

Government of Canada Procurement Community Competencies

Treasury Board Secretariat

Presented to CIPMM

Prepared by the ASAS Communities Management Office
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Contents

2017-2018 Procurement **Proficiency Levels** Ombudsman's Annual 9 Sample exam questions Report Trends Influencing Public The importance of 6 10 Sample exam questions **Sector Procurement** competencies Vision for the Procurement Tools for professional 3 11 The Use of Competencies **Functional Community** development Competency-based PG The Procurement 12 4 What are Competencies? Specialist of the Future SMOC

2017-2018 Procurement Ombudsman's Annual Report





















Trends Influencing Public Sector Procurement

Emerging Technologies

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

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

Shifting Focus

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

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

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 CSPS 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.

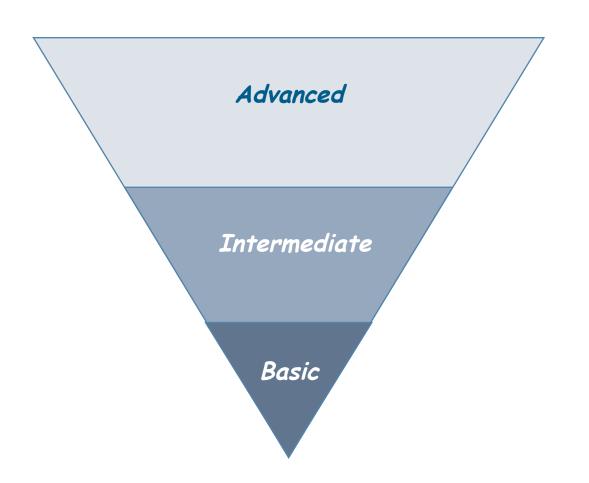
Functional Competencies

- 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.

Proficiency Levels



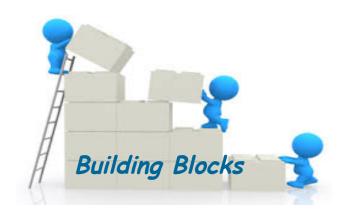


The importance of competencies

Standards of Excellence









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

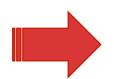
Competency-based PG SMOC

Education **PG-02** 0 **PG-04 PG-05 PG-06**

Experience

1 year customer service stakeholder engagement, research, planning, analysis, event planning, financial management, people management, OR project management, etc.

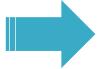




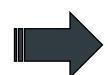
3 years supply chain, procurement, planning, acquisition, OR contract, conducting analysis, providing advice on procurement issues.



5 years supply chain, assessment and planning, contracting, OR legal analysis, providing strategic advice on procurement, negotiating with multiple stakeholders.



7 years procurement, providing strategic advice, presenting recommendations, managing relationships and negotiations with multiple stakeholders on complex procurement issues, developing options and solving complex problems related to risk management in procurement, supervising employees



Key Competencies

- **Business Acumen**
- **Project Management**
- Risk Management
- Thinking Things Through
- Working Effectively with others
- Assessment and Planning
- **Business Acumen**
- Negotiation
- Risk Management
- Thinking Things Through
- **Business Acumen**
- Negotiation
- Risk Management
- Thinking Things Through
- Working Effectively with others
- **Business Acumen**
- **Create Vision and Strategy**
- Mobilize People
- Negotiation
- **Project Management**
- Risk Management

Sample exam questions

Project Management

- <u>PG-02</u>: 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

- <u>PG-05</u>: 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

- <u>PG-06</u>: Describe a time where you successfully led complex negotiations. How di 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?

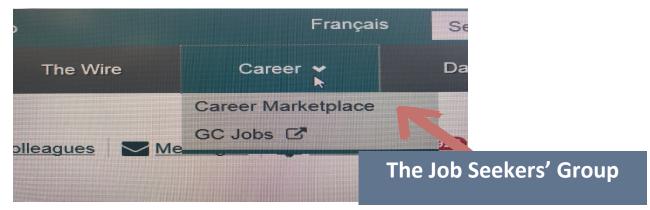
Tools for professional development









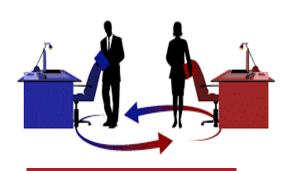


Tools for Professional development (2)







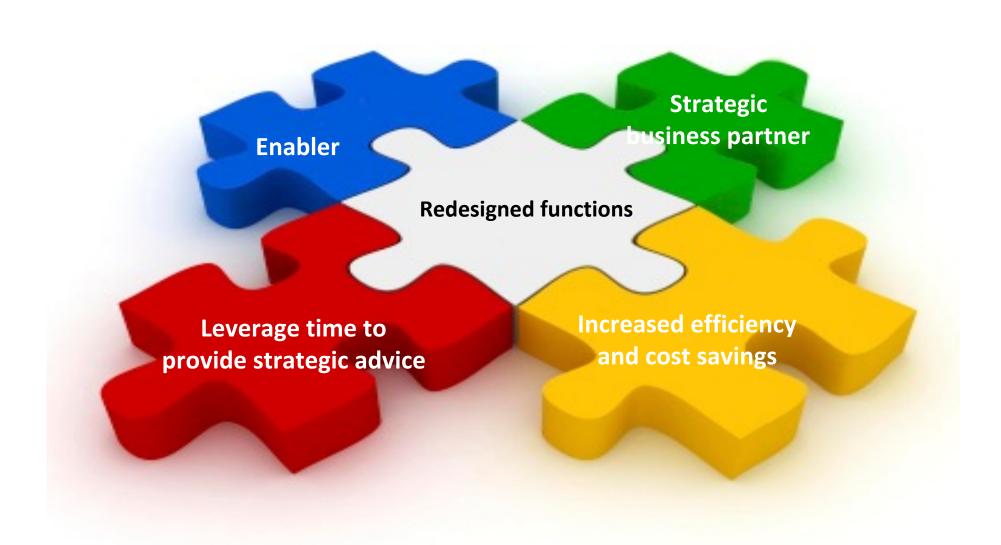








The Procurement Specialist of the Future



Appendices

TBS Competencies Framework

KEY LEADERSHIP COMPETENCIES Achieve results Mobil

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

PROCUREMENT COMPETENCIES: Specific to the procurement function

FUNCTIONAL

Assessment &
planning
Acquisition
Managing contracts &
contract close-out

TECHNICAL

Negotiations
Project management
Risk management
Data analytics
Business Acumen

GENERAL COMPETENCIES: common to many functions

Adaptability
Analytical thinking
Client focus
Continuous learning
Collaboration with partners & stakeholders
Creativity & innovation

Critical judgment
Decision making
Effective interactive Communication
Information gathering & processing
Initiative
Leadership
Managing conflicts

Networking
Organizational savvy
Planning & organizing
Problem solving
Quality focus
Relationship building
Strategic orientation

CORE COMPETENCIES: required by all public servants

Demonstrating integrity and respect

Thinking things through Working effectively with others

Showing initiative & being action-oriented

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	Advanc	ed Proficiency
•	Gathers information from established tools (e.g. risk assessment matrices or checklists). Identifies and describes basic risks associated with the requirement and the procurement activities,	 Identifies risks (e.g. conflict of interest, late delivery or confusing statement of work) associated with complex requirements and procurement activities. Collaborates with stakeholders to create risk registers for complex requirements. 	and the like risks upon from a properspective Evaluates opportuni	the sources of risks kely impacts of those the organization ocurement ye. the risk and benefit ties and where eeks to maximise
	early in the process.	requirements.	those opp	ortunities in the f Canadians and the ent of Canada.
•	Assists in the monitoring and management of risks for non-complex procurements.	 Analyses preliminary risks in accordance with the Treasury Board Secretary Risk Management Policy. 	risk mana lessons lea	obal approach to gement, by sharing arned with other akeholders.

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)
- 2017-2018 Procurement Ombudsman's Annual Report http://opo-boa.gc.ca/documents/rapports-reports/2017-2018/annual-2017-2018-eng.pdf