



Treasury Board of Canada  
Secretariat

Secrétariat du Conseil du Trésor  
du Canada

Canada

# ASAS Communities Management Office: GOC Procurement HR Strategy and Community Demographics

CIPMM Regional Workshop – Toronto

February 20, 2019

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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 Canada includes direction to **modernize procurement practices so that they are simpler and less administratively burdensome.**

The Mandate Letter of the President of Treasury Board specifies to **modernize comptrollership, which includes procurement policies and community.**

**Budget 2016** committed to strengthening the public service to ensure it is innovative, agile, collaborative and high-performing.

# About us: Treasury Board Secretariat Acquired Services and Assets Sector Communities Management Office

Provides strategic direction and central leadership for collaboration, and the development and implementation of strategies, programs and initiatives in support of capacity building, community development and the professional recognition of the federal government **procurement, real property and materiel management functional communities.**



We support  
**3**  
Government of Canada  
(GoC) Functional  
Communities  
representing  
**>16,000**  
federal government  
employees

# Findings & Issues: GoC Procurement Community Workforce

## Current Public Procurement Ecosystem...**must overcome many challenges**

*Need to replace slow and inflexible practices to achieve better results*

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

## Role of a Public Service Procurement Specialist

*Need to clearly define role and expectations*

- Adept in integration of needs of customers & suppliers for effective negotiations
- **Skilled in risk management approaches**
- Able to **leverage data** and adopt procurement technics to harness buying power

## Strategic Procurement & Decision Making

*Need to shift from administrative to strategic procurement*

- Serve as **business advisor** by understanding/serving needs
- Drive collaboration to shape purchase requirements and evaluate trade-offs
- Better **leverage procurement to achieve departmental & GoC priorities**
- Provide support from pre-award phase to successful delivery of goods/services

*In public procurement, Canada is lagging behind international best practices*

# Framework: Procurement HR Strategy for the GoC



\*See **Annex** for a complete placemat of the Procurement HR Strategy for the GoC

# Procurement-Specific Competencies

## Culture



**Negotiations:** 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.



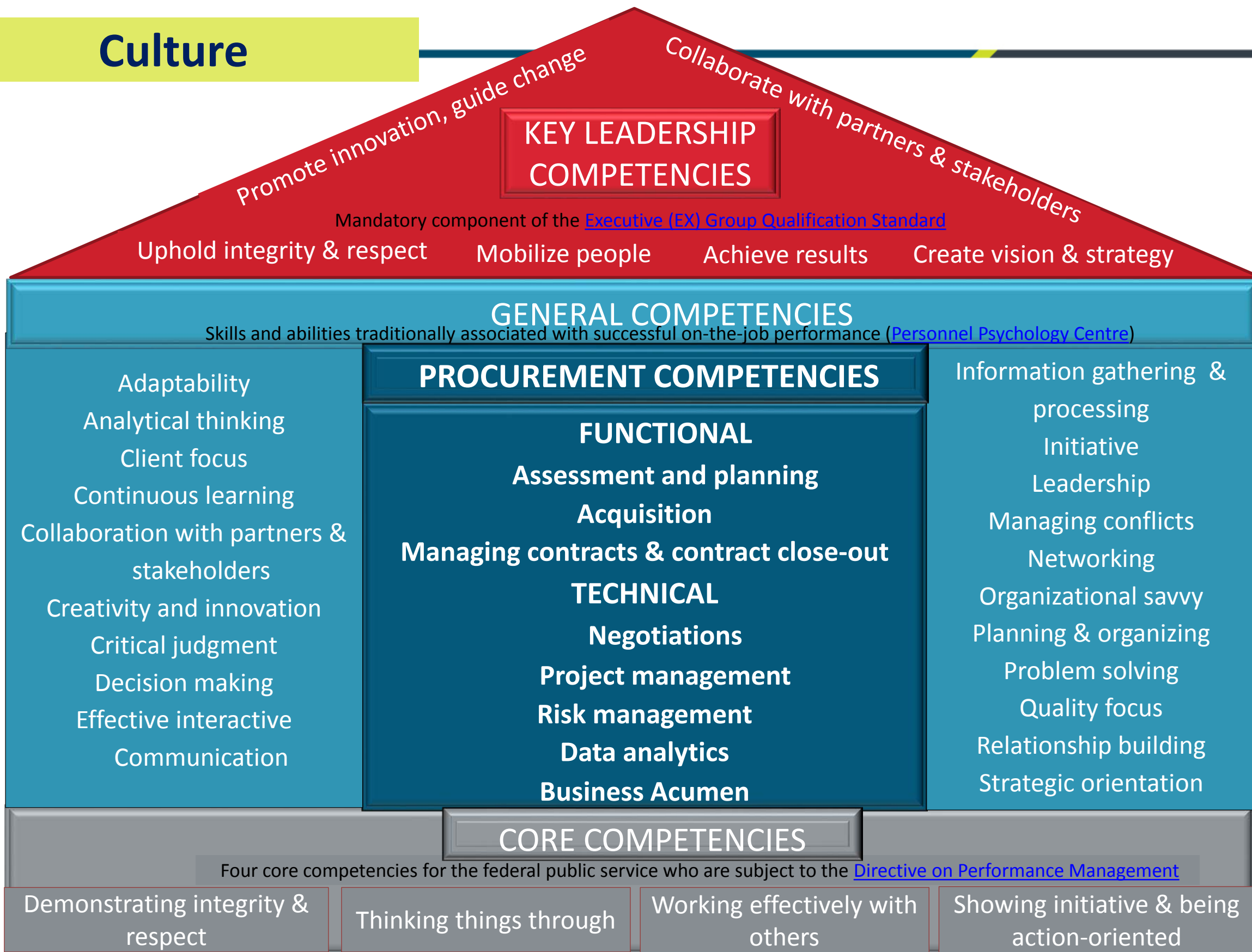
**Data Analytics:** Ensures the use of technology for extrapolating findings in support of strategic decision making, procurement strategies, trends, supply chains and risk management. Procurement Data analytics also ensures a powerful capability to provide strategic insights and improve results delivery.



**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.

# Complete Competency Framework

## Culture

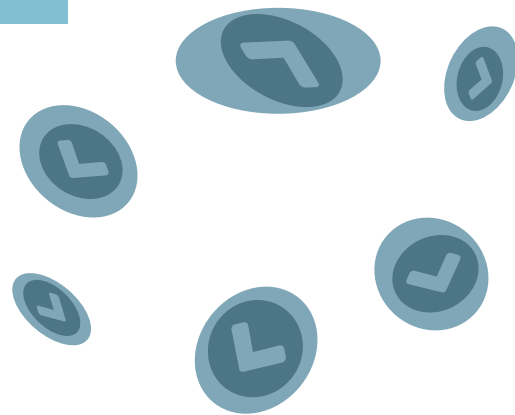




# Chief Procurement Office (CPO) Pilot Project

## Governance

Purpose: Deliver a **CPO pilot project** as an **agile approach** to testing and introducing **modernized accountability and leadership** for the Procurement Community and function



### Status Quo

*Prior to Policy Suite Reset, departmental leadership for the procurement function takes various shapes and is oriented to differing Ministerial mandates and practices*



### Senior Designated Official

*With departmental SDOs, aspects of procurement will be standardized (e.g. capacity-building, overseeing departmental frameworks) and oriented to GoC priorities*



### Chief Procurement Officer

*With CPOs, departmental priorities and practices would be closely aligned with GoC objectives and best practices*

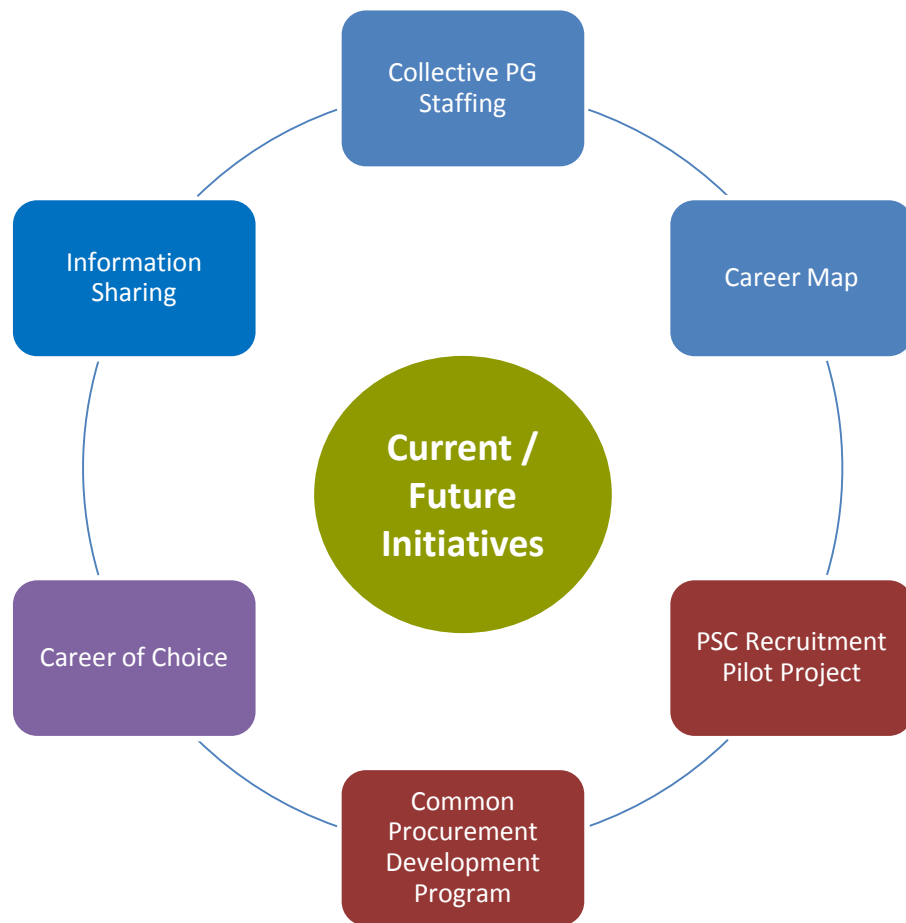
## Objectives of the Pilot Project:

- 1. Operationalize a clearly defined model** and gather data to consider wider implementation and assess factors and obstacles.
- 2. Following assessment of the pilot, decide** about further implementation:
  - Identify all requirements for investment & support;
  - Further test any outstanding variables; and,
  - Seek support across GoC.



# Post-Secondary & External Outreach

## Recruitment & Staffing



### Collective PG Staffing & Career Events

Annual collective processes at the PG 02, 04, 05, and 06 levels available to all departments, with a focus on ensuring that they are more accessible to external applicants.

### Career Mapping

Procurement professionals are able to visualize their potential career progression through a detailed public sector career map.

### PSC Recruitment Pilot Project

Long-term Procurement Recruitment Plan in support of current and future community staffing needs, including coordinated recruitment events and initiatives.

### Common Development Program

Coordinated government-wide recruitment through common development programs that focused on developing procurement professional equipped with technical competencies.

### Career of Choice

Providing virtual and in-person info sessions to promote the profession and also on how to successfully navigate GoC competitive staffing processes.

### Information Sharing

Social Media Strategy (LinkedIn, Facebook, GCcollab)  
Advertisements (online, public transit, etc.)



ongoing



In-progress



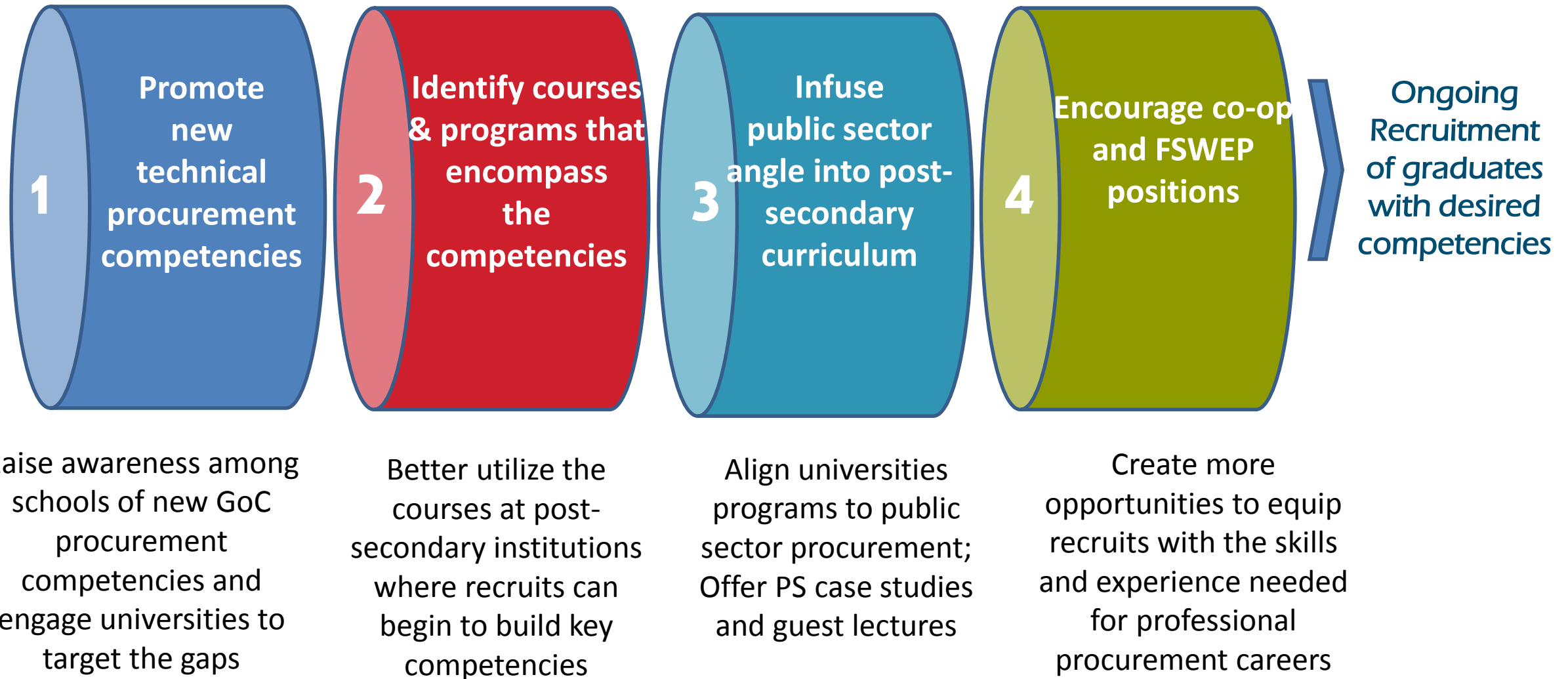
Upcoming

**Need to better promote public procurement as a career choice**

# Roadmap for Partnerships with Universities

## Recruitment & Staffing

Create pipeline for exchanging information, promoting career opportunities and increasing recruitment:



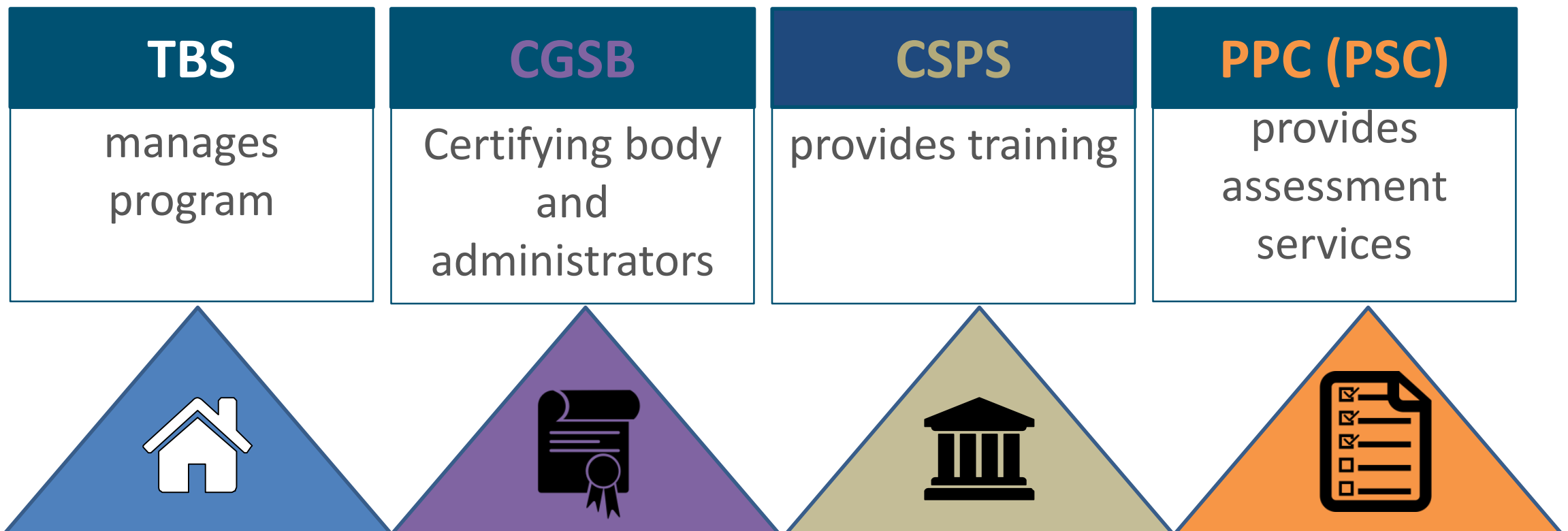
# Certification Program for the Federal Government Procurement and Materiel Management Communities

## Development & Learning

Launched in 2006

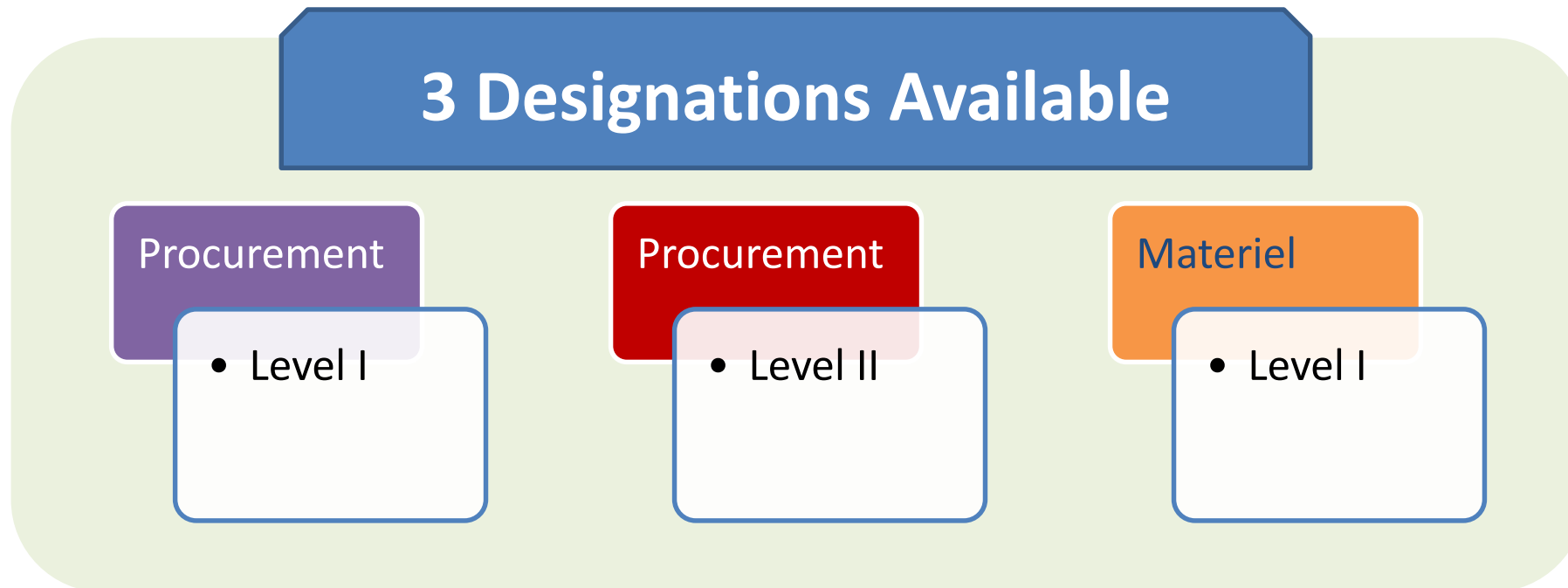
- Driven by our communities in response to Federal Accountability Action Plan
- Designed as a means to professionalize the procurement and materiel management communities

Many different players:



# Current Status of the Certification Program

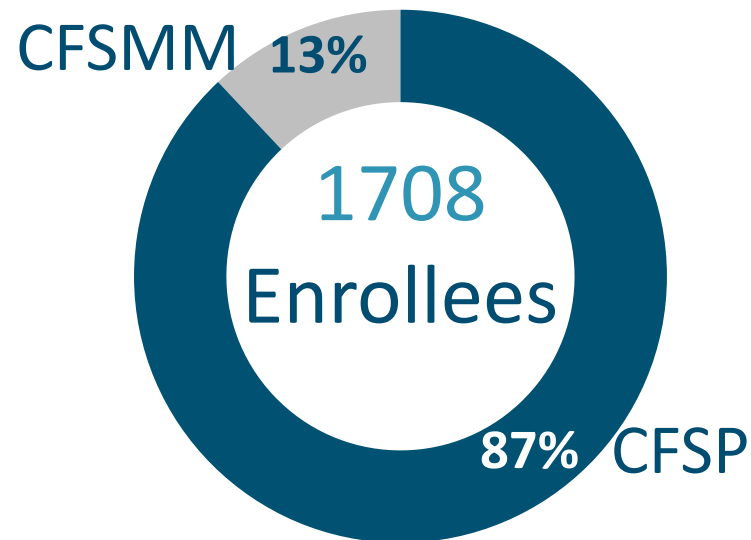
## Development & Learning



\*Program designed to take 3-5 years to certify

86%  
in the PG category

54%  
from departments  
other than PSPC and  
DND



**121**  
designations  
Issued, including

- 5 CFSP Level II
- 4 dual designation
- 8 Advanced Standing

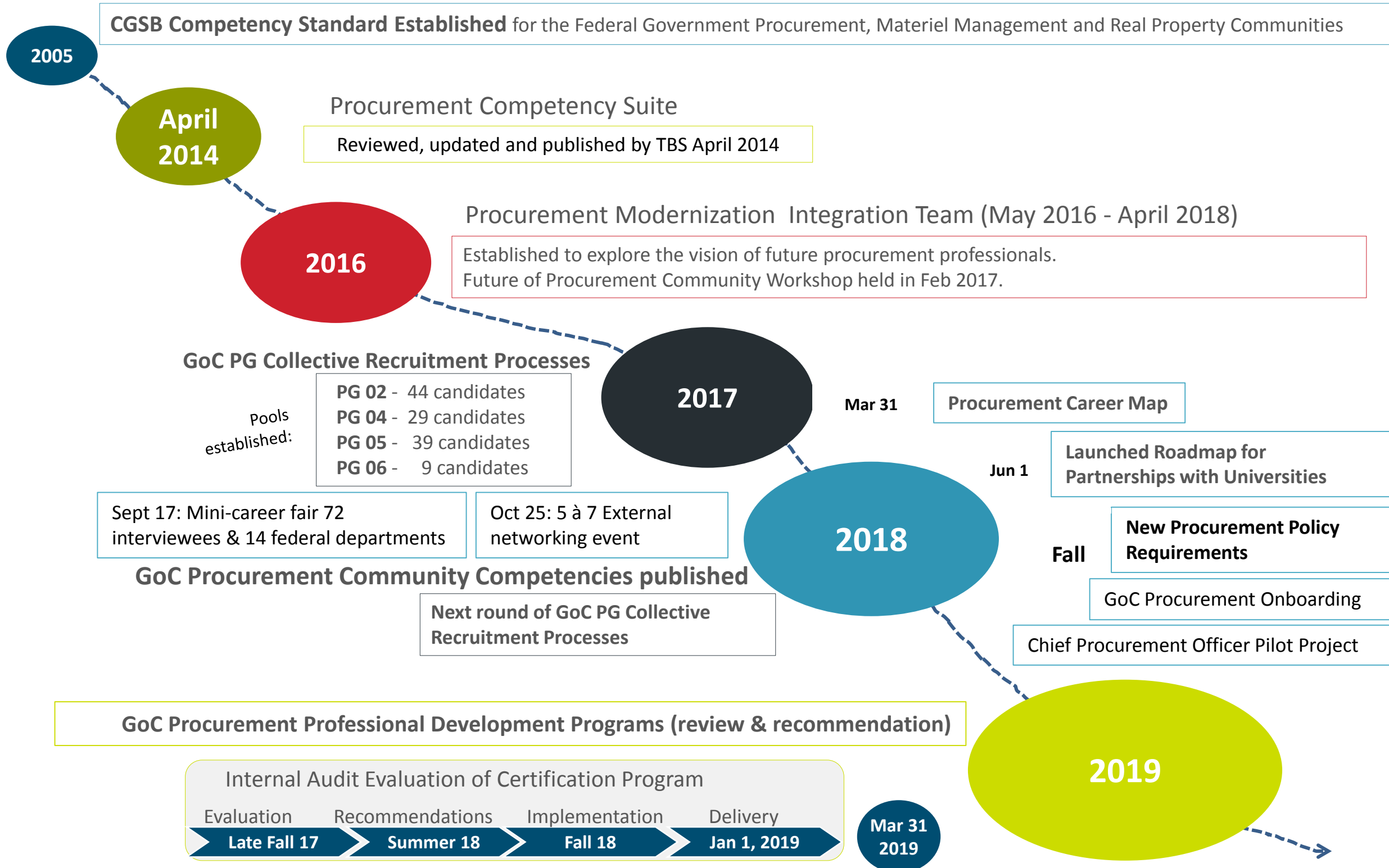
# GoC Procurement Onboarding Program - Phase 1

## Development & Learning

**Hypothesis:** A GoC Procurement Onboarding Program will provide greater consistency in the way in which new members are introduced and integrated into the Procurement Community. For example, through orientation activities, common messaging and exchanges of knowledge and information, participants will emerge with commonality of understanding and expectations of their roles.

- 1) Prove the concept before rolling out to the entire community**
  - Introduced to an initial subset of those hired through the PG collective processes
  - Used a set environment to monitor outcomes
  - Training to consist of Required Training curriculum as defined by the *Directive on Required Training*, which is to be updated based on new procurement competencies
  
- 2) Keep the program small during Phase 1 in order to control the most variables possible**
  - Too many variables could make it hard to determine if the program works or not
  
- 3) Program is to consist of:**
  - Inauguration/Dept Orientation Day
  - In class/online training
  - Networking events
  - Mentoring component
  
- 4) Offer to those who are:**
  - New to Government
  - New to Procurement Role
  - Enrolled at Management request

# Critical Path of Procurement HR Initiatives



# Community Demographics

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In order to get a better pulse on the community, a Materiel Management Demographic Study was completed in 2018.

## How we did it:

- Based on initial analysis, identified top 12 MM departments and formed a Working Group.
- Working Group tasked with creating “business rules” to assist in filtering positions identified in the Core Public Administration Data Base.
- Final list validated by participating departments
  - End result: A list of MM positions with an accuracy index of approximately 95% (varied by dept).



# MM demographics Highlights

**Table 1: Distribution By Department, March 2016 to 2018**

2018 Rank	Department	March			2018 share of Community	Growth since 2016
		2016	2017	2018		
1	National Defence	1,604	1,670	1,700	53.5%	6.0%
2	Correctional Services Canada	291	300	295	9.3%	1.4%
3	Public Services and Procurement Canada	269	291	291	9.2%	8.2%
4	Royal Canadian Mounted Police	199	209	223	7.0%	12.1%
5	Fisheries and Oceans	180	185	181	5.7%	6.0%
6 to 42	All Other Departments	520	495	490	15.4%	-5.8%
	<b>Total</b>	<b>3,063</b>	<b>3,150</b>	<b>3,180</b>	<b>100.0%</b>	<b>3.8%</b>

# MM demographics Highlights

**Table 2: Distribution By Occupational Group, March 2016 to 2018**

2018 Rank	Group	March			2018 share of Community	Growth since 2016
		2016	2017	2018		
1	GSSTS	1,463	1,490	1,521	47.8%	4.0%
2	PG	480	510	498	15.7%	3.8%
3	GT	293	304	306	9.6%	4.4%
4	AS	216	222	223	7.0%	3.2%
5	CR	175	171	163	5.1%	-6.9%
6	TI	125	120	124	3.9%	-0.8%
7	ENENG	84	95	100	3.1%	19.0%
8	EL	70	77	86	2.7%	22.9%
9	EG	44	43	46	1.4%	4.5%
10	EX	30	34	30	0.9%	0.0%
11	SOMAO	28	30	30	0.9%	7.1%
12	SCSTD	35	33	29	0.9%	-17.1%
13	Others*	20	21	24	1.0%	17.0%
	Total	3,063	3,150	3,180	100.0%	3.8%

\* Includes CS, PM, CO, PC, GLMAM, SEREM

# Community Demographics – What's Next

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- Further refinement of MM business rules
  - Breakdown into different functions (i.e. warehousing, fleet, policy, etc.)
  - Re-apply rules annually to track trends.
- Framing the procurement community
  - Work currently under way
  - PG classification historically used as proxy
  - Report ready for FY 2019/20

*Full Reports available on CMO GCPedia site*

# ANNEX: Placemat - Procurement HR Strategy for the GoC

## VISION

Reinforced, empowered and established Procurement Community that has the capacity to deliver complex procurements to meet the needs of the GoC.

### GOVERNMENT OF CANADA PROCUREMENT HUMAN RESOURCES STRATEGY

Produce a government-wide integrated approach for human resources for procurement practitioners in support of procurement modernization

#### ENVIRONMENT

- Complete assessments of change initiatives affecting proc to prepare for impacts of proc mod on the Community
  - Procurement demo study
- Gather and disseminate lessons learned and identify common initiatives as part of regular advisory & working groups

#### GOVERNANCE

- Maintain the GoC Proc HR Strategy as evergreen to support planning & coordination
- Introduce a Senior Procurement Officer model in support of tactical alignment & management
  - Chief Proc Officer pilot project
- Formally establish a streamlined supporting interdepartmental governance structure

#### CULTURE

- Formally endorse & adopt new GoC proc competencies government-wide
  - Promote & monitor level of uptake
- Define role & profile of proc strategic advisor / enabler

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#### CLASSIFYING & PROFILING

- Common Government of Canada procurement job descriptions
- Update PG classification standard, including augmented educational requirements

#### RECRUITING & STAFFING

- Multi-year GoC proc recruitment plan
  - PG collective staffing
  - Coordinated recruitment activities
- Roadmap for partnerships with universities & colleges
- Branding & marketing campaign on PS proc. careers

#### DEVELOPMENT & LEARNING

- Evaluation of the Procurement & Materiel Management Certification Program
- Realignment of training curriculum to new policy & proc competencies
  - Proc onboarding initial phase
- Common GoC proc development program
  - Report on recommendations & options for SDAs

#### RETAINING & SUPPORTING

- Measures to capture the state of health and wellness of the Procurement Community
- Review performance & talent management system, as it applies to the procurement community

#### EXPECTED OUTCOMES

Consistency in the management of people and appropriate staffing decisions

Robust recruitment structure aligned with competencies that meets the needs of the Community and the GoC

Procurement professionals with the needed competencies equipped for mobility and leadership development

Professionals attracted and retained in public sector procurement

# Contact Info

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