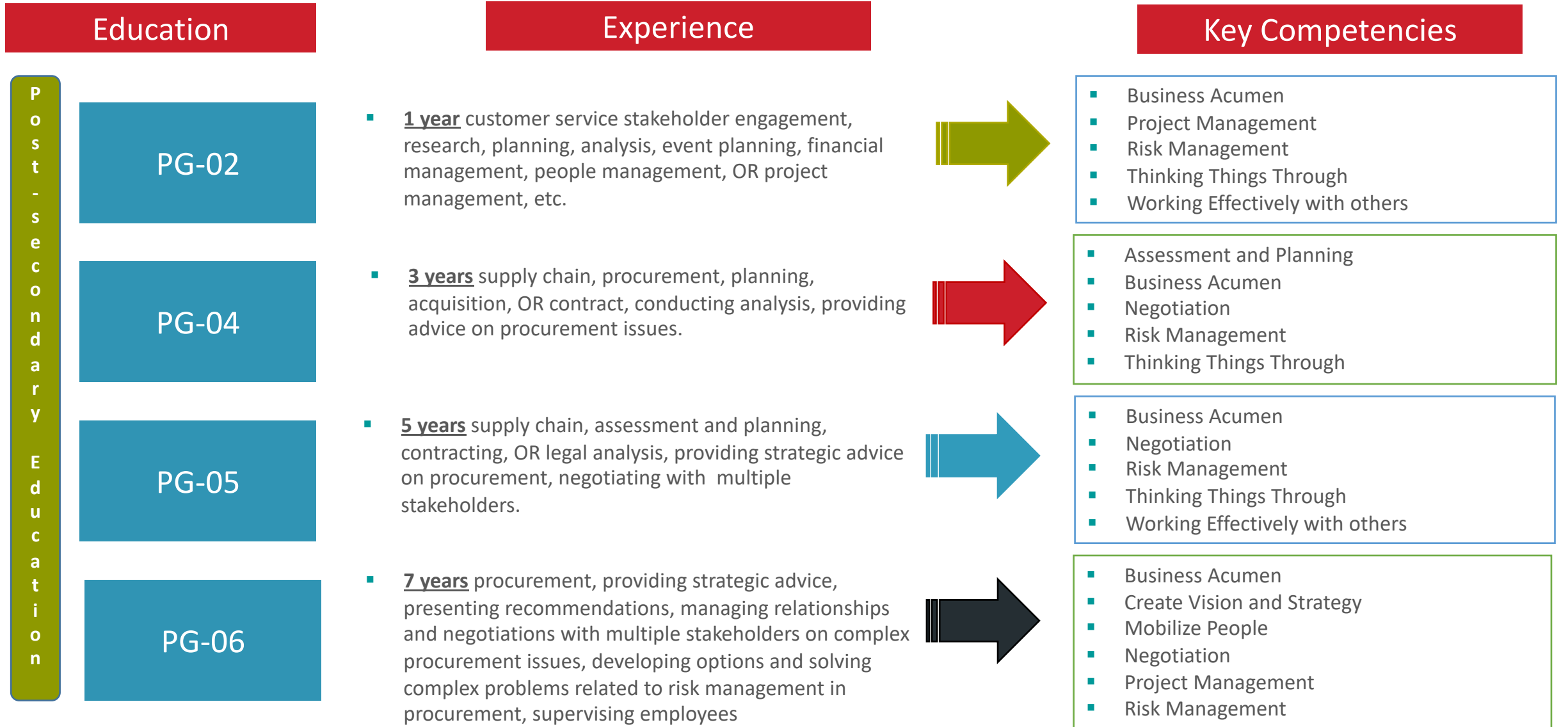


(613) 698-5901

[ASAS CMO - Home - GCpedia](#)

Appendices

Competency-based PG SMOC



Sample exam questions

Project Management

- **PG-02:** Can you please describe one project that you handled or took part in? What was it about? Who were the stakeholders? How did you develop a project plan?
- How did you manage resources to deliver on the project? How did you stay on track to meet the project deadlines?
- What was the result? How did you make a difference?
- What would you have done differently?

Risk Management

- PG-04: Describe a work, working group, school, social or team situation where you were faced with a purchasing/procurement problem that could have had a negative impact.
- Please explain how you assessed the options, made recommendations, and implemented a solution.
- How did the solution benefit the group, team, employer or any other person involved?

Sample exam questions

Business Acumen

- **PG-05:** Describe a time when a new client was looking to purchase a specific service or commodity that you had no background and knowledge of. Or a time when a colleague or manager asked you about a service or good you did not know much about.
- How did you address this request? What elements did you consider in helping the client, or colleague, or manager?
- What was the result?

Negotiation

- **PG-06:** Describe a time where you successfully led complex negotiations. How did you develop a strategy to achieve results?
- How did you use your skills to settle differences in a mutually acceptable manner?
- What steps did you take to address challenges and reach consensus?
- How did you resolve conflicts or conflicting priorities?
- What was the outcome?