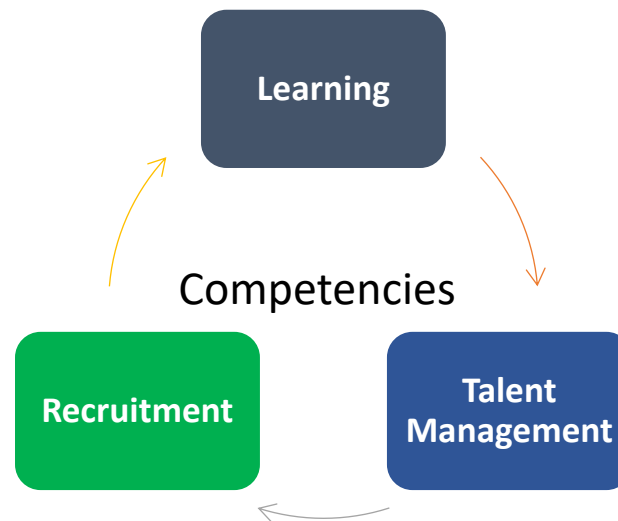


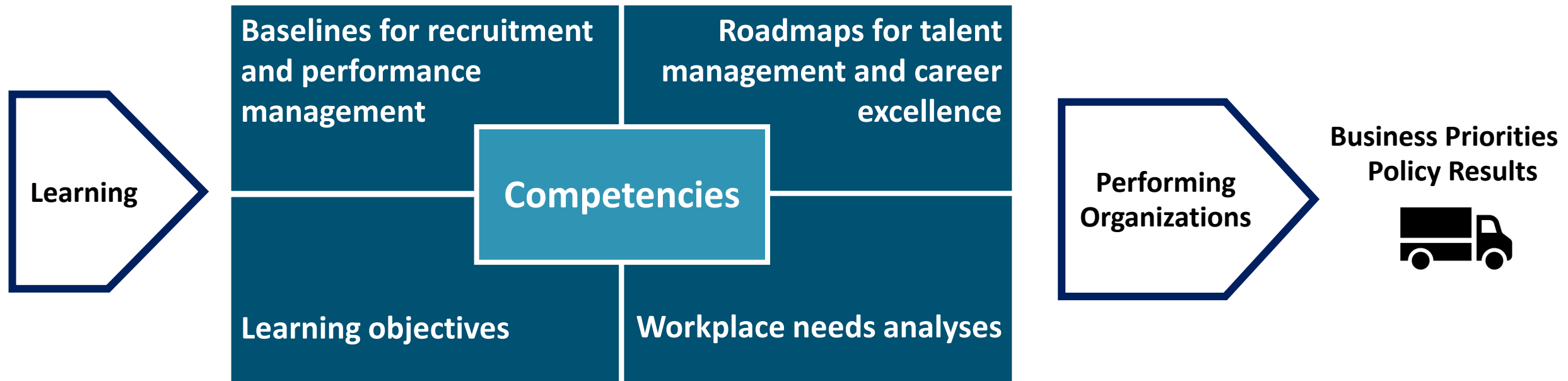


CIPMM National Workshop

Concurrent Session # 37: Excelling In Our Day to Day: Understanding and Development of Community Competencies of Community Competencies



Why Do We Need Competencies?



Based on the TBS [Policy on Learning, Training and Development](#):

- Competencies support Professional Development and are defined as the **knowledge, skills, abilities and behaviours** that employees use in performing their work.
- **Professional Development:** “an **activity** that **assists** employees further their **careers** and is **aligned** with departmental **business priorities and management improvement objectives** of the government. [It] includes courses, programs or learning events sponsored by a variety of service providers (e.g. in-house, the Canada School of Public Service, academic institutions and the private sector).”
- **Training:** “represents an organized, **disciplined way to transfer the knowledge** and know-how that is required for **successful performance** in a job, occupation or profession. It is an **ongoing, adaptive learning**, not an isolated exercise.”

Types of Competencies

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

Functional Competencies

- Specific to a type of work.
- Procurement: Assessment and planning, acquisition, and managing contracts and contracts close-out.
- Materiel Management: Planning & Governance , Acquisition, Operations & Maintenance, Divestiture

Technical Competencies

- Supports many types of work, common across functions.
- Procurement and Materiel Management: Negotiation, project management, risk management, data analytics, business acumen.

[ASAS Community Competencies](#) - Search “ASAS CDO” on GCpedia₃

Proficiency in Competencies

Proficiency:
the degree of competence
and expertise required to
perform a function.

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

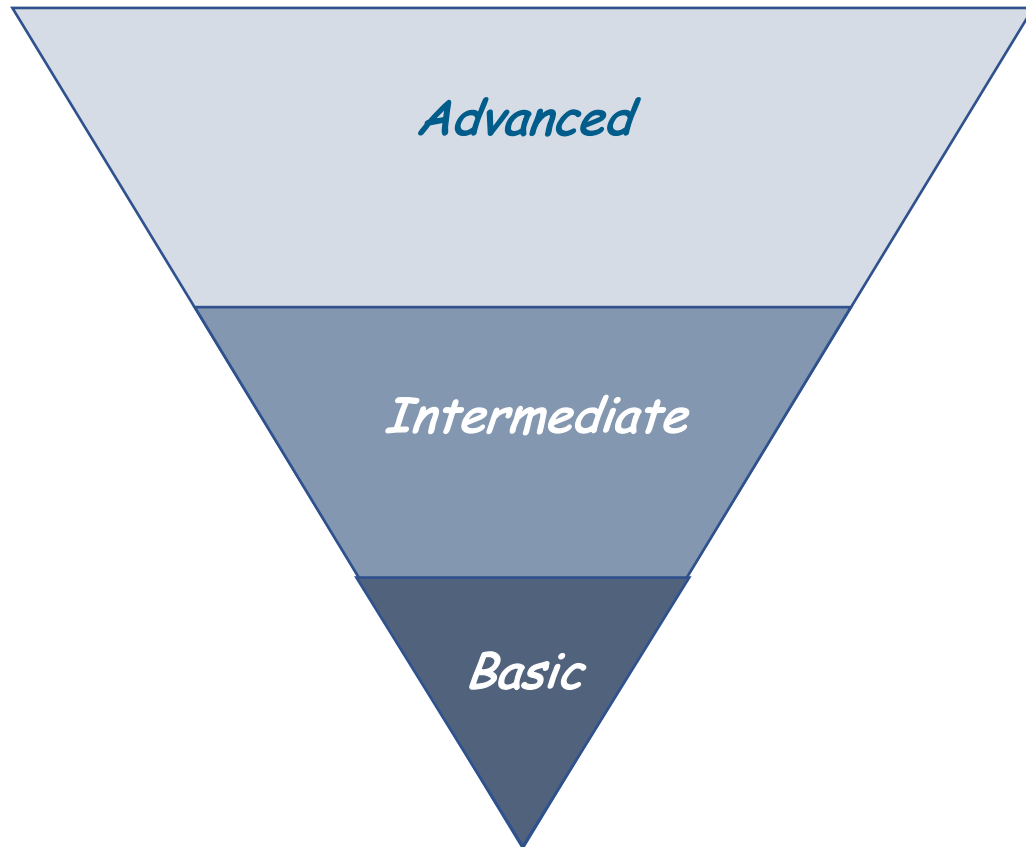
Proficiency levels are
cumulative and reflect
complexity of roles and
responsibilities

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

A Competency must be Demonstrated

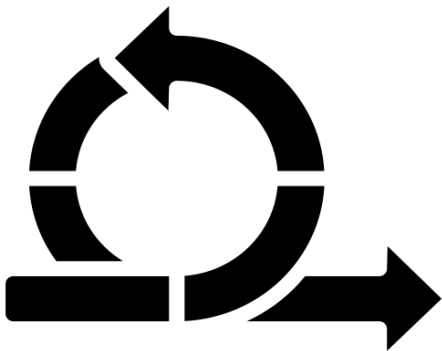
Behavioural Indicators: ways to demonstrate a competency

Behaviours are the starting points to identify the performance “goal posts” required in a given role



Procurement Competency Updates –Coming Summer 2023

- An OAG Report on Procuring Complex Information Technology Solutions recommended:
TBS, with input from PSPC and SSC, should assess what skills, competencies, and experience procurement officers need to support agile approaches to complex IT procurements
- In response, TBS, with input from PSPC and SSC:
 - Mapped individual Procurement and Materiel Management competencies to CSPA learning and identified gaps for future course development
 - Integrated new Behavioural Indicators into the Procurement Competency Dictionary:
 - Agile approach to promote collaborative, iterative, and outcomes-based methods when appropriate
 - Gender Based Analysis Plus review to foster inclusion and supplier diversity
 - Alignment with new Policy requirements and objectives supporting cross functional collaboration and the GC's socio-economic and environmental objectives



GBA PLUS
GENDER-BASED ANALYSIS PLUS



The PMM Specialists of the Future



The [Policy on the Planning and Management of Investments](#), the [Directive on the Management of Materiel](#) and the [Directive on the Management of Procurement](#) ensures governance and oversight are effective and that integrated and collaborative practices are in place – Professional Development must support this approach

Tools to Support Professional Development



Mentorship Programs



Development Programs



Job Rotations



Communities of Practice



Supplemental Learning



Employee Performance Management Agreements

Questions?

Annex A: TBS Procurement Competency Framework

KEY LEADERSHIP COMPETENCIES

Mandatory component of the [Executive \(EX\) Group Qualification Standard](#)

Promote innovation Guide change Collaborate with partners & stakeholders
Uphold integrity & respect Mobilize people Achieve results Create vision & strategy

FUNCTIONAL COMPETENCIES *

Assessment and planning
Acquisition
Managing contracts & contract close-out

TECHNICAL COMPETENCIES *

Negotiations Project management
Risk management Data analytics
Business Acumen

GENERAL COMPETENCIES

Skills and abilities traditionally associated with successful on-the-job performance ([Personnel Psychology Centre](#))

Adaptability	Creativity & innovation	Information gathering & processing	Planning & organizing
Analytical thinking	Critical judgment	Initiative	Problem solving
Client focus	Decision making	Leadership	Quality focus
Continuous learning	Effective interactive	Managing conflicts	Relationship building
Collaboration with Partners & stakeholders	Communication	Networking	Strategic orientation
		Organizational savvy	

CORE COMPETENCIES

Four core competencies for the federal public service who are subject to the [Directive on Performance Management](#)

Demonstrating integrity & respect	Thinking things through	Working effectively with others	Showing initiative & being action-oriented
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Annex B: TBS Materiel Management Competency Framework



Annex C: Competency Framework

Competency →

Acquisition

Proficiency Level →

Basic

Intermediate

Advanced

Behavioral Indicators →

	Acquisition		
	Basic	Intermediate	Advanced
	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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.

Annex D: 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.

Annex E: Materiel 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.