



Treasury Board of Canada
Secrétariat

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Canada

Procurement Community Human Resources Strategy and Initiatives for the Government of Canada

Procurement Modernization Initiatives

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Procurement Modernization: A Government of Canada Priority

Alignment with Priorities

The [Mandate Letter](#) of the Minister of Public Services and Procurement and Accessibility includes direction to **modernize procurement practices so that they are simpler and less administratively burdensome.**

The [Mandate Letter](#) of the President of Treasury Board and Minister of Digital Government specifies to **modernize comptrollership, which includes procurement policies and community.**

Public Procurement Ecosystem



- Slow and **inflexible practices**
- Heavily paper-based **with few self-serve and automated tools**
- Risk averse processes & culture with a one-size fits all approach

Trends Influencing Public Sector Procurement

Emerging Technologies

- Greater transparency & more robust risk management tools
- Enable transformational change & opportunities
- Better position & empower procurement professionals

Shifting Focus

- Heightened attention on value & more complex procurements
- Less emphasis on obtaining the lowest price
- Broadened interest in leveraging procurement

Need modernized policies, processes, authorities, tools and training in support of procurement professionals and business owners

Eroding Public Trust

- More public and political visibility & expectations from procurement
- Added attention on procurement cost overruns & delays, creating reputational risks

Better Information

- Improved understanding of costs, loss of value & opportunities for better results
- More awareness of links between failed projects and contracting delays

Procurement Human Resources Strategy for the Government of Canada

Making public sector procurement a career of choice for procurement professionals with the right business competencies



Demographic Analysis - 2018/2019 Procurement Workforce**

Environment

Total Procurement Workforce 2018/19



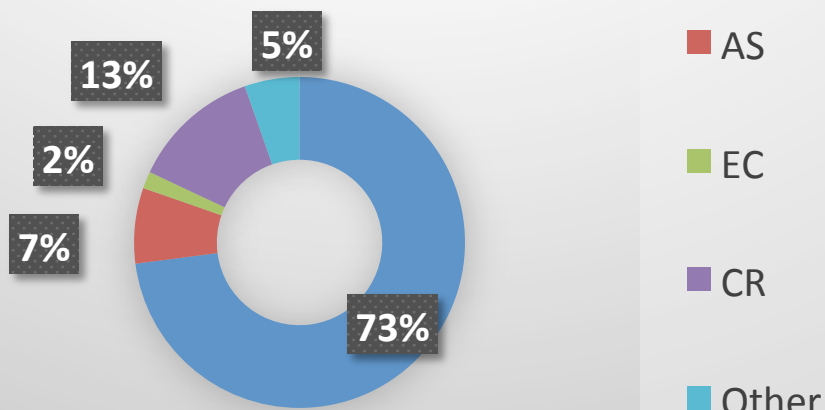
as compared to
3,082 in 2015/16

Geographic Distribution

64%

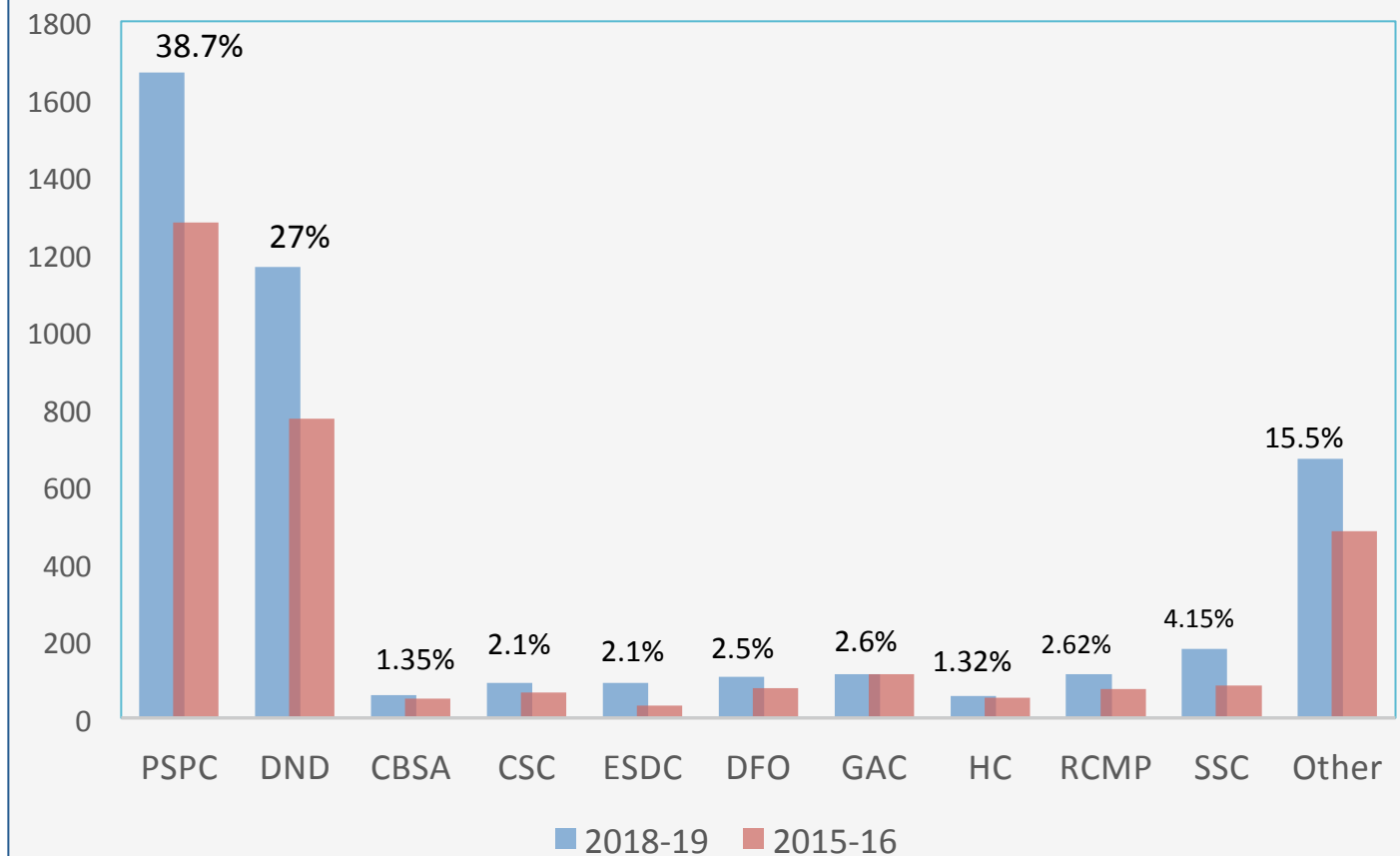
are in the NCR,
compared to **73%** in
2015/16

Procurement Workforce by Classification



**2018/19 stats represent Procurement Workforce at large
2015/16 stats are specific to the PG Classification

Distribution by Department



Profile of an aging workforce (PGs 2015/16):

Average age:	Average years of pensionable service:	Employees over 50 years of age:	Employees eligible to retire in 2020-21:
46.2 years	16	42%	31.8%

Post-Secondary & External Outreach

Recruitment & Staffing

Need to better promote public procurement as a career choice

Raise Profile of Procurement Careers

Campaign to Promote Professional Careers in Procurement

- Raise the profile of federal procurement and strengthen the community for networking and collaboration.
- Target audience: students, private sector professionals, and government employees.

GCcollab Group: “

Procurement, Real Property, and Materiel Management Functional Communities” was launched July 2018 and has grown to over 600 members. It is a platform for information-sharing, collaboration and posting career opportunities, and includes a department feature article depicting what it could be like to work as a procurement professional.

Canada.ca Website: Developed to promote federal procurement as a career of choice. Go-live date planned for summer 2019.

Public Service Commission (PSC) Recruitment Pilot Project

- Work with the PSC to **promote and recruit to professional careers** in public sector procurement.

PG National Recruitment Processes

Recruitment & Staffing

Objective

GC always has immediate access to exceptional candidates to fill vacant procurement professionals positions

Current State

- **Reactive** staffing / long term acting assignments / poaching
- Significant variability & **inconsistent** competency profile
- 130 **inefficient** staffing processes per year
- Near exclusive focus on **internal** candidates

Desired State

- Focus on **competencies*** required for **long-term** success such as business acumen, data analytics, negotiations, project management & risk management (*see Annex*)
- **Reduce number** of staffing processes
- Recruit from the **public & private** sectors



17 departments agreed to co-fund & work together to ensure a strong and sustainable procurement community!

CEAA, CSA, DFO, DND, HC, HOC, INAC, NRCAN, PSPC, SSC, TC, TBS, TSBC, ECCC, CBSA, DOJ, PCH



20 weeks per process

We are Moving On!

PG Collective Processes (2017-2018)

- 921 applications received
- 40% external
- 171 candidates qualified

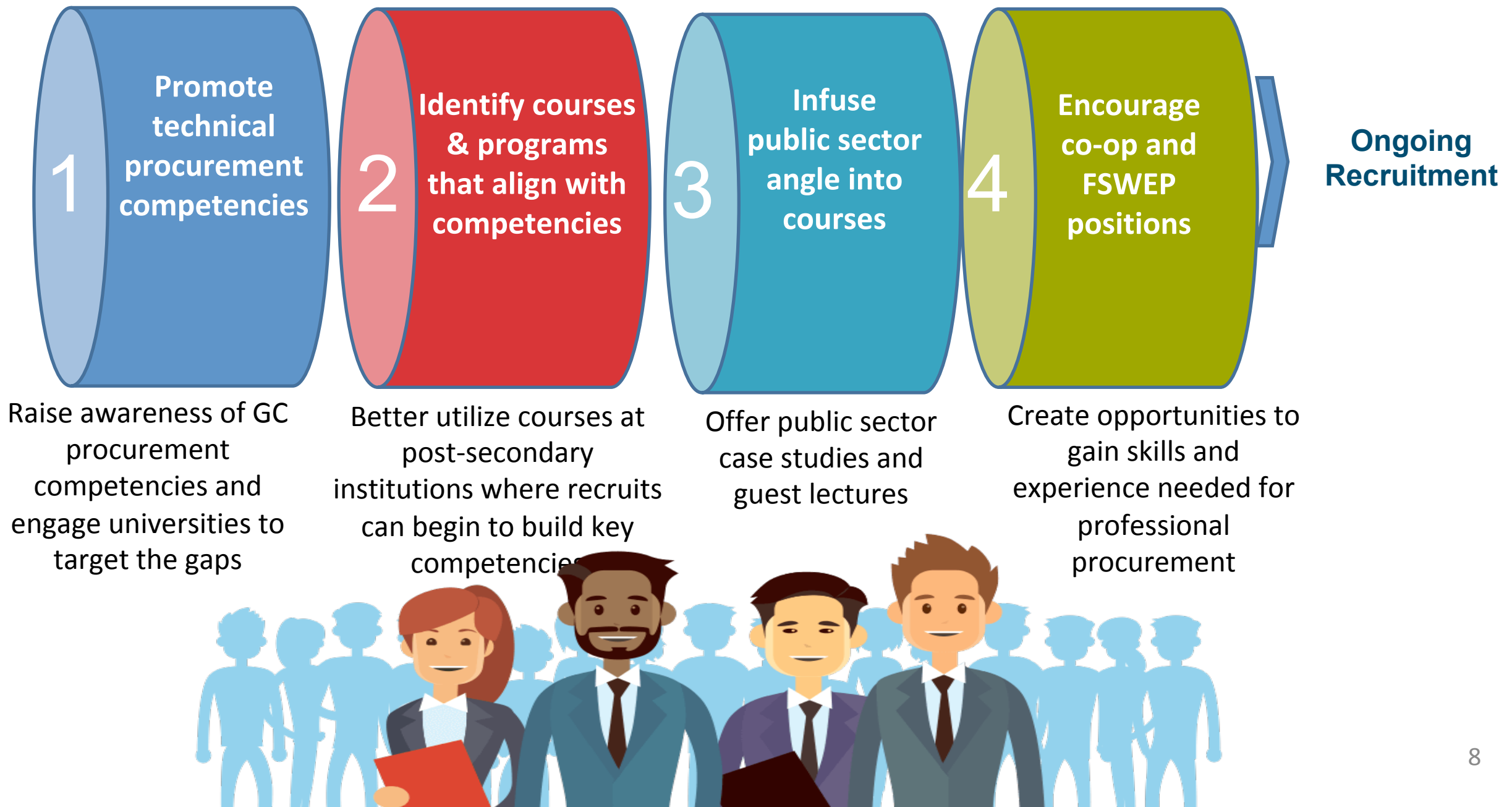
PG Collective Processes (2018-2019)

- 1,817 applications received
- 53% external
- 163 successfully qualified

Roadmap for Partnerships with Universities & Colleges

Recruitment & Staffing

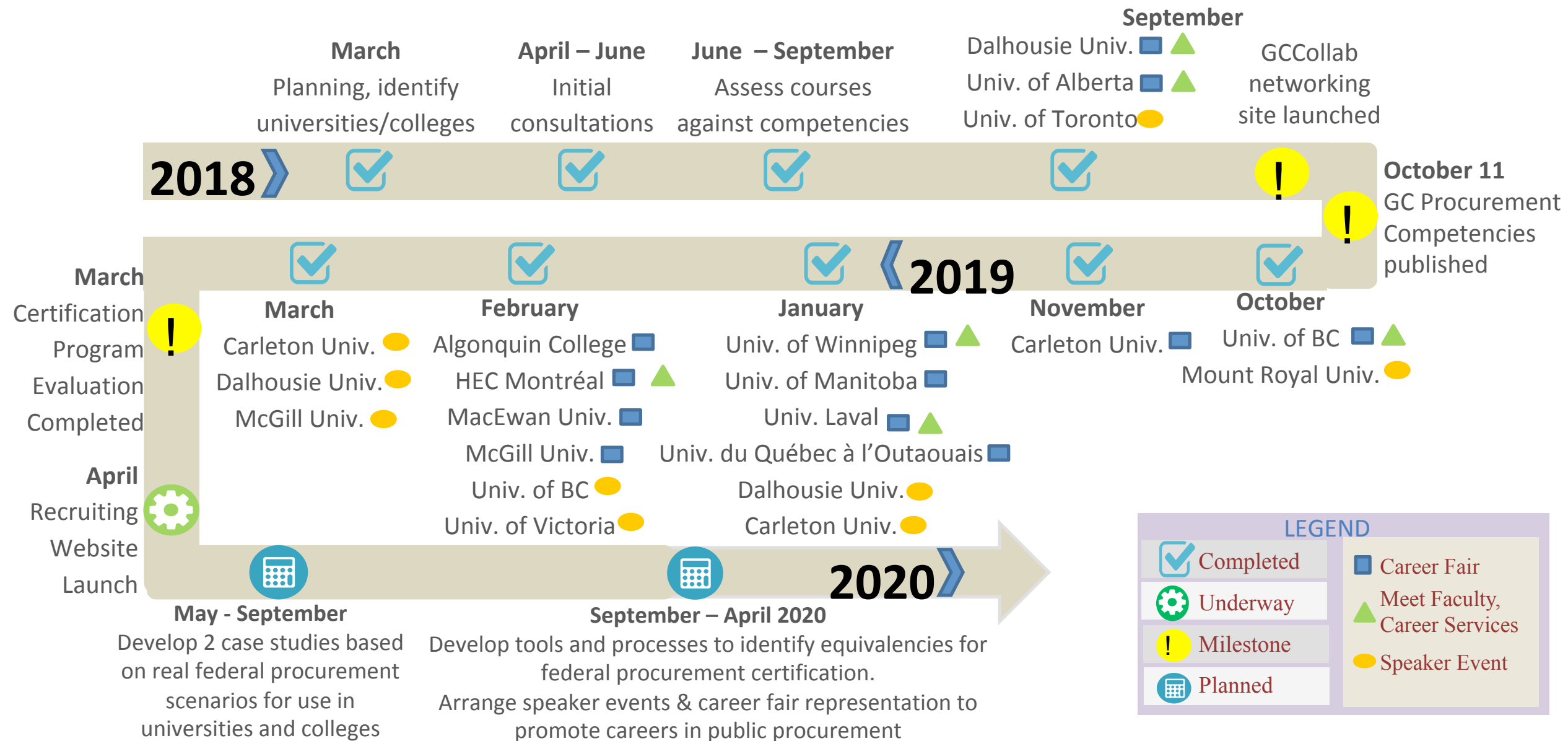
Strengthen relationships to create a pipeline of talent with the right competencies for careers in federal procurement



Roadmap for Partnerships - Activities

Recruitment & Staffing

Prepare and attract talent for careers in federal professional procurement

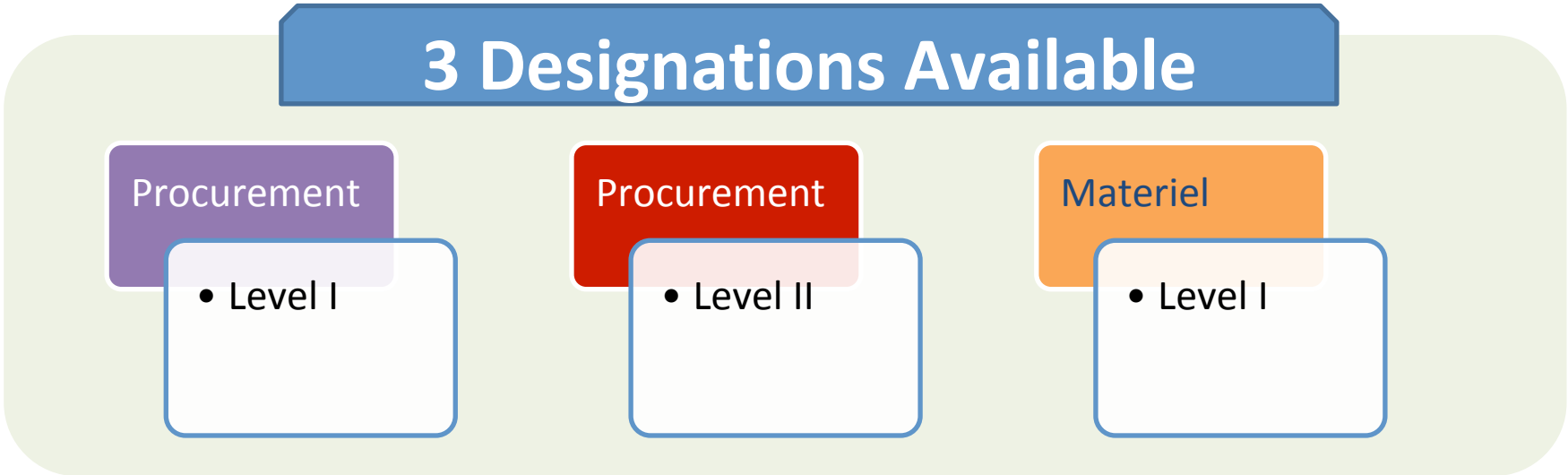


The CMO participated in 10 career fairs across Canada to promote public sector procurement careers

2017-18: 921 applications, 40% external
2018-19: 1817 applications, 53% external

Current Certification Program

Development & Learning



Program designed to take 3-5 years to certify

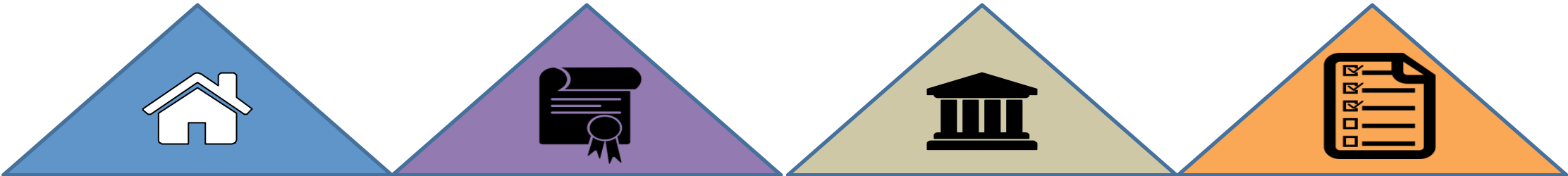
1708
Enrollees

86%
in the PG category

54%
from departments other than PSC and DND

127
designations
Issued, including

TBS	CGSB	CSPS	PPC (PSC)
manages program	certifying body and administrators	provides training	provides assessment services



Comptrollership Leadership Development Program

Development & Learning

OCG Guidance

Enhances and strengthens the leadership skills of the comptrollership communities.

Transferable Skills

Launched in 2014 and customized to provide transferable skills specific to the comptrollership functions.

Readiness Level

Enhances the readiness of the next generation of leaders by building job-related knowledge and leadership skills.

Professional Networking

Create a network of colleagues amongst the comptrollership communities for collaborative problem-solving.

COMPETENCIES

Key Leadership Competencies

LEADERSHIP

EX-01 & minus 1 ready for advancement with CBC/CBC language profile

ACTION LEARNING

- On the job Learning
- Thought Leadership paper
- Leadership Workshops
- Board Meeting Simulation
- Individual coaching
- Networking

COMMUNITIES

- Internal Audit
- Finance
- Real Property
- Procurement
- Project Management

Procurement Community Onboarding Program

Development & Learning

Objective: Provide consistency in how new members are introduced and integrated into the profession. Through orientation, consistent messaging and exchanges of knowledge and information, participants emerge with common understandings and expectations of their roles.

Offer to those who are: New to government, their department, or to the procurement profession, and/or enrolled at Management request

Introduction/Welcoming Remarks	○ Welcome by the Champion of the Procurement Community, TBS
Communities Management Office	○ Support offered by the Communities Management Office ○ Services, programs, initiatives and competencies
Public Services and Procurement Canada (PSPC)	○ Role of PSPC in procurement and community
Networking Break	
Panel Discussion of Procurement Executives	○ Panel discussion on procurement and careers ○ Directors General and Directors from 3 to 4 departments to speak about their perspectives, opportunities and function
Office of the Procurement Ombudsman	○ Procurement Ombudsman ○ Role of the Procurement Ombudsman
Canada School of Public Services and Procurement Training	○ Functional Procurement Specialist training and learning opportunities

Procurement Modernization Challenges & Testing a Solution

Culture

Department

- Limited **strategic advice & procurement planning**
- Uneven **application & monitoring of policies**
- **Gaps in accountability & leadership** for procurement

Government-wide

- Challenges advancing horizontal **government priorities & being innovative**
- Limited community **talent management & professionalization**

Outputs

- Clear departmental **leadership & governance** for procurements
- Standardized **Procurement Management Frameworks**
- Community networks to deliver **common initiatives & exchange best practices**
- Interdepartmental **idea-sharing** forum
- Government-wide **capacity building & talent management**

Outcomes

- Clarified & strengthened **procurement processes**
- **Empowered** and innovative community
- Increased **adoption of best practices**

- Improved focus & delivery of **horizontal initiatives**
- More desirable **career of choice**
- Stronger and healthier **procurement workforce**

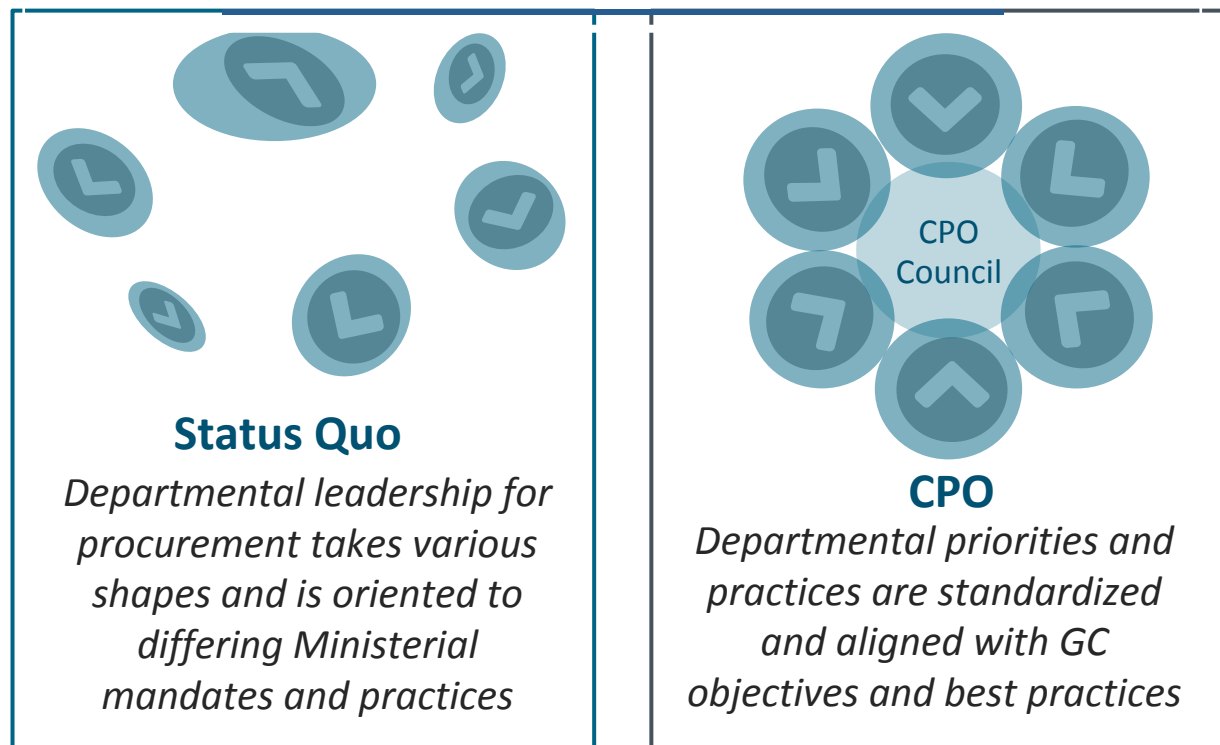
Chief Procurement Office (CPO) Pilot Project – Why and How?

Culture

Purpose: *Deliver a CPO pilot project to test a modernized accountability and leadership approach for procurement*

Approach: *Designate CPO positions in selected departments and establish a government-wide CPO Council*

Governance Evolution



Objectives: (February 2019 to 2020)

1. Operationalize a **defined CPO model**
 - a. **Gather data** on effects of CPO implementation
 - b. Identify **success factors and obstacles**
2. Assess the CPO Pilot according to the **Project Review Plan**
3. Identify **requirements for investment & support** for wider roll-out

Key Elements and Activities of the CPO Model

Culture

Leadership & Governance

- ✓ Provide leadership for the procurement function, along with the DH
- ✓ Provide a central focus and overall direction for procurement
- ✓ Direct access to the DH to provide advice and a voice for procurement at the senior management table
- ✓ Develop, strengthen and continuously improve the departmental procurement framework

Procurement Advice & Expertise

- ✓ Deliver strategic planning across procurement community in support of GC priorities
- ✓ Strengthen data analytics, agile practices and other elements of procurement modernization
- ✓ Provide an active challenge function and coordination with broader GC initiatives

Capacity Building & Talent Management

- ✓ Deliver Procurement Community recruitment, retention and talent management initiatives and other HR Strategy priorities
- ✓ Professionalization by adopting GC Procurement Community Competencies
- ✓ Position Procurement Community as a trusted advisor and strategic partner

CPO Council Roles & Responsibilities

Culture

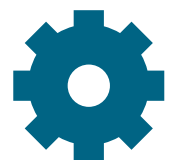
A Council of CPOs will:

- Support a whole of government ***shared vision for the procurement function & workforce***
- Influence government-wide procurement related decisions & directions
- Be an idea sharing & innovation forum

CPO Council Membership includes:

- Pilot CPOs (ESDC, RCMP, TC, PSPC, CEAA, SC, CBSA)
- Representatives of PSPC & SSC
- Representatives of key stakeholders (DND, GAC & DFO)

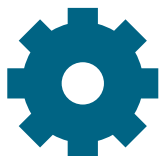
Areas of activity:



Identifying, elaborating and promoting best procurement practices



Providing strategic advice on procurement and GC policy objectives

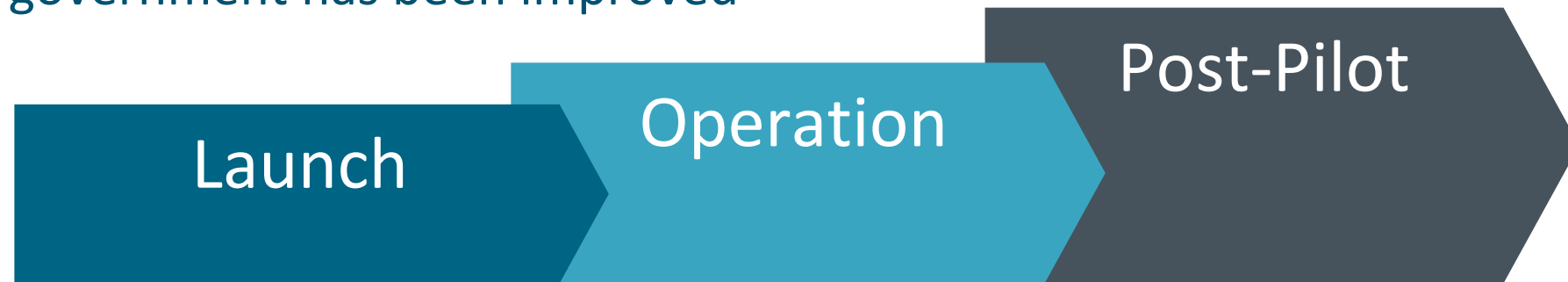


Enhancing procurement capacity

Pilot Project Review Plan

Culture

Pilot Review – Includes 3 phases to measure if procurement in government has been improved



- What are the needs (e.g. resources, policy, governance) to implement across government?

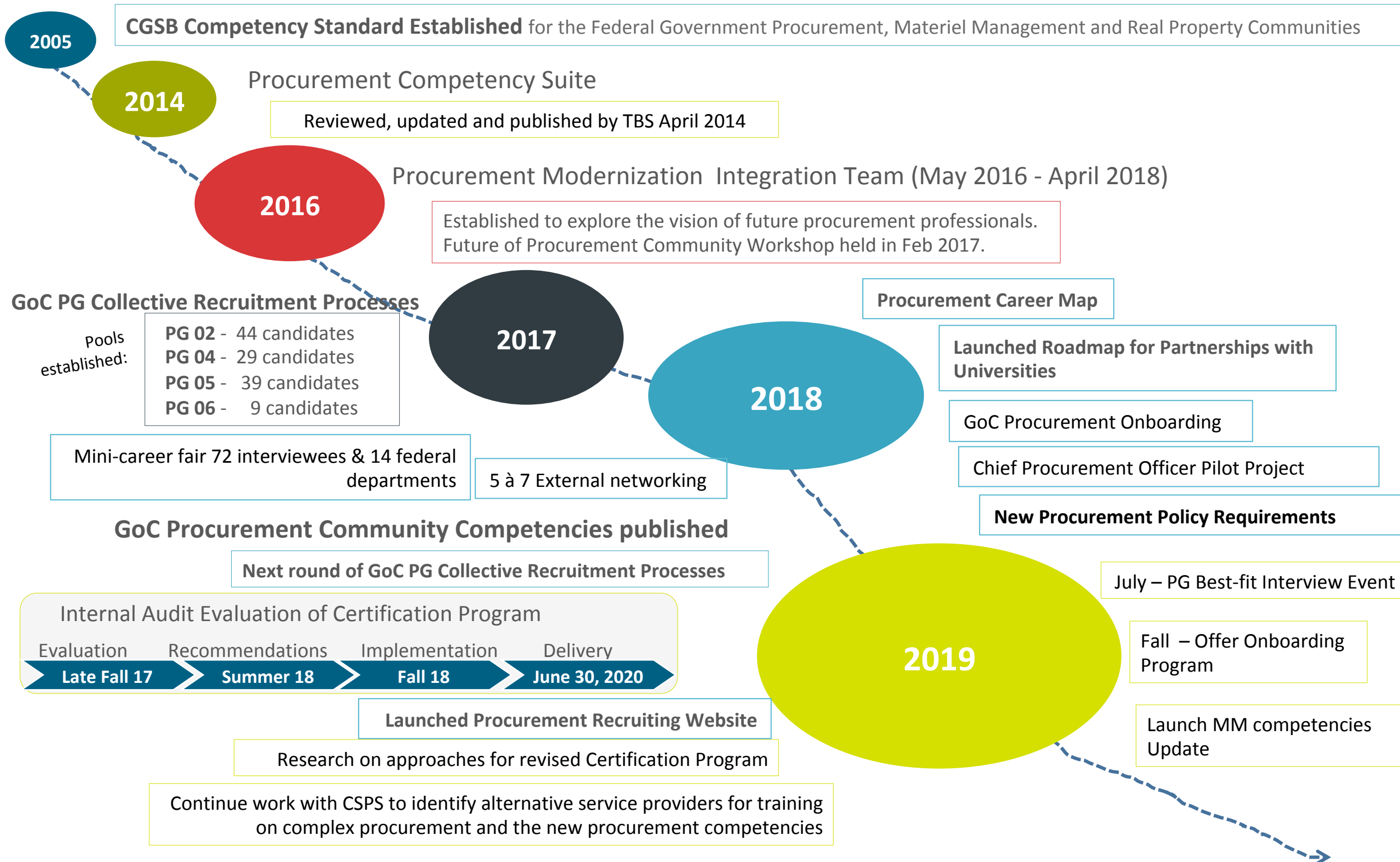
Key Questions to address through action-based evidence-gathering:

- Are deputies offered better advice on procurement?
- Has the procurement workforce been further professionalized?
- Are procurement processes and outcomes improved?
- Do business owners (end users) receive better procurement services?
- Do key participants recommend the CPO model?
- Has the sharing of best procurement practices across departments improved?

Methodology - Triangulation using multiple methods:

- Review of departmental Procurement Management Frameworks
- Interviews and surveys of CPOs and key participants
- Analysis of quantitative data (financial and human resources)

Critical Path of Procurement HR Initiatives



ANNEX: Complete Procurement Community Competency Framework

Culture

