



Treasury Board of Canada
Secrétariat

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Canada

Professionalization of the Government of Canada Procurement and Materiel Management Communities

Building Capacity to Maintain the Public Trust

IMPLEMENTATION PATH

NOVEMBER 2024

- Acquiring, nurturing and promoting talent in Procurement and Materiel Management.
- Developing learning that meets the core needs of Procurement and Materiel Management Communities, enabling them to meet their obligations and deliver priorities of the Government of Canada
- Aligning GC-wide practices in the management of the workforce
- Recognizing the demonstration of community competencies in day-to-day work
- Facilitating the implementation of Professional Development actions for practitioners to advance their careers

But it is up to you to take control of your career – stay engaged with professional development and make a commitment to self improvement!

Types of Competencies – GC Wide

Competencies are the abilities, skills, knowledge, and personal traits that contribute to performance excellence.

1. Core competencies

- foundational for all public servants.
- Core Competencies relate to how employees interact with their colleagues and how they perform their work to achieve their objectives.

2. Key leadership competencies for supervisors, managers and executives

- The Key Leadership Competencies define the behaviours expected of Canada's Public Service leaders.
- Regardless of the type of work within government, executives, managers, and supervisors are expected to model the [key leadership competencies](#).

3. General competencies

- They are critical to all employees regardless of the type of work within government. Executives, managers, supervisors, and employees of all levels are expected to demonstrate these competencies.

4. Digital Competencies for All Public Servants

- The [digital competencies](#) incorporate international standards and input from subject matter experts.
- Competencies are dynamic, and everyone sees them through a different lens.

Types of Competencies – Community Specific

Community Specific Competencies:

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.

Proficiencies 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.

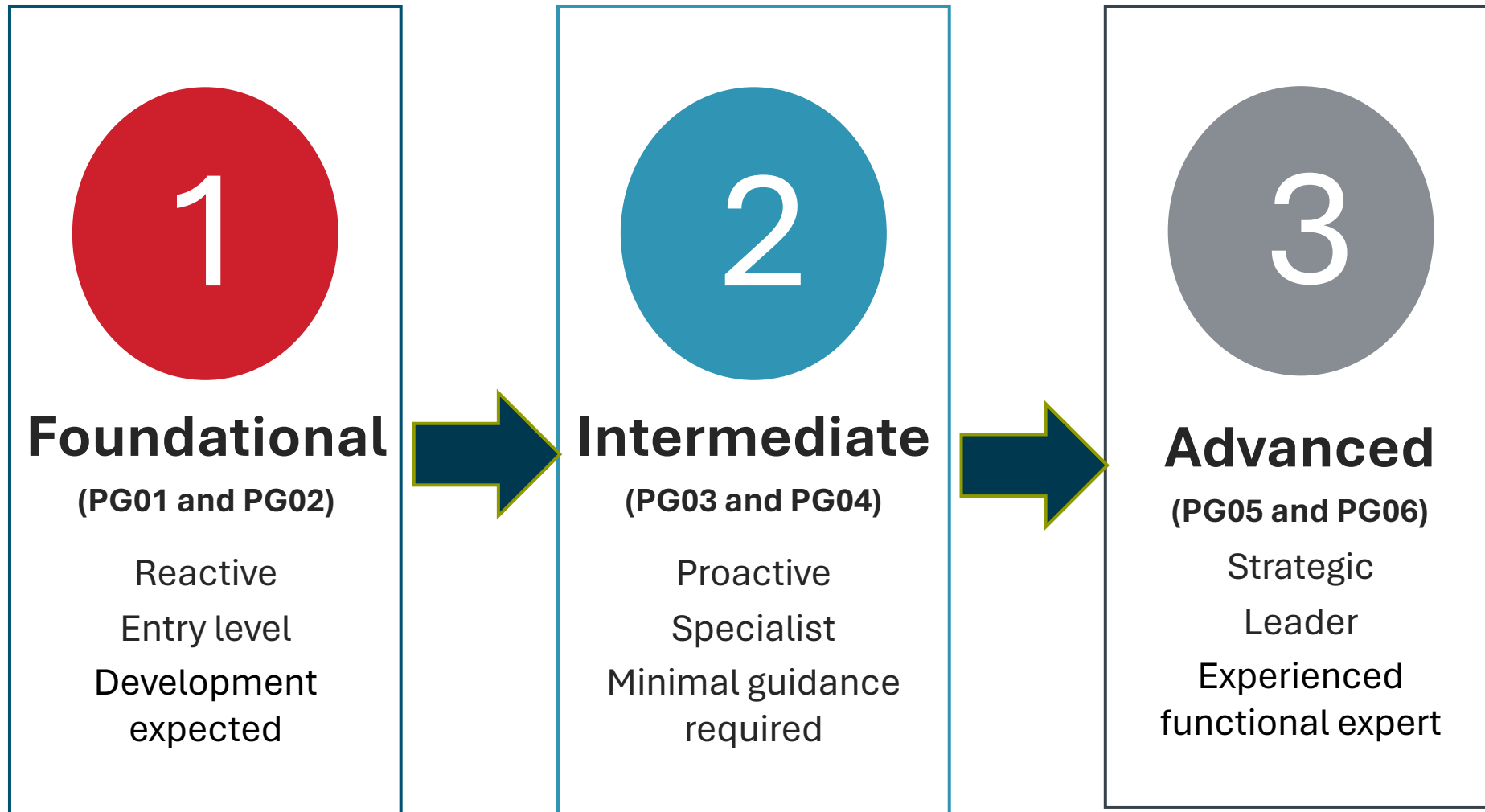
Competencies are assessed using **Behavioural Indicators**.

Community competencies are applicable to all PG procurement related jobs

Competencies must be observed at different levels of proficiency to demonstrate the skills and abilities associated with successful on the job performance.

Three Levels of Proficiency

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Assessment and Planning ← Competency Title

Assesses and plans for the procurement of goods, services, and/or construction in support of projects, programs, and operational requirements. ← Competency Description

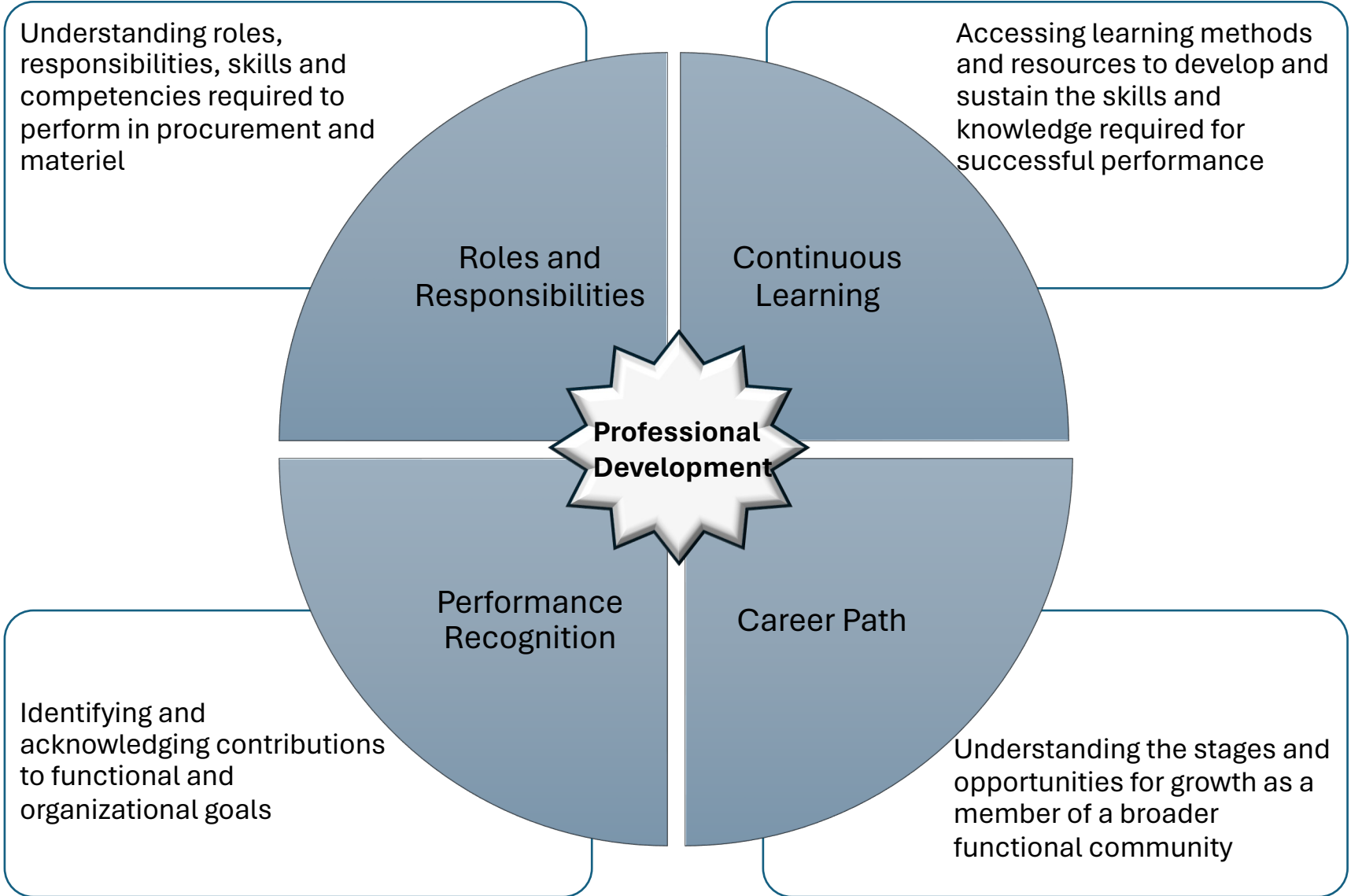
Category of Work 1: Assessment and refinement of requirements ← Category of Work (Functional Only)

Foundational Proficiency Level (PG01/02)	Intermediate Proficiency Level (PG03/04)	Advanced Proficiency Level (PG05/06)
<ul style="list-style-type: none">• Verifies that procurement requirements have been adequately defined, including the needs of end users.• Identifies contract options.• Participates in vendor engagement activities.• Identifies, in collaborations with business owners' opportunities to apply outcomes based, collaborative and iterative approaches.• Analyses information provided to identify sourcing approaches.• Raises any discrepancies or anomalies in assessment stage to supervisor. <p>Behavioral Indicators</p>	<ul style="list-style-type: none">• Works with stakeholders to obtain information to ensure that complex procurement requirements have been adequately defined.• Determines procurement strategies that reflect, current technologies and best meet current and future operational and business owner needs.• Leads vendor engagement activities, considering the diversity of vendors.• Enables, in collaboration with business owners, the use of collaborative and outcome-based procurement methods (i.e., Agile)• Aligns procurement strategies with funding availability.• Provides advice concerning improvements to requirements and the documentation needed. <p>Behavioral Indicators</p>	<ul style="list-style-type: none">• Ensures consistency within the team to verify that procurement strategies have been adequately defined, meet legal obligations; policy objectives and expected results.• Works with diverse stakeholders to align long-term procurement plans and strategies to other initiatives.• Leads multi-stakeholder engagement activities.• Leads the application of collaborative, iterative, and outcome-based procurement concepts and principles (e.g., Government priorities and initiatives, financial strategies, departmental procurement priorities).• Establishes departmental and/or government-wide category management strategies.• Provides advice concerning modifications to departmental Procurement Policy Framework. <p>Behavioral Indicators</p>

Key Takeaways and Advice

1. The world of procurement and materiel management is constantly evolving, as are the skills and knowledge required to successfully deliver in **all positions** – make sure you stay on top of emerging trends!
2. There are other community competencies that can be used to develop your skills and knowledge outside of what we spoke about today – use them to your advantage!
3. Understand these competencies and know how to demonstrate them – providing concrete examples of how you meet them are key to your success in staffing processes!
4. Get involved! Developing these competencies takes time and effort – actively seek out new development opportunities such as Mentorship, Communities of Practice and Job Shadowing – these are invaluable to your future success!

STAY TUNED FOR NEW TOOLS TO SUPPORT YOUR COMPETENCY DEVELOPMENT INCLUDING A NEW CAREER MAP AND ACCOMPANYING USER GUIDES FOR BOTH EMPLOYEES AND MANAGERS ON HOW TO ASSESS THEM.



Annex B: What's expected of Managers, Supervisors and Practitioners?

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Managers and Supervisors	<ul style="list-style-type: none">• In collaboration with practitioners, create individual development plans for staff, identify skill gaps and align training opportunities with career goals• Identify and align competencies with professional development goals and performance management• Provide support for skill enhancement.• Ensure practitioners have access to resources (time, training, mentorship)• Demonstrate a commitment to continuous learning by engaging in professional development activities (i.e. mentoring) and serving as a role model for their teams
Practitioners	<ul style="list-style-type: none">• Identify areas for improvement in consideration of community competencies.• Actively participate in professional development programs, learning events, and other learning opportunities to enhance and keep up to date skills and knowledge• Commit and undertake a number of learning hours each year• Collaborate with manager and supervisors to set professional development goals, integrating them into performance agreements and development plans.• Take ownership of personal and professional growth, seek feedback, and proactively pursue opportunities for continuous improvement.• Contribute to the community's knowledge sharing culture by sharing best practices, lessons learned, mentoring, and experiences with peers.

Annex C: 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 D: 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.