

# Building Procurement Competencies

Treasury Board Secretariat

Prepared by the ASAS Communities Management Office

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# What are Competencies?

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

## Functional Competencies

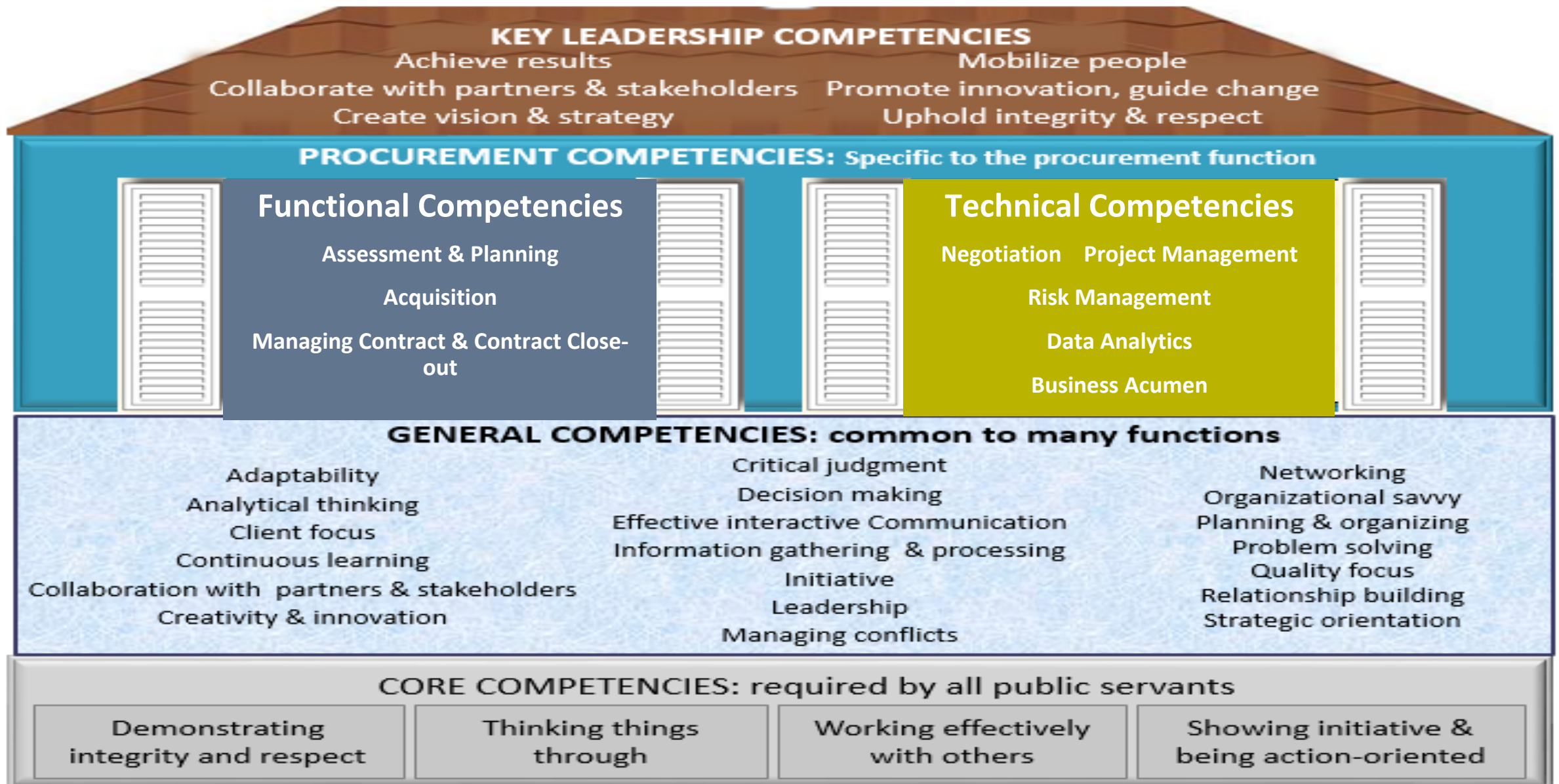
- Specific to a particular community or type of work in a particular occupation or profession
- Assessment and planning, acquisition, and managing contracts and contracts close-out.

## Technical Competencies

- Required to accomplish a specific task; they can apply to more than one occupation or profession
- Negotiation, project management, risk management, data analytics, business acumen.

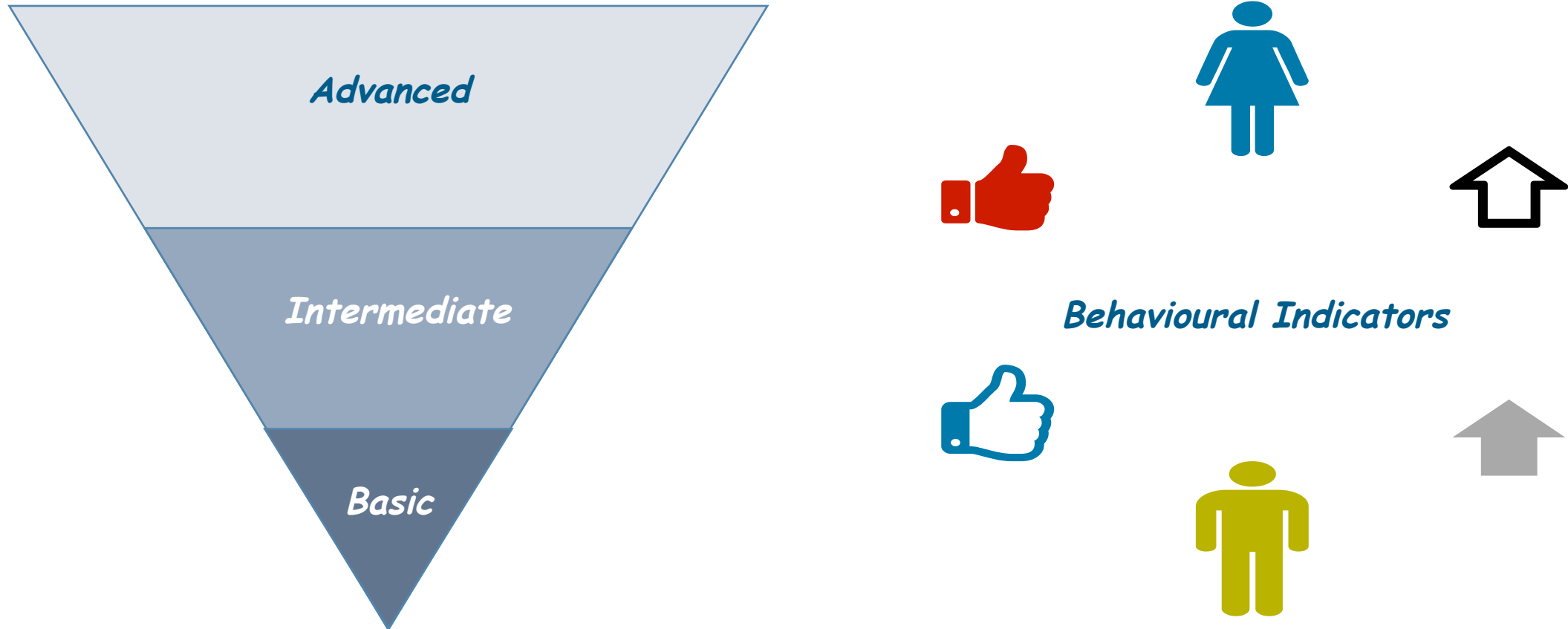
[Procurement Community Competencies](#) on GCpedia

# TBS Competency Framework



# A Competency must be Demonstrated

Behavioural Indicators: competencies must be seen/observed at different levels of proficiency. Competencies are assessed using behavioural indicators.



Assessment and Planning		
Basic Proficiency	Intermediate Proficiency	Advanced Proficiency
<ul style="list-style-type: none"> <li>• Demonstrates a basic, general ability to assess and plan for the procurement of goods, services and/or construction in accordance with applicable legislation, policies and procedures.</li> <li>• Demonstrates a basic ability to begin engaging internal stakeholders to more actively gather and assess information on the requirement.</li> <li>• Works with internal stakeholders in order to review and refine the requirements in terms of volume, value and schedule.</li> <li>• Demonstrates a basic understanding of risks and the</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates an intermediate ability to assess and plan for the procurement of goods, services and/or construction in accordance with applicable legislation, policies and procedures.</li> <li>• Demonstrates an intermediate ability to engage appropriate internal and external stakeholders to gather and assess information on the requirement.</li> <li>• Considers diverse issues, needs, and viewpoints of all stakeholders in planning acquisitions.</li> <li>• Develops sound strategies by examining data and trends, evaluating risks and impacts and assessing priorities.</li> <li>• Works with the client in considering sustainable development while defining requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates an advanced ability to assess and plan for the procurement of goods, services and/or construction to achieve the best outcome for Canadians, in accordance with applicable legislation, policies and procedures.</li> <li>• Demonstrates an advanced ability to engage appropriate internal and external stakeholders in order to develop strategic procurement solutions aligned with government priorities.</li> <li>• Integrates complex aspects of requirements into plans and implements appropriate activities and processes for highly sensitive situations.</li> <li>• Considers political, social, environmental and economic risks and issues as well as their impacts.</li> <li>• Develops frameworks, mechanisms, and strategies for solution-oriented approaches to address procurement requirements.</li> <li>• Leads, manages and communicates procurement strategies in support of sustainable development</li> </ul>

## 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.

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

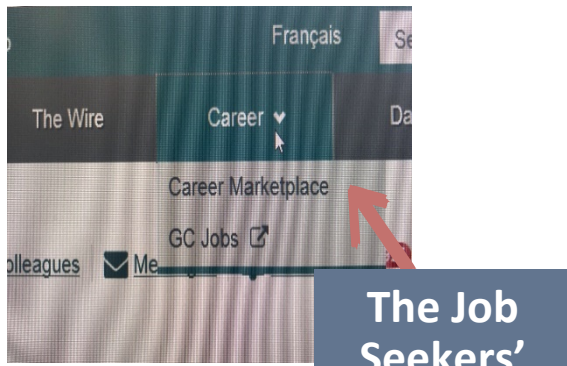


# Tools for professional development



## GCpedia ASAS CMO - Home

### Career Marketplace



see slide 16 for more information

GCpédia  
L'information  
au bout des doigts

Autres langues  
Français

Navigation  
Page principale  
Collectivités  
Parcourez des catégories  
Une page au hasard

Aide  
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FAQ

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### ASAS CMO - Home

Welcome to the Communities Management Office of the Federal Procurement, Materiel Management and Real Property Communities

Your source for career development, featuring competency tools, required training, professional certification, leadership programs, and demographic workforce analyses.



### 2020 RPIC Marine Infrastructure National Workshop

The Real Property Institute of Canada (RPIC) is pleased to invite you to its fourth national workshop on marine infrastructure, which will be held in the city of St. John's, Newfoundland and Labrador April 21-22, 2020.

Building on success of the last three Workshops, we will be heading eastward to immerse ourselves in the heart of Atlantic Canada and its spectacular maritime environment. This fourth edition of the Workshop will continue our discussions on marine infrastructure while learning more about the latest technical and environmental challenges, as well as the latest technological innovations. Decision-makers and science experts will also share their insights related to long-term planning, maritime priorities and needs, trends for tomorrow's marine infrastructure, and the key changes expected in logistics and marine environment.

Our goal is to provide you with a world-class program with a unique learning experience, and an environment that facilitates networking and creating business opportunities.

The Workshop program will include technical sessions and networking opportunities. The following topics will be addressed in the program:

- Theme 1: Port Planning and Operation
- Theme 2: Coastal and Harbour Engineering
- Theme 3: Navigation and Waterways
- Theme 4: Environment
- Theme 5: Equipment, Materials and Systems

As was the case at previous Workshops, we will continue the Awards and Recognition program which allows us to showcase individuals or groups who have distinguished themselves through their work and commitment to the marine infrastructure community.

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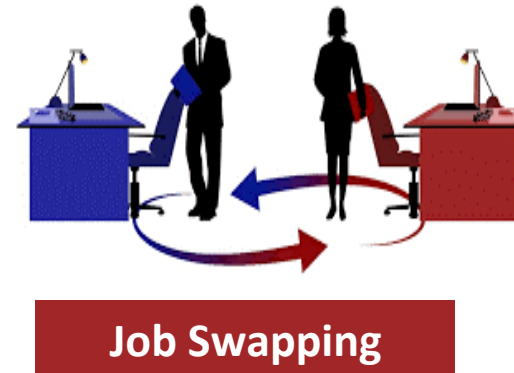
We are very proud to welcome you to North America's easternmost city, whose deep maritime roots date back centuries. The organizing committee is very pleased to host this Workshop in St. John's and we hope that you will be part of another successful RPIC Marine Infrastructure National Workshop.

Registration is now open[2].

### Newly Released Evaluation of the Certification Program for Procurement and Materiel Management Communities

The Internal Audit and Evaluation Bureau of the Treasury Board Secretariat has just released its evaluation of the certification program for the procurement and materiel management communities! Take a look at the [summary](#) or the [full report](#) to learn about the exciting recommendations that the Communities Management Office will be acting on to deliver new and improved training to our community!

# Tools for Professional development



# Building Functional/Technical Competencies

- **Reading:** [Procurement Community Competencies](#) and the [Career Map](#) on GCpedia
  - Proficiency levels – where are you at (basic, intermediate, or advanced) and where would you like to be?
  - What behaviour do you have to develop to get there?
  - What strategy will you develop to close the gap, learn, and improve?
- **Learning Programs:**
  - Onboarding sessions
  - Internal Development Programs
- **Obtaining Managerial Support**
  - Coaching: ask for constructive feedback;
  - Set SMART work objectives to develop competencies;
  - Participate in your performance assessment; and
  - Define developmental needs.
- **Being trained (CSPS courses)**
  - C235 – An Overview of Procurement
  - M711 – Developing a Statement of Work and Evaluation Criteria
  - M718 – Fundamentals 1 - Introduction to Procurement
  - M720 – Contract Management
  - PWGSC-2225 Complex Procurement
  - PWGSC 6081 – Contracting for Services
  - PWGSC 6201 – Bid Evaluation and Contractor Selection Methodologies

# Building Functional/Technical Competencies

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- **Job Shadowing**
  - It is an informal tool for on-the-job learning, career development, and leadership development.
  - Identify a top performer who has something to teach and ask to follow/observe how he/she accomplishes specific tasks that you want to master.
- **Skill Sharing**
  - It is the art of contributing to team work with one's specific skills, and putting one's skills to use for the accomplishment of a specific task
  - Identify the strengths of each team member and assign work accordingly to leverage the skills of all team members.
- **Job Rotation**
  - It gives employees the opportunity for lateral moves, knowledge sharing, and the development of specific skills.
  - Identify how each position can be leveraged to develop skills that will benefit the team and its members.
- **Job Swapping (job mobility)**
  - It gives employees the opportunity to learn another set of skills while being coached by the employee who was previously in the position.
  - Identify who each position can prepare employees to meet challenges faced by the organisation.

# How to Proceed

Be the change you want to see. You are a leader. You can make a difference.

- **Receive Approval from your Manager**
  - Define the competencies you want to develop.
  - Select the tool(s) you want to use.
- **Receive Support from Human Resources**
  - What Talent Management tools are available?
  - What are the internal Development Programs?
  - How can you leverage these?
- **Leverage the influence of your Mentors**
  - Who is your Departmental Learning Champion?
  - How can your Mentors introduce you to him/her?
  - How can this Champion open doors for you?
- **Engage your co-workers and other managers**
  - Participate in formal and informal Onboarding
  - Create GCconnex profiles.
  - Opt-in for developmental opportunities.
  - Engage other procurement professionals.
- **Run a Pilot**
  - Set a goal with clear deliverables
  - Collect data and track progress
  - Communicate progress through HR, your Mentors, and your Champions
- **Measure success and define next steps**
  - What gets measured gets done
  - Don't underestimate small beginnings
  - Adapt what needs to be changed
  - Learn, grow, keep going

# Appendices

# 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.

# Types of Opportunities

## on the Career Marketplace

The Career Marketplace supports 15 of different types of at-level mobility and professional development opportunities.

Click on the names of each one to learn and discover their definitions and guidance material.



### On GCconnex

At-Level Career Mobility

Micro-Mission

Job Swap

Job Rotation

Alternation

Deployment

Assignments and secondments

Professional Development Opportunities

Mentoring

Job Shadowing

Job Sharing

Skill Sharing

Peer coaching



### On GCcollab

Professional Development Opportunities

Mentoring

Skill Sharing

Collaboration

Career Opportunities

Student Integration

Casual

Interchange Canada

What is the difference between the Career Marketplace on GCconnex and GCcollab?



# Types de possibilités

appuyées par le Carrefour de carrière

Le Carrefour de carrière soutient 15 différents types de possibilités de mobilité au même niveau et de perfectionnement professionnel.

Cliquez sur les noms de chacun pour découvrir leurs définitions et les documents d'orientation à leur sujet.



## On GCconnex

Mobilité de carrière au même niveau

Micro-Mission

Échange d'emploi

Rotation d'emploi

Alternation

Mutations

Affectations et détachements

Possibilités de perfectionnement professionnel

Mentorat

Observation au poste de travail

Partage d'emploi

Partage des habiletés

Encadrement de carrière



## On GCcollab

Possibilités de perfectionnement professionnel

Mentorat

Partage des habiletés

Collaboration

Possibilités de Carrière

Intégration des étudiants

Emploi occasionnel

Échanges Canada

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Select a Topic				OR Select your Community		
 Certification Program	 Training	 Competencies	 Demographic Analysis	 Procurement	 Materiel Management	 Real Property



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**Power up  
Your career!**

**With the  
Procurement  
Career Map!**



Click here to download your own PDF of the Procurement Career Map!

# Resources

- ASAS CMO Gcpedia
  - [http://www.gcpedia.gc.ca/wiki/ASAS\\_CMO](http://www.gcpedia.gc.ca/wiki/ASAS_CMO)
  - [Career Map](#)
- GCcollab
  - <https://account.gccollab.ca/login/>
- Comptrollership Leadership Development Program
  - [http://www.gcpedia.gc.ca/wiki/ASAS\\_CMO\\_-\\_Comptrollership\\_Leadership\\_Development\\_Program](http://www.gcpedia.gc.ca/wiki/ASAS_CMO_-_Comptrollership_Leadership_Development_Program)
- Certification Program
  - [http://www.gcpedia.gc.ca/wiki/ASAS\\_CMO\\_%E2%80%93\\_Certification\\_Program\\_\(Home\)](http://www.gcpedia.gc.ca/wiki/ASAS_CMO_%E2%80%93_Certification_Program_(Home))
- 2017-2018 Procurement Ombudsman's Annual Report
  - <http://opo-boia.gc.ca/documents/rapports-reports/2017-2018/annuel-annual-2017-2018-eng.pdf>