

Government of Canada Procurement Community Competencies

Treasury Board Secretariat

Presented to CIPMM

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2017-2018 Procurement Ombudsman's Annual Report



Not simple



Competing Objectives



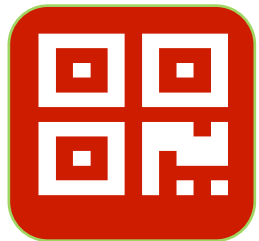
Not yet a community



Problematic tools



Sole Source Threshold



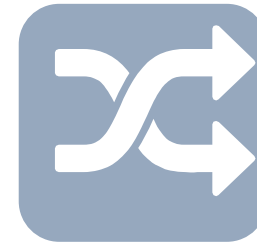
Training for all



Security Clearances



Frustration over furniture

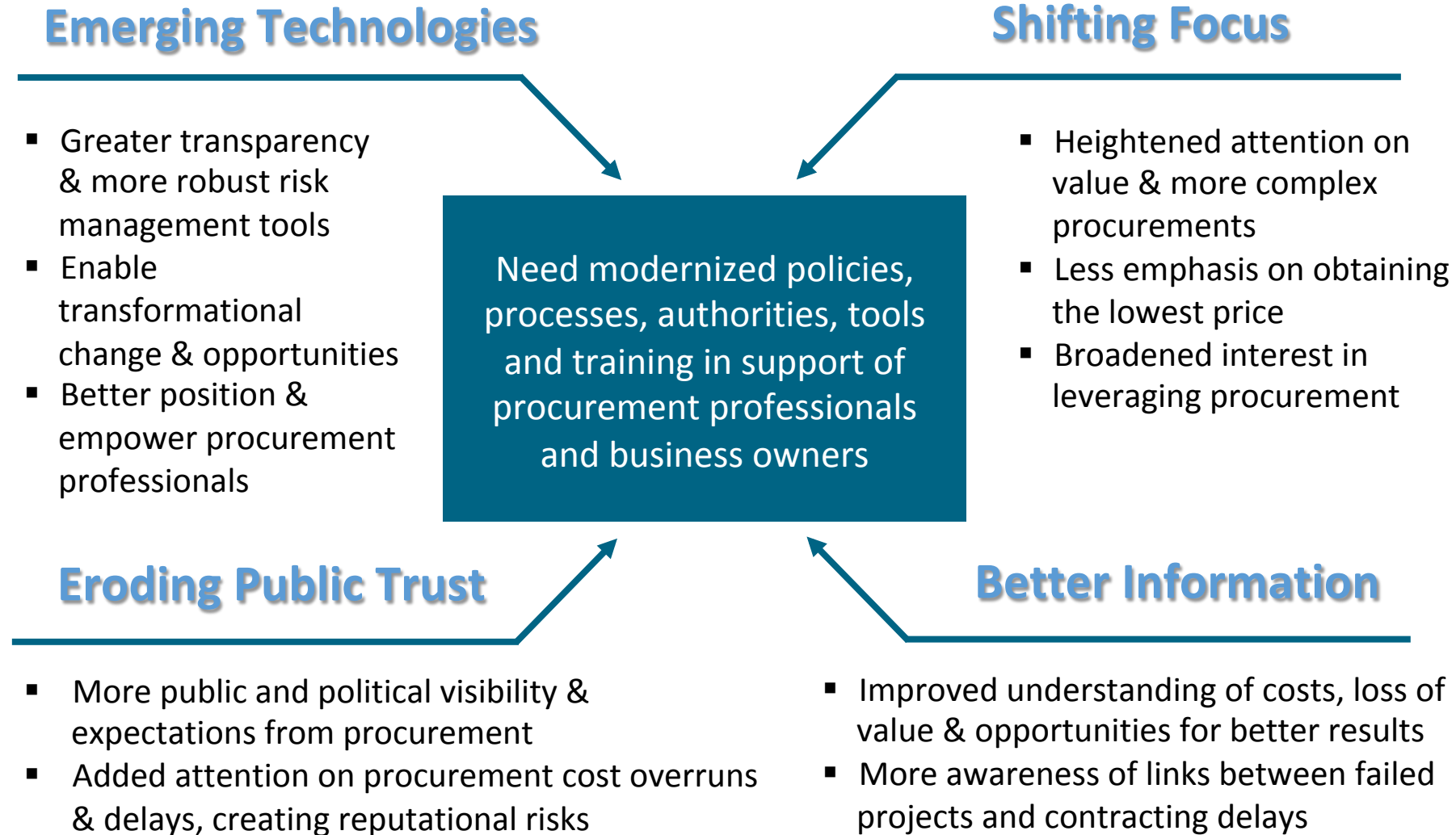


Poor Project
Planning



Standardization not
optimal

Trends Influencing Public Sector Procurement



Vision for the Procurement Functional Community

TBS updated competencies specific to procurement in close collaboration with over 50 federal departments and agencies, along with other key stakeholders.

The CSPA identified training that aligns with these new competencies.

Vision

Make public sector procurement a career of choice for skilled professionals who possess the right business competencies.

The new competencies support procurement modernization and the GC Procurement Human Resources Strategy.

What are Competencies?

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

Functional Competencies

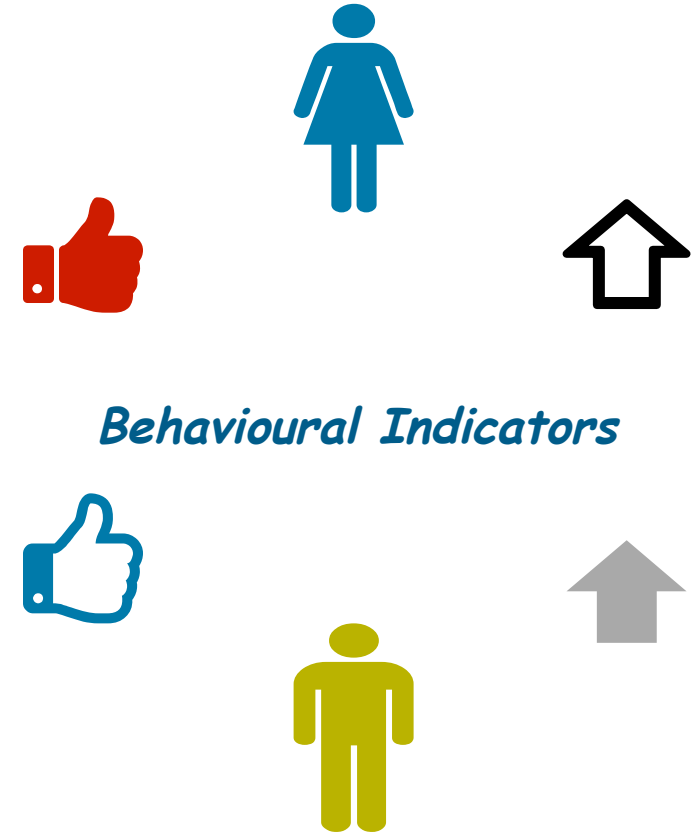
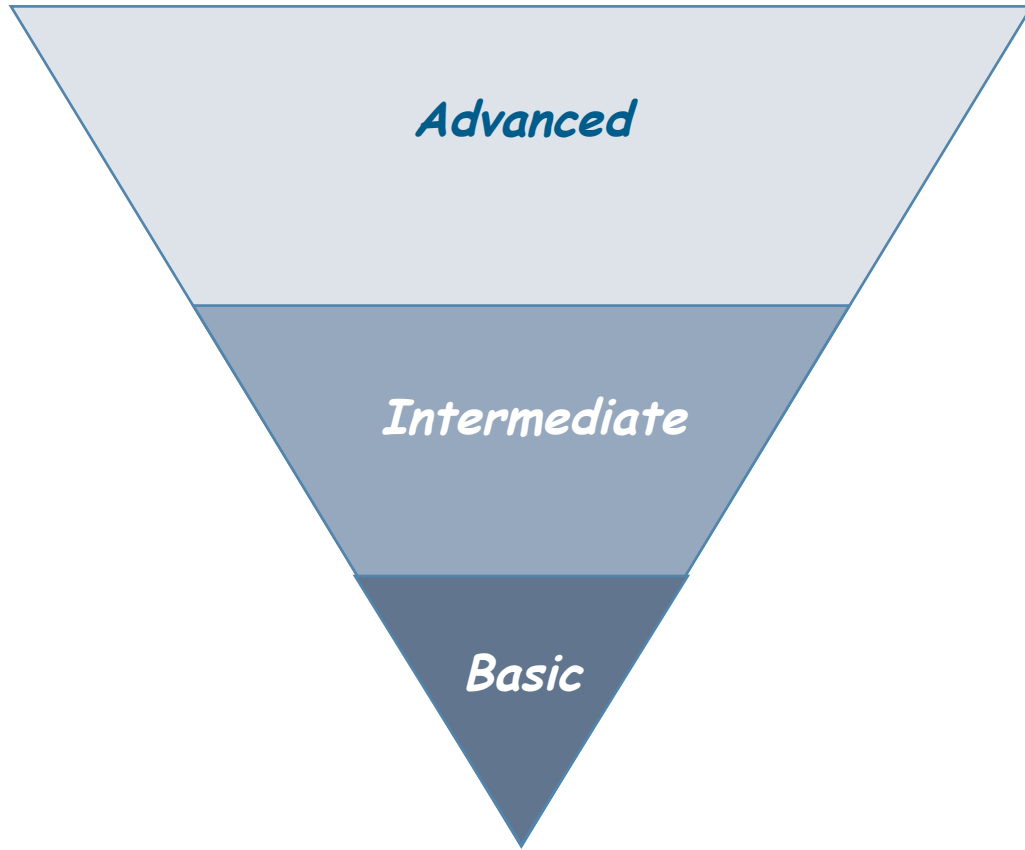
- Specific to a particular community or type of work in a particular occupation or profession
- Assessment and planning, acquisition, and managing contracts and contracts close-out.

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

Proficiency Levels



The importance of competencies



*Standards of
Excellence*



*Resources &
language for
performance*



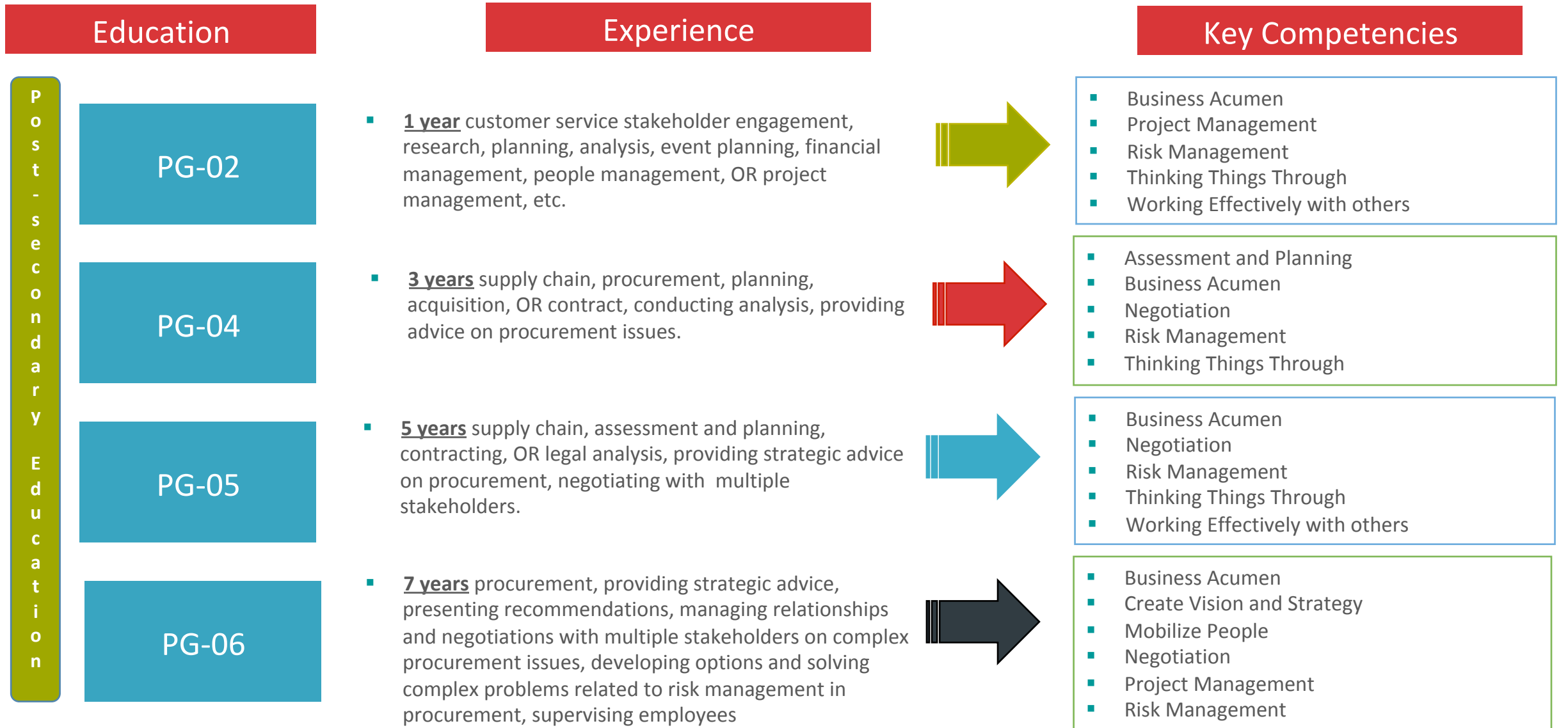
*Cohesive and strong
communities*



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

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?

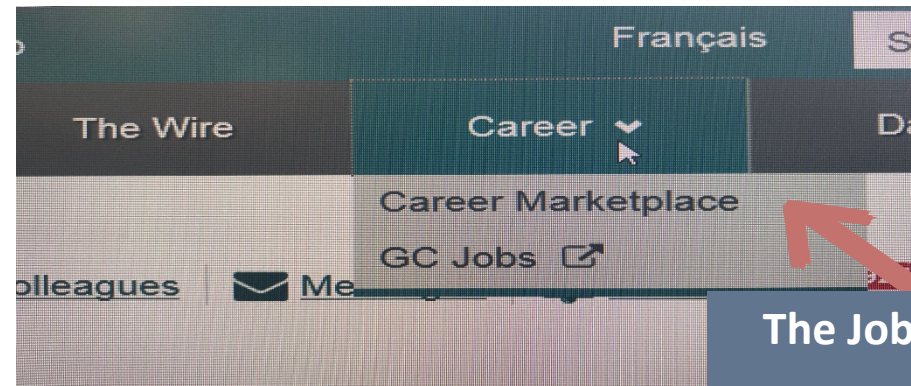
Negotiation

- **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?

Tools for professional development

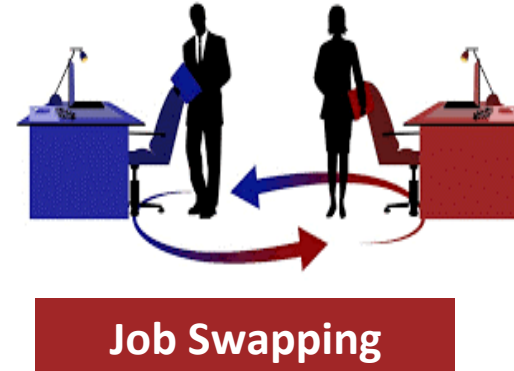


Certification Program

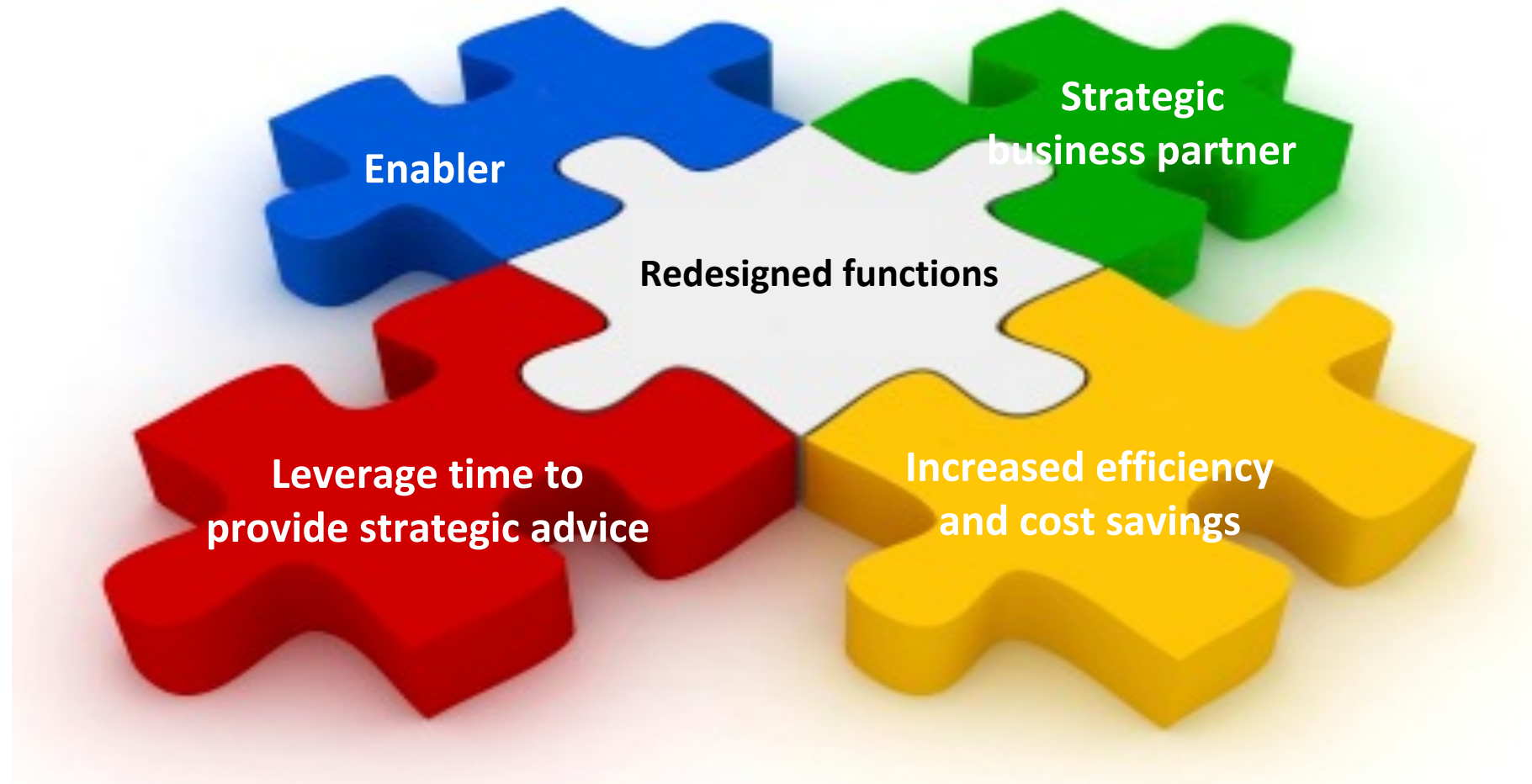


The Job Seekers' Group

Tools for Professional development (2)

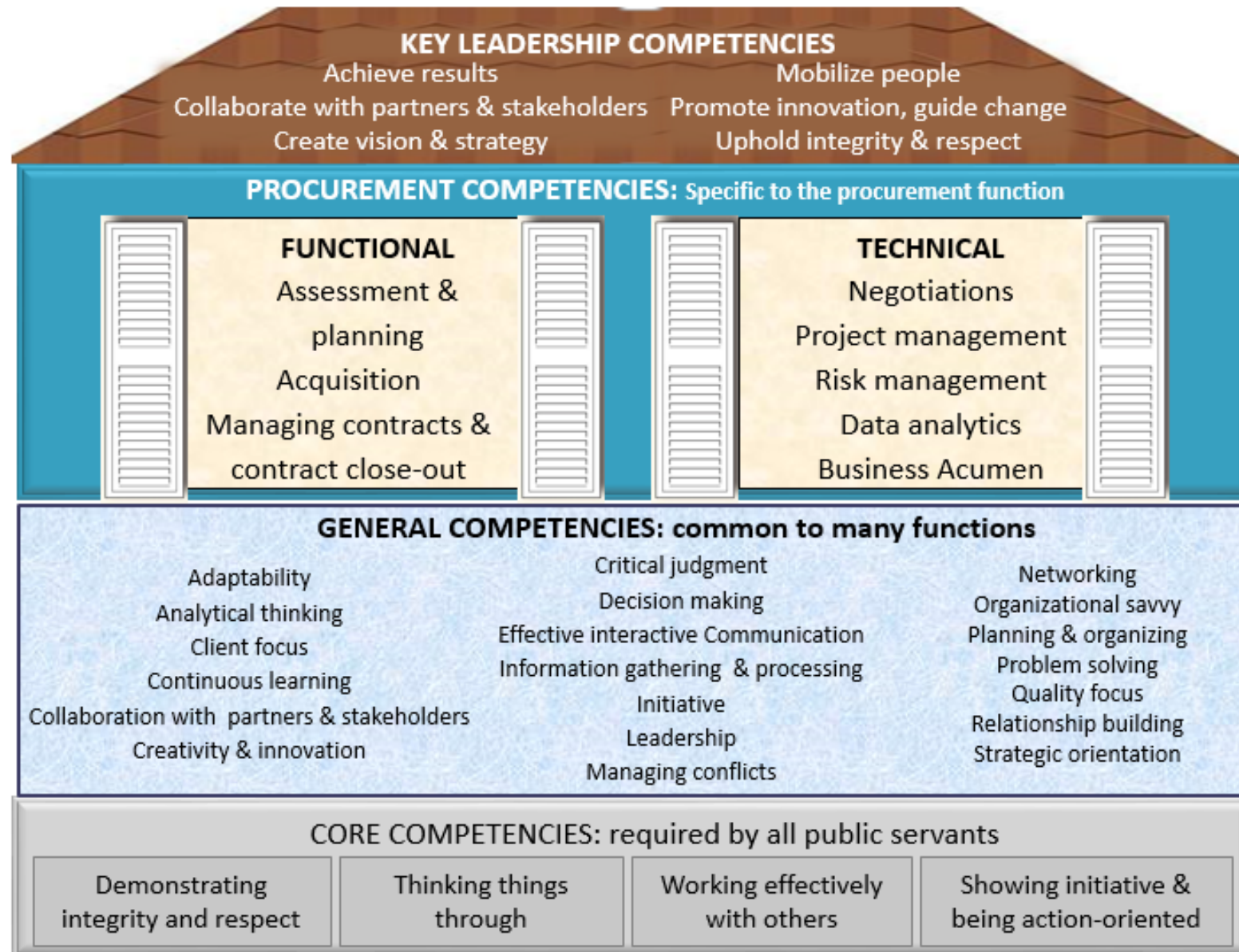


The Procurement Specialist of the Future



Appendices

TBS Competencies Framework



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.

Proficiency levels: example

Basic Proficiency	Intermediate Proficiency	Advanced Proficiency
<ul style="list-style-type: none">• Gathers information from established tools (e.g. risk assessment matrices or checklists).	<ul style="list-style-type: none">• Identifies risks (e.g. conflict of interest, late delivery or confusing statement of work) associated with complex requirements and procurement activities.	<ul style="list-style-type: none">• Assesses the sources of risks and the likely impacts of those risks upon the organization from a procurement perspective.
<ul style="list-style-type: none">• Identifies and describes basic risks associated with the requirement and the procurement activities, early in the process.	<ul style="list-style-type: none">• Collaborates with stakeholders to create risk registers for complex requirements.	<ul style="list-style-type: none">• Evaluates the risk and benefit opportunities and where feasible seeks to maximise those opportunities in the interest of Canadians and the Government of Canada.
<ul style="list-style-type: none">• Assists in the monitoring and management of risks for non-complex procurements.	<ul style="list-style-type: none">• Analyses preliminary risks in accordance with the Treasury Board Secretary Risk Management Policy.	<ul style="list-style-type: none">• Takes a global approach to risk management, by sharing lessons learned with other internal stakeholders.

Chief Procurement Officer

- Departmental Chief Procurement Officers (CPOs) 12-month pilot (+2 months for evaluations) from February 27, 2019 to April 2020.
- Mandate of the CPO:
 - Strengthen procurement governance
 - Provide strategic procurement advice
 - Foster workforce development
- Identify challenges and success factors for the role
- Meets every two months
- Led by Assistant Comptroller General
- Purpose is to identify best practices and challenges facing the procurement function

Chief Procurement Officer (2)

- CPO Council Membership includes:
 - 7 participating departments (EX-01 to EX-04): ESDC, RCMP, TC, PSPC, CEAA, SC, CBSA
 - 3 observing departments, offer advice and expertise: GAC, PSPC and SSC
 - 2 key stakeholders: DND and DFO
- Recommendations will be made by TBS
 - Ongoing consultations
 - Final rounds of consultations
 - Options
 - Phased approach
 - Recommendations

Resources

- ASAS CMO Gcpedia
 - http://www.gcpedia.gc.ca/wiki/ASAS_CMO
- GCcollab
 - <https://account.gccollab.ca/login/>
- 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-boa.gc.ca/documents/rapports-reports/2017-2018/annuel-annual-2017-2018-eng.pdf>