# GOVERNMENT OF CANADA PROCUREMENT COMMUNITY COMPETENCIES

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## PRESENTATION TO STAKEHOLDERS

| Name | Date |
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| Procurement and Material Management Advisory Committee (PMMAC) | April 25, 2018 |
| HR Council - Heads of functional Communities | May 10, 2018 |
| TB Advisory Committee on Contracts (TBACC) | TBD |
| Procurement Modernization Integration    team Advisory Committee (PMITAC) | May 18, 2018 |
| Canadian Institute for Procurement and Materiel Management (CIPMM) | May 29, 2018 |
| Canadian School of Public Service (CSPS) | May 14, 2018 |
| Small Agencies and Finance Action Group (SAFAG) | April 27, 2018 |
| Procurement Modernization Advisory Committee | March 5, 2018 |
| Professional Institute of the Public Service of Canada (PIPSC – union) | April 19, 2018 |

## PART 1

### ACKNOWLEDGEMENTS

The Government of Canada Procurement Community Competencies Document is the result of a large-scale, multi-year collaborative effort on behalf of the Procurement Community. The Acquired Services and Assets Sector Communities Management Office, the Office of the Comptroller General and the Treasury Board of Canada Secretariat would like to acknowledge the individuals and their home departments who contributed their time, effort and expertise. This document could not have been accomplished without them.

### EXECUTIVE SUMMARY

This *Government of Canada Procurement Community Competencies document* is the result of a thorough and inclusive consultation and approval process. It is intended to be a comprehensive competency-based management tool for the procurement community. Users can use these competencies according to their HR requirements and career interests.

*This document is a tool that can support a range of HR activities:*

- *Planning human resources (succession planning, gap analysis)*
- *Developing work descriptions*
- *Assessing and selecting candidates*
- *Writing performance objectives and assessments*
- *Creating professional development plans*
- *Recognizing employee contributions*

This document is broader in scope and purpose than these previous publications:

- *Competencies of the Federal Government Procurement, Materiel Management and Real Property Community, published by the Canadian General Standards Board, 2005*
- *Federal Government Competency Suite for Procurement*, published by the Treasury Board Secretariat, 2014

These publications underwent a rigorous 5-year review, by TBS-led consultation groups, to continuously improve the tools. Competency use was monitored and data (qualitative and quantitative) collected. Consultation with key stakeholders in the procurement community resulted in these modifications:

- *Re-alignment to policy*
- *Improved language and usability*
- *Return of knowledge requirements/statements*
- *Expanded proficiency levels*
- *Technical competencies added.*

## PART 2

### PURPOSE: WHY DO WE NEED NEW COMPETENCIES?

This publication provides a comprehensive listing of all new and current competencies that are needed by procurement practitioners to meet today and in years to come requirements. The related knowledge requirements/statements are included in the appendix.

### WHO CAN USE THIS DOCUMENT?

| | |
|---|---|
| **Corporate business planners** | To verify departmental strengths and gaps, and develop solutions to address the gaps. |
| **Classification advisors** | To develop standards, generic descriptions, and procurement competency profiles (a selection of competencies relevant to a position). |
| **Hiring managers** | To target the exact qualifications needed for vacant positions, then be able to assess and interview based on the required qualifications. |
| **Procurement specialists and their supervisors** | To clearly establish mandatory and optional learning needs, knowledge requirements and performance objectives. |
| **Working groups** collaborating with TBS and Canada School of Public Service (CSPS) | To ensure that any revision of the course curriculum meets current and future professional development and learning requirements. |
| **Working groups** collaborating with TBS | To define procurement certification requirements. |
| **TBS along with Departmental Community leads** | To build career progression roadmaps to ensure a horizontal approach to procurement community development. |

Ideally, all procurement specialists should have or be acquiring all competencies related to their functions listed in this document to the highest possible proficiency level. The document is one of many tools that support the Government of Canada Procurement Community efforts to continuously improve the level of skills and abilities of its specialists.

### HOW DID THIS DOCUMENT COME INTO BEING?

After more than two years of work, collaborating closely with more than 50 procurement subject matter experts (Government, Industry, Academia and Union) and advisory boards and committees at all levels of government, representing over 20 different departments and agencies, the new Government of Canada Procurement Community Competencies document was approved by the Treasury Board of Canada Secretariat Comptroller General.

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## WHAT IS NEW IN THIS LATEST PUBLICATION?

- Mandatory key leadership and core competencies are indicated.

- Definitions, details and descriptions for the procurement functional competencies are enhanced.

- There are now three, not two, levels of proficiency for all procurement competencies **(these levels are cumulative – meaning that exhibiting behaviours at level 3 proficiency implies that levels 1 and 2 have been mastered, etc.)**

- Five procurement technical competencies are added.

- General competencies are cited.

- Procurement knowledge requirements/statements are added.

## TBS COMPETENCY FRAMEWORK

There are four categories of competencies (see figure 1). They represent how the work of government should ideally be getting done.

No single set of competencies would enable an employee's successful performance. Only when a relevant and applicable combination of these sets of competencies are applied can an employee be said to be performing at peak levels of proficiency. The three proficiency levels are meant to develop an employee towards acting as a leader for peers and subordinates and a trusted advisor for clients and senior management. Basic is related to day-to-day operations, intermediate to functional operations (policy and procedure) and advanced to strategic activities.

### CORE COMPETENCIES ARE THE FOUNDATION FOR ALL PUBLIC SERVANTS

Regardless of type of work within government, employees are expected to embody and demonstrate these competencies. They are prevalent and considered a pre-requisite to the key leadership and procurement-specific competencies. They relate to how employees interact with their colleagues and how they perform their work to achieve their objectives. Ethics are a vital element of core competencies.

*Core competencies for the federal public service who are subject to the Directive on Performance Management*

### KEY LEADERSHIP COMPETENCIES APPLY TO THE MANAGEMENT CADRE

Regardless of the type of work within government, executives as well as managers and supervisors of all levels are expected to embody and demonstrate these competencies.

*Mandatory component of the Executive (EX) Group Qualification Standard*

### GENERAL COMPETENCIES ARE CRITICAL TO ALL EMPLOYEES

Also called behavioural or intrapersonal competencies, general competencies support and enable every type of work. Every employee should continuously strive to acquire and improve as many of these competencies as possible throughout their career.

*Skills and abilities traditionally associated with successful on-the-job performance (Personnel Psychology Centre)*

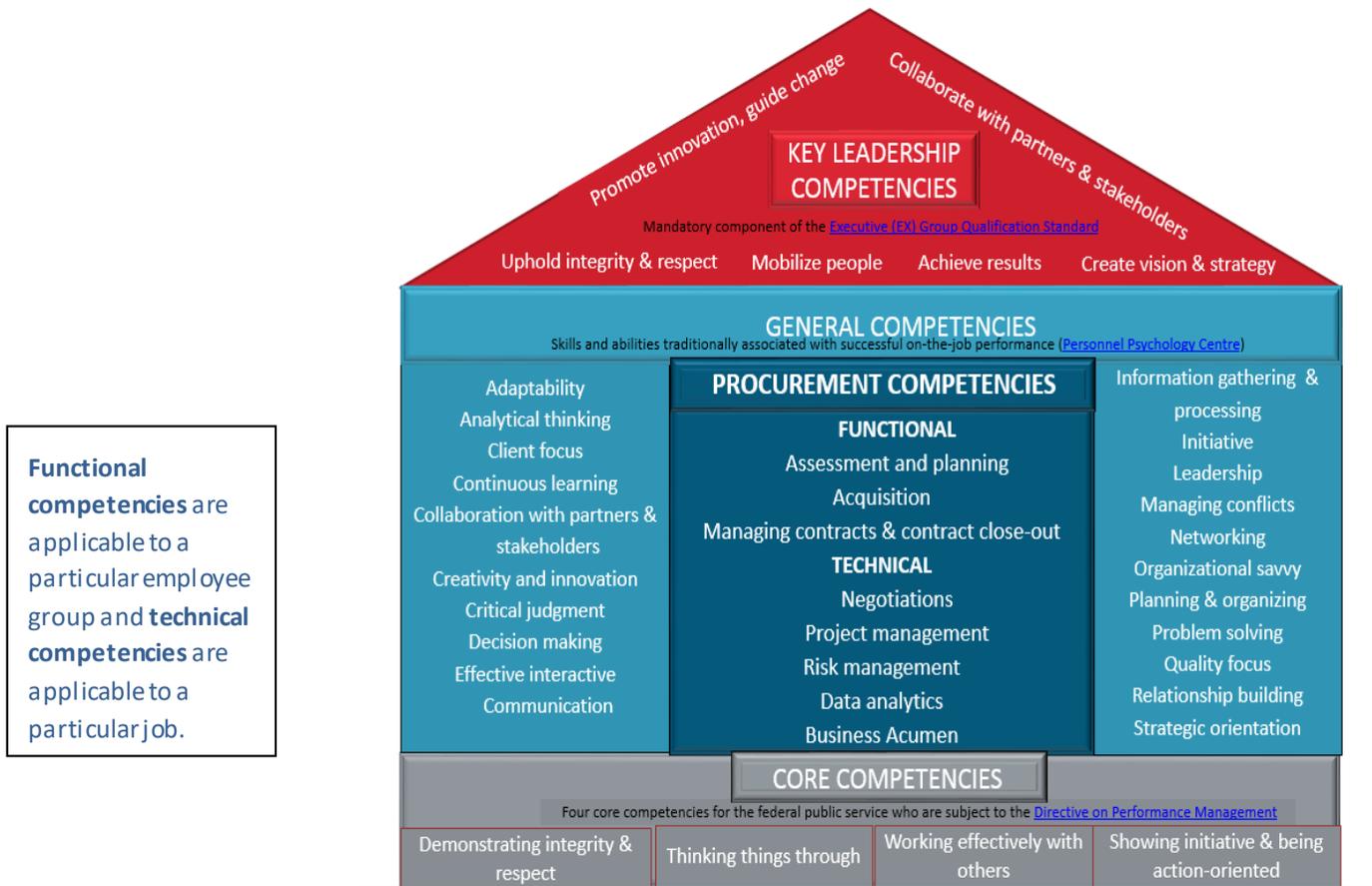### PROCUREMENT-SPECIFIC COMPETENCIES

- Functional competencies
    - applicable to a particular employee group, such as procurement specialists
    - represent the procurement work to be undertaken
    - describe the knowledge, skill, and/or abilities vital to fulfill required job tasks, duties or responsibilities of procurement specialists

Functional competencies are applicable to a particular employee group, such as client service agents, financial specialists, program analysts or human resources professionals.

- Technical competencies
    - Applicable to particular jobs not necessarily the entire procurement specialist group
    - closely aligned with the knowledge and skills or "know-how" needed for successful performance
    - these five technical competencies were identified as most critical through extensive consultation with subject matter experts within the government, private sector and academia as well as numerous publications from other jurisdictions (many other technical skills may also be required to be an effective and efficient procurement functional specialist)

Technical competencies are applicable to a particular job.

Figure 1: TBS Procurement Competency Framework



Functional competencies are applicable to a particular employee group and technical competencies are applicable to a particular job.

**PROCUREMENT COMMUNITY COMPETENCIES**

| Procurement Functional Competencies | Procurement Technical Competencies |
|---|---|
| 1. **Assessment and Planning** <br> ✓ Assessment and refinement of requirements <br> ✓ Planning the acquisition <br> 2. **Acquisition** <br> ✓ Document preparation <br> ✓ Solicitation <br> ✓ Evaluation and Selection <br> ✓ Contract award and Bidder debrief <br> 3. **Managing Contracts and Contract Close-Out** <br> ✓ Financial obligations <br> ✓ File and information management <br> ✓ Contract amendments <br> ✓ Contract disputes <br> ✓ Vendor Performance <br> ✓ Continuous improvement <br> ✓ Contract close-out | 1. **Negotiations** <br> 2. **Project management** <br> 3. **Risk management** <br> 4. **Data analytics** <br> 5. **Business acumen** |

**Procurement Functional Competency 1**

# Assessment and Planning

*Assesses and plans for the procurement of goods, services, and/or construction in support of projects, programs and operational requirements.*

| Basic Proficiency | Intermediate Proficiency | Advanced Proficiency |
|---|---|---|
| • 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.<br>• Demonstrates a basic ability to begin engaging internal stakeholders to more actively gather and assess information on the requirement.<br>• Works with internal stakeholders in order to review and refine the requirements in terms of volume, value and schedule.<br>• Demonstrates a basic understanding of risks and the ability to identify their impacts. | • 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.<br>• Demonstrates an intermediate ability to engage appropriate internal and external stakeholders to gather and assess information on the requirement.<br>• Considers diverse issues, needs, and viewpoints of all stakeholders in planning acquisitions.<br>• Develops sound strategies by examining data and trends, evaluating risks and impacts and assessing priorities.<br>• Works with the client in considering sustainable development while defining requirements. | • 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.<br>• Demonstrates an advanced ability to engage appropriate internal and external stakeholders in order to develop strategic procurement solutions aligned with government priorities.<br>• Integrates complex aspects of requirements into plans and implements appropriate activities and processes for highly sensitive situations.<br>• Considers political, social, environmental and economic risks and issues as well as their impacts.<br>• Develops frameworks, mechanisms, and strategies for solution-oriented approaches to address procurement requirements.<br>• Leads, manages and communicates procurement strategies in support of sustainable development concepts. |

## Behavioural Indicators

| Basic Proficiency | Intermediate Proficiency | Advanced Proficiency |
|---|---|---|
| **Category of Work 1: Assessment and refinement of requirements** | | |
| • Verifies that procurement requirements have been adequately defined. | • Works with stakeholders to obtain information to ensure that complex procurement requirements have been adequately defined. | • Ensures consistency within the team to verify that procurement strategies have been adequately defined. |
| • Identifies contract options. | • Determines procurement strategies that reflect current technologies and best meet current and future operational and client needs. | • Works with stakeholders to align long-term procurement plans and strategies to other initiatives |

| | | (e.g., financial strategies, departmental procurement priorities). |
|---|---|---|
| • Analyses information provided to identify sourcing approaches. | • Aligns procurement strategies with funding availability. | • Establishes departmental and/or government-wide category management strategies. |
| • Raises any discrepancies or anomalies in assessment stage to supervisor. | • Provides advice concerning improvements to requirements and the documentation needed. | • Provides advice concerning modifications to departmental Procurement Policy Framework. |

**Category of Work 2: Planning the acquisition**

| | | |
|---|---|---|
| • Obtains appropriate basic contractual and financial authorities. | • Works with clients to ensure that all applicable project approvals have been obtained from central agencies. | • Engages with key stakeholders in the development of approval documentation for highly complex requirements. |
| • Identifies standard sourcing methods that best meet current requirement. | • Works with subject matter experts to research and assess requirements, taking into account market availability, feasibility, and marketplace trends. | • Develops the appropriate processes for high-complexity requirements that relate to unusual or volatile situations. |
| • Reviews all applicable documentation in a thorough manner to verify clarity and completeness. | • Proactively identifies and presents opportunities to include social and environmental benefits to the client in compliance with International Trade Agreements | • Collaborates with key stakeholders on complex procurement initiatives, including complex changes to how the government delivers its services. |
| • Clarifies the various roles and responsibilities with the client. | • Intervenes early and effectively when it becomes clear that the proposed approach would not meet timelines or deliverables. | • Establishes frameworks and tools required to monitor market conditions and client needs to effectively plan the acquisition. |
| • Establishes and communicates the estimated procurement timeline to the client. | • Develops innovative sourcing, evaluation and/or selection methodologies to meet procurement requirements. | |
| • Identifies potential basis of payment as well as methods of payment. | • Discusses the pros and cons of key elements of the contracting process (e.g., selection methodologies, basis of payment, competitive vs. sole sourcing, and other related clauses) with the client. | |

**Procurement Functional Competency 2**

# Acquisition

*Obtains goods, services, and/or construction that ensure best value to the Crown and adhere to applicable legislation and policies.*

| Basic Proficiency | Intermediate Proficiency | Advanced 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.<br>• Gathers and disseminates acquisition information in a thorough manner using appropriate and efficient systems and methods. | • 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.<br>• Provides guidance and advice to others and ensures the integrity and overall functionality of the solicitation, contractor verification and award processes.<br>• Coordinates the bid evaluation process.<br>• Monitors and identifies deficiencies, proposes appropriate solutions and implements necessary procedural changes. | • 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.<br>• Collects, analyzes and reports information to identify patterns and potential problem areas as well as ways to resolve them.<br>• Identifies and manages risks and safeguards the quality and integrity of the acquisition process.<br>• Initiates mechanisms to protect the integrity of the process and assists in its defence. |

## Behavioural Indicators

| Basic Proficiency | Intermediate Proficiency | Advanced Proficiency |
|---|---|---|
| **Category of Work 1: Document Preparation** | | |
| • Initiates and maintains an acquisition file in accordance with departmental process. | • Provides sound recommendations to clients on the requirement definition, selection methodology, acceptance criteria and other elements of the procurement process. | • Assists in the drafting of complex approval documents, in collaboration with stakeholders. |
| • Drafts concise, coherent, and accurate procurement documents considering competitive vs. sole sourcing approach. | • Drafts high quality procurement documentation that reflects the procurement strategy. | |
| **Category of Work 2: Solicitation** | | |
| • Solicits quotes or bids for low complexity goods, services and/or construction, in accordance with organizational guidelines. | • Executes and manages various methods of solicitation for the acquisition of medium- to high-complexity goods, services and/or construction, in accordance with organizational guidelines. | • Addresses complex issues that arise during the solicitation process. |

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| • Respects the principles of openness, fairness, and transparency in the solicitation process. | • Interacts with suppliers, clients, and other stakeholders as required, to ensure the integrity, of the overall procurement process. | • Safeguards the quality and integrity of the solicitation process. |
| • Verifies completeness of quotes or bids received. | • Considers the inclusion of sustainable development requirements into solicitations. | |
| • Coordinates the receipt of quotes or bids. | | |
| **Category of Work 3: Evaluation and selection** | | |
| • Conducts the bid validation /pre-screening process in accordance with the solicitation document. | | |
| • Conducts bid evaluation resulting from solicited quotes in accordance with organizational guidelines. | • Coordinates all phases of the bid evaluation process, engaging others as needed to evaluate technical and financial aspects. | • Safeguards the quality and integrity of the evaluation and selection process. |
| • Assembles complete evaluation documents and distributes bid evaluation packages. | | |
| • Documents the results of technical evaluation. | • Guides evaluation team in decision-making process, (e.g., by consensus). | • Addresses complex issues that arise during the evaluation and selection process. |
| • Validates all non-technical mandatory criteria. | • Addresses issues related to the application or interpretation of the evaluation criteria. | |
| • Conducts financial evaluations, using simple selection methodologies. | • Conducts financial evaluations using complex selection methodologies. | • Implements innovative evaluation and/or selection methodologies to meet procurement requirements. |
| • Produces overall ranking of bids according to predetermined criteria. | • Conducts thorough analysis to check for potential errors, omissions or unethical practices and to maintain objectivity and the integrity of the process. | |
| **Category of Work 4: Contract award and Bidder debrief** | | |
| • Communicates results of solicitation process to all bidders within appropriate timelines. | • Integrates, where appropriate, complex elements of the winning proposal in the contract documentation. | • Gathers and shares lessons learned with the team about innovations, issues and successes that arise during the acquisition process. |
| • Prepares contract documentation reflecting the results of the evaluation and selection. | • Conducts bidder debriefs as required. | • Safeguards the quality and integrity of the contract award and bidder debrief process. |
| | | • Seeks clients' satisfaction feedback regarding the acquisition process. |

**Procurement Functional Competency 3**

# Managing Contracts and Contract close-out

*Ensures that contracts are administered in a manner that achieves the desired project or program outcomes in accordance with the agreed terms and conditions of the contract and applicable legislation and policies.*

| Basic Proficiency | Intermediate Proficiency | Advanced Proficiency |
|---|---|---|
| • Demonstrates a basic general ability to manage low complexity contracts pertaining to goods, services and/or construction, including the performance evaluation and retention, the close out phase, as well as a basic knowledge of associated legislation, policies and procedures. | • Demonstrates an intermediate understanding of how to manage moderately to highly complex contracts pertaining to goods, services and/or construction and close them, as well as of required exemptions and exclusions.<br>• Contributes to the continuous enhancement of current practices and procedures. | • Demonstrates an advanced ability at managing exceptionally difficult and complex contracts pertaining to goods, services and/or construction, including closing them.<br>• Uses own expertise to guide others concerning matters pertaining to the associated legislative, regulatory and policy frameworks. |

## Behavioural Indicators

| Basic Proficiency | Intermediate Proficiency | Advanced Proficiency |
|---|---|---|
| **Category of Work 1: Financial obligations** | | |
| • Tracks expenditures in a thorough and timely manner using appropriate systems and resources. | • Provides sound advice to clients and stakeholders on complex or sensitive expenditure issues. | • Addresses complex financial issues with clients and stakeholders. |
| • Liaises with clients and stakeholders to ensure adherence to financial obligations, including payments under the contract. | • Monitors and/or manages contract cash flow to ensure ongoing adherence to applicable rules, regulations, and standards. | • Addresses procurement non-compliancy, to ensure integrity of the process and best results for the Crown. |
| • Identifies and/or addresses simple expenditure issues, as required. | • Addresses contract over-expenditures effectively. | |
| **Category of Work 2: File and information management** | | |
| • Documents contract transaction process carefully, ensuring accuracy of information and transparency. | • Ensures that processes to monitor accuracy, completeness, and quality of contract files are adhered to, in accordance with departmental practices. | • Establishes and improves processes and tools for procurement file management. |
| • Verifies that all necessary documents and information are contained in the procurement file, in accordance with departmental practices. | • Addresses information protection compliance issues. | • Monitors overall procurement file information management. |
| • Protects information in accordance with governmental and departmental policies. | | |

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| • Disseminates information appropriately. | | |

## Category of Work 3: Contract amendments

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| • Drafts and/or issues concise and accurate amendments for low complexity contracts. | • Ensures that amendments for moderate complexity contracts are in the interest of Canadians and in compliance with the contract and other relevant policies. | • Establishes an approach to monitor contract performance and identify potential actions to reduce the need for contract amendments. |
| • Verifies proper justification and/or approvals for low-complexity amendments. | • Proactively identifies to the client of factors that could require contract amendments. | • Recommends and/or implements contract amendments to address exceptionally high-risk and/or high-complexity issues |
| | • Engages appropriate stakeholders to facilitate the issuance of amendments to complex contracts. | |

## Category of Work 4: Contract disputes

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| • Acknowledges contract dispute issues and informs appropriate governmental stakeholders. | • Monitors contract obligations and ensures that internal stakeholders are fulfilling their responsibilities in order to both reduce the risk of dispute and ensure that the Crown has a strong position should a dispute occur. | • Implements an approach to ensure that contract obligations are monitored and that issues that could lead to a dispute are escalated on a timely basis. |
| • Researches and communicates relevant details regarding contract issues to appropriate stakeholders. | • Addresses disputes fairly and in a timely manner, in consideration of the best interests of Canadians and the terms and conditions of the contract. | • Manages formal litigation by or against the Crown. |

## Category of Work 5: Vendor performance

| | | |
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| • Verifies that contract deliverables are on track or have been met. | • Collaborates with the client to regularly monitor and assess vendor performance especially for service and construction contracts and communicate these assessments to the contractor on a timely basis. | • Ensures that appropriate vendor performance approaches (including monitoring of the Crown's obligations) are implemented. |
| • Takes appropriate action to address basic vendor performance issues. | • Collaborates with the client to take appropriate measures when vendor performance shortfalls and/or warning signs are identified. | • Addresses complex and sensitive vendor performance issues that have escalated or that may escalate to a dispute status. |
| • Evaluates and retains the contractor's overall performance after delivery for future procurements. | | |

## Category of Work 6: Continuous improvement

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| • Documents issues during contract execution. | • Promotes the sharing of procurement lessons learned. | • Identifies world-class best practices and shortfalls in departmental procurement activities. |
| • Seeks opportunities to share lessons learned with stakeholders to add value to the procurement. | • Identifies procurement strategy, category trends and potential improvements that add value from lessons learned. | • Incorporates world-class practices and lessons learned, to improve the procurement process. |
| • Participates in lessons learned discussions with stakeholders as required. | • Addresses any issues arising from departmental trends. | • Contributes input to organization-wide initiatives such as the Procurement Modernization and the Sustainable Procurement. |

**Category of Work 7: Contract close-out**

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| • Closes out contract files in accordance with established procedures. | • Addresses issues that occur during contract close out. | • Develops and/or improves processes for contract close-out. |

**Procurement Technical Competency 1**

# Negotiations

*Ensures differences are settled between parties in order to achieve results and gain mutual acceptance. Actively communicates, persuades, influences and explores positions and alternatives to ultimately reach the best value, in accordance with policies and legal framework, for the best interest of Canadians and the Government of Canada.*
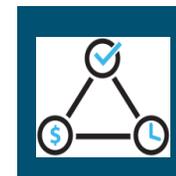
| Basic Proficiency | Intermediate Proficiency | Advanced Proficiency |
|---|---|---|
| • Understands the negotiation fundamentals (e.g., Planning and Analysis, Execution and Agreement implementation).<br>• Gathers information from internal stakeholders in order to define the objectives, consider options and establish the desired outcomes.<br>• Executes negotiations with some guidance for low complexity requirements. | • Settles differences through negotiation.<br>• Considers diverse issues, needs and viewpoints of parties and elaborates structured negotiating strategies.<br>• Engage others towards achieving common goals.<br>• Executes negotiations and achieves results, with little guidance for the best interest of Canadians and the Government of Canada. | • Uses the Best Alternative to a Negotiated Agreement if negotiation reaches an impasse.<br>• Takes into account complex aspects of all party's interests in negotiating best outcomes.<br>• Considers political, social, environmental and economic risks and issues, as well as their impacts on the outcomes.<br>• Uses advanced negotiation strategies for complex and conflicting situations. |

## Behavioural Indicators

| Basic Proficiency | Intermediate Proficiency | Advanced Proficiency |
|---|---|---|
| • Gathers information from the client on relevant issues and desired results. | • Leverages knowledge and business acumen in developing negotiation strategies to achieve results. | • Builds consensus and cooperation with others during negotiations. |

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| • Elaborates strategies prior to negotiations to achieve results. | • Negotiates skillfully in complex situations to settle differences in a mutually acceptable manner. | • Settles complex and difficult situations. |
| • Considers motivations and concerns of counterparts during negotiations. | • Uses goods and services category knowledge to influence/improve negotiation outcomes. | • Thoughtfully fashions creative solutions having optimal value for all parties. |
| • Pays attention to differing points of view and promotes mutual understanding. | • Resolves complex situations by addressing challenges openly and constructively and encouraging the expression of differing views. | • Conducts complex negotiations openly and constructively, reaching successful agreements while maintaining positive working relationships. |
| • Communicates own point-of-view convincingly, without criticizing others' or their personal opinions. | • Recognizes potential for conflict and identifies ways to help the parties involved work through issues, clarifying assumptions and expectations. | • Adopts more than one negotiating style (e.g., competing, cooperative, avoiding, compromising, accommodating), depending on the counterpart and context. |
| • Continues to obtain best value under adverse conditions (e.g., sole source, emergency) | • Questions differing points of view expressed by others. | • Ensures that all parties focus on long-term objectives. |
| • Negotiates objectively and ethically with professionalism. | • Uses flexibility in reaching agreements. | • Advises others to determine how to settle disagreements when negotiation reaches an impasse. |
| • Implements the agreement as negotiated. | • Ensures the negotiated agreement is clear and well understood by all before closing the negotiation. | • Uses formal tools/templates to officially document and plan negotiation strategies. |
| | • Identifies the Best Alternative to a Negotiated Agreement prior to conducting negotiations. | • Shares lessons learned and negotiation approaches with the team. |

**Procurement Technical Competency 2**

# 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 time line.*

| Basic Proficiency | Intermediate Proficiency | Advanced Proficiency |
|---|---|---|
| • Understands the project scope, schedule and budget and how the procurement activities integrate into the project charter.<br>• Is able to recognise project timelines, dependencies and milestones to develop an effective procurement plan. | • Understands the relationship between project scope, schedule and budget and uses a range of management methods in complex projects.<br>• Understands the planning, developing and implementing of procurement plans within complex project charters. | • Understands thoroughly the different sources of funding for projects, the project approval cycle and the governance documentation.<br>• Develops strategies that generate best overall value, flexibility and adaptability for the organization. |

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| • Coordinates procurement activities of low complexity projects to ensure effective contribution to the common project outcomes. | • Identifies risks and recommends procurement strategies to address them.<br>• Anticipates project challenges and risks and negotiates effective outcomes when they arise.<br>• Knows new project management methodologies (e.g., agile and scrum). (defined under part 3) | • Supports and contributes to managing the organizations' challenges including the governance surrounding decision making.<br>• Develops and leads a culture of project management which is collaborative, open and that shares collective responsibilities and accountabilities.<br>• Works with complex, unexpected and significant ambiguity while maintaining an approach of partnering and strategic alliances across organizations.<br>• Adapts the procurement strategy to support new project management methodologies such as "agile" and "scrum". (defined under Part 3) |

## Behavioural Indicators

| Basic Proficiency | Intermediate Proficiency | Advanced Proficiency |
|---|---|---|
| • Creates procurement plans in support of the broader project charter. | • Applies project management principles in complex projects | • Provides sound and strategic advice to integrate the procurement activities into the overall project charter. |
| • Establishes project scope and defines realistic outcomes and timelines. | • Works effectively with others on multi-disciplinary project teams. | • Uses category knowledge to initiate projects and contribute to the overall project plan taking procurement activity timelines into consideration. |
| • Identifies key internal stakeholders and their interdependencies. | • Determines human, financial, technical and material resources necessary to deliver procurement activities. | • Identifies risks and recommends strategies to manage those related to the project scope, schedule and cost. |
| • Develops accurate project forecasts and adapts to changing conditions (e.g., schedule, basis of payment, foreign exchange or on-ramps/off ramps). | • Briefs on progresses and presents recommendations to senior management. | • Identifies and analyzes environmental influences impacting projects (e.g., political, social and economic). |
| • Identifies basic project delivery risks, specifically financial risks and impacts across all cost elements (e.g., schedule or inflation). | • Collaborates effectively with key internal and external stakeholders. | • Assesses the life cycle costs associated with the projects and recommends solutions. |
| • Proposes alternatives to address project delivery risks and ensure successful delivery | • Monitors impacts of project changes on the procurement activities (using for example project critical paths, performance standards and indicators, and data collection methodology). | • Builds and nurtures effective and collaborative networks and relationship with members of the project team and external stakeholders. |
| • Records expenditure into a system of records and extracts reports efficiently. | • Effectively deals with multi-party decision making and conflict resolution in all aspect of project management. | • Shows flexibility and innovation while asserting due diligence. |

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| • Uses a Work Breakdown Structure to outline project scopes. | | • Analyses, delivers and presents project budgets and financial forecasts to key stakeholders in an effective manner. |

**Procurement Technical Competency 3**

# Risks Management

*Ensures the ability to assess and control risks affecting delivery of results at all stages of the procurement process. Specifically ensures evidence-based decisions for assuming, avoiding, transferring, mitigating, sharing or compensating elements of risks.*

| Basic Proficiency | Intermediate Proficiency | Advanced Proficiency |
|---|---|---|
| • Demonstrate an understanding of risk management principles and has the ability to analyse and explain to colleagues and other stakeholders the risks and their impacts from a procurement perspective.<br>• Is able to review simple contracts to ensure that risks are managed to ensure successful delivery of results.<br>• Differentiates between mandatory and discretionary terms and conditions to manage risks in low complexity contracts. | • Analyses, develops and implements risk management approaches for complex procurements.<br>• Contributes to the development of a risk management framework and supports its consistent adoption within the organization.<br>• Is able to develop and implement risk management strategies that are consistent with the level of risk the organization is willing to tolerate. | • Demonstrates the ability to consider political, social, environmental and economic risks and issues as well as their impacts on the procurement activities and outcomes.<br>• Takes responsibility for procurement risk monitoring and emerging risk detection, creating risk registers and other mechanisms for managing risks to better inform decisions.<br>• Considers both risks and opportunities to achieve results while ensuring business continuity, sustainability and reputation stability. |

## Behavioural Indicators

| Basic Proficiency | Intermediate Proficiency | Advanced Proficiency |
|---|---|---|
| • Gathers information from established tools (e.g. risk assessment matrices or checklists). | • Identifies risks (e.g. conflict of interest, late delivery or confusing statement of work) associated with complex requirements and procurement activities. | • Assesses the sources of risks and the likely impacts of those risks upon the organization from a procurement perspective. |
| • Identifies and describes basic risks associated with the requirement and the procurement activities, early in the process. | • Collaborates with stakeholders to create risk registers for complex requirements. | • Evaluates the risk and benefit opportunities and where feasible seeks to maximise those opportunities in the interest of Canadians and the Government 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. | • Takes a global approach to risk management, by sharing lessons learned with other internal stakeholders. |

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| • Identifies common contractual risks for the supply of goods and services and/or construction. | • Proposes solutions to address identified risks and maximize results. | • Consults with other jurisdictions and businesses to align to the best risk management practices. |
| • Recommends corrective actions to support decision making. | • Considers risk and benefit trade-off as a potential alternative to address identified risk. | • Makes clear and concise risk/benefit management recommendations to senior management. |
| | • Works with stakeholders to periodically monitor identified risks during the procurement cycle. | |

**Procurement Technical Competency 4**

# Data Analytics

*Ensures the use of technology for drawing conclusions in support of strategic decision makings, procurement strategies, trends, and supply chains and risk management. Procurement data analytics also ensures a strong capability to provide strategic insights and improve results delivery.*

| Basic Proficiency | Intermediate Proficiency | Advanced Proficiency |
|---|---|---|
| • Captures and gathers procurement data and uses technology to analyze data in developing procurement strategies.<br>• Provides guidance and advice to others to ensure optimal use of procurement data available.<br>• Demonstrates an understanding of the importance of the quality of procurement data being safeguarded. | • Transforms and models procurement data using technology to help identifying trends and draw useful conclusions to achieve effective and efficient procurement strategies.<br>• Selects relevant sources of data that are the best in creating procurement strategies and producing optimum results.<br>• Supports others in ensuring that procurement data being safeguarded is accurate. | • Combines data analytics conclusions with the knowledge of the market dynamics and the government priorities in creating procurement strategies which bring the perspectives of all stakeholders.<br>• Builds a wide network of colleagues and stakeholders thereby broadly informing procurement related decision-making.<br>• Provides leadership on the benefits of procurement data analytics across the team.<br>• Ensures sufficient resources related to the management of internal operations tracking systems. |

## Behavioural Indicators

| Basic Proficiency | Intermediate Proficiency | Advanced Proficiency |
|---|---|---|
| • Ensures data are entered and safeguarded in the organization procurement systems to allow its recovery. | • Uses data analytics in creating procurement plans and selecting the best method of supply to ensure best value to the Government of Canada and Canadians. | • Promotes across the team the importance of using trusted data sources. |
| • Uses most relevant technology to gather contextual data from internal and external sources and propose solutions. | • Selects analytical techniques and conducts analysis in such a way as to strengthen client trust in the evidence-based procurement strategies. | • Leads and supports the team in the use of innovative techniques for analysing new data sources in designing procurement strategies. |
| • Makes best use of data sources available in own area. | • Uses lessons learned from own work and others' to implement changes to procurement processes and methods of supply and improve efficiency. | • Seeks opportunities to reuse the work of others for the benefit of the collective goal of the team. |
| • Ensures that clients understand the data analysis being presented to them. | • Presents and disseminates procurement data effectively (e.g., through the use of tables, charts and graphs). | • Leads the team in complex data analytical discussions with clients or policy colleagues. |

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| • Builds trust with stakeholders through evidence-based recommendations. | • Recognises when data analytic skills and expertise of others are required, and draws upon these in a productive way. | • Leads the team in taking into account assumptions, new applications and emerging technologies. |
| • Seeks assistance of others in executing data analytics. | | • Adopts best practices in own area by consulting the internet and attending conferences or workshops to actively keeps abreast of new and relevant use of procurement data analytics within and outside the department. |

**Procurement Technical Competency 5**

# 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 a thorough understanding of the industry, 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.*

| Basic Proficiency | Intermediate Proficiency | Advanced Proficiency |
|---|---|---|
| • Demonstrates an understanding of his or her own organization's priorities and business plans, as well as those of clients.<br>• Understands business fundamentals such as accounting (debt, cash flow and profit), supply and demand, marketing, and planning.<br>• 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.<br>• Demonstrates a basic understanding of good and service categories in own field. | • Demonstrates an understanding of how government priorities and initiatives apply to own role within the department.<br>• Takes into consideration the industry dynamics, trends, economic and environmental incentives, constraints and imperatives to respect, and priorities related to own procurement fields.<br>• Leverages business sector opportunities and market dynamics to achieve best value for the client. | • Demonstrates an understanding of the government machinery, investment plans, mandate letters and priorities as well as own role and responsibility within government.<br>• 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.<br>• Acts strategically on that government and industry knowledge to devise exceptionally complex procurement strategies.<br>• Instills a business-oriented mindset that drives the public procurement activities and innovation. |

## Behavioural Indicators

| Basic Proficiency | Intermediate Proficiency | Advanced Proficiency |
|---|---|---|
| • Satisfies the needs of the client and better inform decisions by continually acquiring new | • Takes both industry and government knowledge into account when developing new contract clauses. (e.g., basis of payment, supplier selection). | • Analyses and uses the knowledge of the market and government to lead changes that create value. |

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| information about industry trends and the supply chain structure. | | |
| • Makes procurement related decisions or recommendations in taking into consideration business fundamentals. | • Promotes procurements initiatives that have economic, social and environmental value to Canadians. | • Elaborates innovative approaches to procurement that benefit both the industry and the government. |
| • Analyses the procurement issues and identifies potential solutions. | • Maintains and develops networks of both internal and external stakeholders who provide information and intelligence around the market and emergent opportunities. | • Develops talent management strategies (e.g., training, assignment) around business acumen to improve the team. |
| • Uses goods and services commodity knowledge in performing effective procurement activities. | • Develops strategic procurement plans that take into account longer-term activities, issues, challenges and opportunities. | • Briefs senior management strategically on how the industry and government goals and objectives impact procurement strategies and approaches. |
| • Integrates sustainability into procurement processes. | • Promotes the consideration of industry and government trends and priorities when making recommendations to senior management. | • Elaborates complex procurement strategies by leveraging the knowledge of the industry dynamics. |
| • Clearly states expected deliverables for suppliers. | • Identifies opportunities for new procurement strategies and market innovations. | • Addresses project and procurement risks based on the knowledge of both the industry and government priorities, dynamics and operational structure. |
| | | • Maintains strong government-supplier relationship. |

## PART 3

### DEFINITIONS AND TERMINOLOGY

**Behavioural Indicators** are statements that suggest how a competency might be observed at the different proficiency levels.

**Business Acumen** is keenness and quickness in understanding and dealing with a "business situation" (risks and opportunities) in a manner that is likely to lead to a good outcome.

**Common Human Resources Business Processes (CHRBP)** is a key enabler for Public Service renewal, it resulted from more than two years of extensive collaboration between hundreds of Subject Matter Experts, across the Public Service, who have defined a common way of delivering human resources services across the Government of Canada.

**Community Management Office (CMO)** is the organization in the Treasury Board of Canada, under the Office of the Comptroller General that is responsible for the development of the procurement community competencies as well as the procurement certification program.

**Capacity** is the specific ability of an entity (person or organization) or resource to do something, measured in quantity and level of quality, over an extended period.

**Competencies** are the abilities, skills, knowledge, and personal traits that contribute to performance excellence.

**Competency-based Management (CBM)** defines organizational culture to maximize the ability to hire and staff, develop and plan succession for fit and attitude

**Core Competencies** are those which the Directive on Performance Management has deemed mandatory for all employees, regardless of level or occupation, to demonstrate in order to be productive and perform their duties in the service of Canadians.

Core competencies are essential for all employees of the federal public service. They relate to how employees interact with their colleagues, and how they perform their work to achieve their work objectives. In performance management, core competencies are assessed because how work gets done is just as important as what work gets done.

**Core Public Administration** is comprised of the departments, agencies, commissions and other federal organizations that are listed in Schedule I and IV of the Financial Administration Act.

**Data Analytics** is the process of using technology to examine large and varied data sets to uncover hidden patterns, unknown correlations, market trends, customer preferences and other useful information that can help organizations make more-informed business decisions.

**Functional Community** is a group of people who work in the Public Service of Canada and who share common work purposes, functions and professional interests.

**Functional Competencies** are specific to a particular community or type of work and describe the knowledge, skill, and/or abilities vital to fulfill required job tasks, duties or responsibilities of an occupation or profession.

**Functional Specialist** is an expert in a specific discipline, such as procurement, human resources, finance or information technology

**Interpersonal/Personal Competencies** refers to the social skills and abilities to interact positively and work effectively with other individuals or groups. Examples include: communicating with others, sensitively to cultural differences, flexibility when faced with change, effective communications skills – verbal and non-verbal, ability to accept constructive feedback,

**Key Leadership Competency** defines the behaviours expected of leaders in Canada's public service. This competency profile serves as the basis for the selection, learning and development, and performance and talent management of executives and other senior leaders.

http://infosite.tbs-sct.gc.ca/org/news-nouvelles/inf-alu/index_e.aspx?mid=1626

**Learning** is the process of acquiring new or modifying existing knowledge, behaviors, skills, values, or preferences.

**Procurement Specialist** is a skilled professional who plans for and acquires materials, supplies, equipment, properties, or services to support the delivery of government programs that yield best value to the Crown and the Canadian people. They advise and consult with clients, suppliers and management on the interpretation and application of contracting policies, regulations, trade agreements and best practices.

**Professional Development** is the process of improving and increasing own capabilities through a wide variety of specialized training, formal education, or advanced professional learning intended to help functional specialists improve their professional knowledge, competence, skill, and effectiveness..

**Proficiency** is a high degree of competence or skill and expertise in performing a function.

**Proficiency Level** is the different degrees of familiarity with and of ability to perform a function.

**Profile** is a short description of someone's education, knowledge, skill, abilities and personal traits that contribute to performance excellence of a specific function.

**Project Management Methodology:**

- **Agile** is a value-driven approach that reduces complexity by breaking down the whole project cycle in manageable small sub-cycles allowing continuous feedback and quick reaction to changes.
- **Scrum** comes under the broader umbrella of agile and enables management to prioritize the work that matters the most.

**Required Training** is a training activity that is mandated for performing a specific function.

**Talent Management** is an organization-wide, holistic strategy for hiring, training, and retaining top performing employees

**Technical Competencies** are mandatory select skills or abilities required to do the work based on a particular job or position and might possibly apply to more than one function.

**Training** is an organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill.

## ACRONYM GUIDE

| Acronym / Abbreviation | Description |
| --- | --- |
| ASAS | Acquired Services and Assets Sector |
| CBM | Competency-based Management |
| Certification | Certification Program for the Federal Government |
| CSPS | Canada School of Public Service |
| Program | Procurement and Materiel Management Communities |
| CGSB | Canadian General Standards Board |
| CHRBP | Common Human Resources Business Process |
| CMO | Communities Management Office |
| CPA | Core Public Administration |
| DPM | Directive on Performance Management |
| KLC | Key Leadership Competencies |
| MAF | Management Accountability Framework |
| OCG | Office of the Comptroller General |
| OCHRO | Office of the Chief Human Resource Officer |
| P&MM | Procurement and Materiel Management |
| PMMAC | Procurement and Materiel Management Advisory Committee |
| PMP | Performance Management Program |
| PSPMA | Public Service Performance Management Agreement, or Public Service Performance Management Architecture |
| TBS | Treasury Board of Canada Secretariat |

## REFERENCES

Directive on Performance Management http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=27146

Performance management program for employees http://www.tbs-sct.gc.ca/pmc-dgr/index-eng.asp

Common Human Resources Business Process http://chrbp-pocrh.tbs-sct.gc.ca/process-eng.aspx

Competency-Based Management Initiative Charter (DRAFT)

Key Leadership Competency Profile: https://www.canada.ca/en/treasury-board-secretariat/services/professional-development/key-leadership-competency-profile.html

Core Competencies:  http://infosite.tbs-sct.gc.ca/org/news-nouvelles/inf-alu/index_e.aspx?mid=1626

Lexonis: Why Competency-based Talent Management?
https://www.lexonis.com/resources/why%20competency%20based%20tm.pdf

HR Council: http://hrcouncil.ca/home.cfm

The Competency Group:  http://www.thecompetencygroup.com/

The Volcker Alliance: Doing the People's Business: Key Competencies for Effective Public Procurement
https://www.volckeralliance.org/publications/doing-peoples-business-key-competencies-effective-public-procurement

National Research Council: The NRC Management Competency Dictionary https://www.nrc-nrc.gc.ca/eng/careers/behavioural_competencies/mg_dictionary.html

Government of Scotland

Internal Audit Competencies

Finance Competencies

## APPENDIX A

### PROCUREMENT KNOWLEDGE REQUIREMENTS/STATEMENTS

*These knowledge requirements are provided in support of the functional and technical competencies previously listed in this document. In an attempt to organize knowledge requirements according to corresponding competencies, there exists the possibility that knowledge requirements are duplicated from one competency to another. This enables a user to focus on just one section if they wish to do so. Please note that the information on the right of the knowledge are examples and details without being an exhaustive list.*

1. **Procurement –** Overall general knowledge
2. **Functional competencies:**
    1. Assessment and Planning
    2. Acquisition
    3. Contract Management and Closeout
3. **Technical competencies**
    1. Negotiation
    2. Project Management
    3. Risk Management
    4. Data Analytics
    5. Business Acumen

### 1. PROCUREMENT – OVERALL GENERAL KNOWLEDGE

| | |
|---|---|
| **Acquisition Card Program** | - Use and application of "acquisition cards"<br>- Acquisition card management |
| **Best Practices in Procurement** | - Early involvement, peer consultation, liaison with clients and stakeholders, calling specialists , effective communication, confidentiality maintenance, confirmation usage, selection of the appropriate contracting method, commodity knowledge usage, life-cycle management of assets, records maintenance, standard documents usage, enhanced access, open competition, suppliers equally and fairly treatment and best value or optimal balance of overall benefits to Crown. |

| **Code of Conduct for Procurement** | - Professional values and ethics in procurement<br>- Roles and responsibilities of internal and external players, other government departments, industry, associations and the public. |
|---|---|
| **Delegation of Financial Authority** | - Knowledge of the FAA and how sections of it pertain to the procurement process<br>   o Required documents for financial approval<br>   o Ways the system enables the process<br>- Department's delegated authority matrix and required approval levels<br>- General understanding of financial approval principles and processes (although each department may have different processes, the mandatory steps required)<br>- Segregation of Duties<br>   o duties and authority to enter into contract (task authorization)<br>   o certification authority to certify invoices (section 34) |
| **Financial Management Systems** | - Revenue and liabilities<br>- General understanding of financial management system, practices and funds commitments (Section 32), technology<br>- Understanding of the relationship between the financial management system and procurement<br>- Budgetary process / appropriations<br>- Understanding of votes (project vs. in service funding)<br>- Business Planning<br>- In-year forecasting |
| **Guiding Principles in Procurement** | - Client Service, National Objectives, Open and Fair Competition, Equal Treatment, Accountability, Government machinery, government mandate. |
| **Legal Framework of Contracting** | - Statues and regulations<br>- National and international agreements<br>- Directives and procedures<br>- Challenge/complaint mechanisms and processes<br>- Legal requirements of a contract<br>- Other laws, policies, regulation and guidelines (see Appendix B)<br>- Understanding of the challenge processes<br>- Role of the Canadian International Trade Tribunal (CITT) |

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| | - Role of the Federal Court<br>- Role of the Federal Court of Appeals<br>- Role of the Office of the Procurement Ombudsman (OPO)<br>- Decisions made and precedents created by CITT, courts and the OPO<br>- Understanding of the role of the Department of Justice in providing legal services including when to seek legal advice<br>- Conditions required for solicitor-client privilege |
| **Life-Cycle Asset Management** | - Life-cycle phases: assessment & planning, procurement, use & maintenance, disposal |
| **Procurement Trends in the Government of Canada (GoC)** | - Procurement Modernization<br>  o Goal (general understanding).<br>  o Understanding of its importance.<br>  o Main initiatives<br>- Lean approach<br>- Collaborative/Consultative procurement (SMART)<br>- Shift from transactional to strategic |
| **Procurement Systems and Technology** | - Technology used to oversee procurement, material management and financial activities within the department<br>- Knowledge of data requirements for procurement<br>- Knowledge of information management requirements for procurement |
| **Roles and Responsibilities** | - Central agencies<br>- Common service providers<br>- Client Departments |

## 2. FUNCTIONAL COMPETENCIES

### 2.1 FUNCTIONAL COMPETENCY – ASSESSMENT & PLANNING

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| **Bidder's conferences** | - Main characteristics.<br>- Main usage conditions |
| **Business Case Development for Procurement Activity** | - Business case framework<br>- Cost and benefit analysis<br>- Determining viability of proceeding |

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| **Category Management** | - Framework and processes used to review, plan, acquire and control distinct groups of goods or services. |
| **Client's Program Mandate** | - Goals, objectives and needs |
| **Client's Requirement Definition** | - Importance of early engagement & ongoing communication<br>- Elements to consider when assessing a client's requirement definition and providing advice/feedback (technical details, review of previous contracts and procurement strategies, industry capability, evaluation considerations) |
| **Controlled Goods Program** | - Understanding of the type of goods that are controlled<br>- Requirements for the movement and release of controlled goods |
| **Data Analytics** | - Using historical data to identify potential strategic sourcing options (consolidation of like requirements)<br>- Identification of fraud<br>- Identification of potential risks (e.g. contract splitting, repeat commissioning, delegation risks) |
| **Emergency Procurement** | - Definition of an emergency requirement<br>- Emergency contracting limits<br>- Reporting requirements |
| **Employer-Employee Relationship** | - Criteria for what constitutes an employer-employee relationship and the measures to take to avoid such situation when contracting for the services of individuals. |
| **Financial Analysis Techniques** | - Cost benefit analysis methods on future acquisitions<br>- Financial risk indicators<br>- Value analysis, e.g., make or buy, total cost of ownership, outsourcing, including total life cycle costing<br>- Analysis of historical spend patterns |
| **Financial Management, Control and Budgets** | - Financial planning, forecasting for funds required to meet procurement plan<br>- Budget formulation<br>- Management and control of funds to accomplish objectives |
| **Forecasting Techniques and Strategies** | - Market factors, economic trends, historical data |
| **Government Priorities and Initiatives** | - Conditions to allow procurement to support and enable sector and/or corporate business strategy and outcomes<br>- Existence of precedents and their impact |

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| **Intellectual Property (IP)** | - Definition of IP<br>- Government's default position<br>- Exceptions to the default position<br>- Contractual options for ownership of Intellectual Property |
| **Methods of Supply** | - Contracts, Standing Offer (Call-up), Supply Arrangement<br>- Assessment criteria in selecting the best method of supply to satisfy the requirement<br>- Existing Pre-Negotiated Procurement Instruments and related tools<br>    o Standing Offer index, mandatory Standing Offers, Supply Arrangements<br>- Competitive Contracting Process<br>    o Exceptions to soliciting bids (i.e. non-competitive)<br>- Notice of Proposed Purchase<br>    o Main characteristics and usage conditions<br>- Advance Contract Award Notice (ACAN)<br>    o Overall objectives, process, procedures, constraints and exceptions |
| **National Security Exception (NSE)** | - Process for invoking an NSE<br>- Main characteristics |
| **Needs Assessment** | - Process to determine priorities, make improvements or allocate resources<br>- Need or gap determination between vision and current state |
| **Procurement Considerations** | - National and International trade agreements<br>- Socio-economic consideration (e.g. Aboriginal, Canadian Content, Environment)<br>- Notion of value proposition<br>- Sustainable/Ethical Procurement |
| **Procurement Plan Development** | - Factors to take into account when developing a procurement plan<br>(e.g., delivery schedule and acceptance; estimated costs and spending cash flow plan; communication strategy; evaluation methodology and selection method)<br>- Government priorities and initiatives (e.g., Procurement Strategy for Equity Group Business, Green Procurement, Build in Canada Innovation Program |
| **Procurement Scheduling** | - Consideration in the creation of a procurement schedule for the entire procurement cycle |

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| **Project Management for Procurement Activity** | - Activities in planning, monitoring and controlling projects<br>- Identification of objectives, tasks, resources, activities, risks, budget, timelines |
| **Quality Assurance at Source(Government)** | - Conditions that apply when Government Quality Assurance (GQA) at source should be used |
| **Requisition Receipt Review** | - Public Service and Procurement Canada (PSPC's) characteristics of a complete and accurate requisition<br>- PSPC's categories of complexity |
| **Resource Management** | - Number of people required to deliver on plans<br>- Using internal service standards to measure effectiveness and efficiency |
| **Risk Assessment** | - Concepts associated with risk identification, e.g., conflict of interest, complexity, insufficient funds or time, client's involvement with vendors<br><br>- How to respond to risk issues including procurement, legal and financial aspects<br><br>- Applying data analytic principles to identify potential sourcing risks (repeat commissioning, contract splitting, etc.). |
| **Risk Management in Procurement** | - Process to identify, assess, manage (accept, mitigate, transfer, avoid or share) and monitor risk<br>- TBS's Integrated Risk Management approach<br>- Theories and principles of risk-based decision-making<br>- Risk assessment matrices, checklists, and terminology<br>- Risk response strategies<br>- Basic elements of Risk<br>- Steps of Risk management |
| **Security Requirements** | - Opportunities under which security requirements apply<br>- Understanding of Industrial Security responsibilities as it applies to procurement activities<br>- Integrity regime process<br>- Security terminology SRCL/DOS/FSC etc.<br>- Security Requirements in Contracting<br>- Security Requirement Checklist |
| **Socio-Economic Benefits Programs** | - Procurement function impact |

| Sole Source vs. no substitute | - Differences comparing to open competition<br>- Exceptions allowing its use |
|---|---|
| Stakeholders Engagement | - Bidder's conference<br>- Industry day<br>- Technical workshop<br>- Request for information<br>- Letters of interest |
| Supply Chain Management | - Process from pre-production through to delivery and consumption |
| Standards and Specifications | - Elements of a statement of requirements and statement of work<br>   o characteristics of well-defined specifications<br>- Use in procurement process<br>- Types (e.g. design, performance)<br>- Standards of Quality Assurance<br>   o recognized Canadian standards or specifications (e.g. CGSB)<br>   o acceptable qualifying program (e.g., ISO 9001-2000), or equivalent that provides for adequate audit and controls |
| Statement of Requirement (SOR) and Statement of Work (SOW) | - Essential characteristics and elements of the SOR and SOW<br>- Contractibility of technical documents<br>- Non relevant elements of a statement of work |

## 2.2 FUNCTIONAL COMPETENCY - ACQUISITION

| Basis of Payment | - Various basis of payment options, e.g., firm price; fixed time rate; cost reimbursable<br>- Appropriate use of each basis of payment<br>- How to develop performance incentive basis of payment |
|---|---|
| Bid Evaluation Process | - Roles and responsibilities of the financial evaluation team members and technical evaluation team members<br>- Need for objectivity, security and confidentiality<br>- Process of requesting clarifications<br>- Conditions which permit negotiations |

| **Bid Receiving Process** | - Bid receiving unit<br>- Main characteristics |
|---|---|
| **General Terms and Conditions** | - Definition<br>- Types of terms and conditions<br>- Conditions surrounding the use of different types. |
| **Contract Approval** | - Approval process and signing authorities<br>- Conditions imposed (TBS or otherwise) on approval authority limits and the exceptions |
| **Contract Award Notification** | - Processes to award a contract and notify the successful vendor<br>- Award letters and acceptance agreements<br>- Communication process to announce contract award |
| **Contract Preparation** | - Factors to be considered before constructing a contractual document (e.g., security requirements, vendor performance corrective measures, supplier financial security capability security, integrity provisions, Program for Employment Equity)<br>- Elements of a contract and determining the proper type of contract to use<br>- Use of contractual templates |
| **Contractor Liability** | - Policy and process for limiting contractor liability for risks under the control of the contractor<br>- Essential characteristics of "commodity groupings" |
| **Cost and Profit** | - Use of Contract Cost Principles to substantiate or negotiate contract price<br>- Conditions to use Contract Cost Principles (e.g., contract must be awarded on a non-competitive basis, or subsequent to a competitive process where price negotiation with a successful bidder is required.<br>- Policy and guidelines for the 'calculation of the amount of profit applicable' to negotiated contracts |
| **Debriefing Sessions** | - Purpose of debriefing<br>- Processes and procedures to debrief unsuccessful bidders/suppliers |
| **Evaluation Criteria and Rating System** | - Understanding the meaning of mandatory and rated criteria<br>- Methodology in developing appropriate bid evaluation criteria and rating system<br>- Requirements for mandatory criteria<br>- Approach and methodology for point rated criteria<br>- Phased bid evaluation |

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| **Fairness Monitoring** | - Process and role of a fairness monitor |
| **Financial Security in contracting** | - Difference between types (bid bond, performance bond, liquidated damages, parental guarantees)<br>- Conditions to use one over another |
| **Incoterms** | - Essential characteristics<br>- Main use conditions |
| **Method of Payment** | - Types of method of payment, (i.e., single payment; multiple payments; progress payment and advance payments)<br>- Factors in determining best method of payment |
| **Methods of Supply** | - Contracts, Standing Offer (Call-up), Supply Arrangement<br>- Assessment criteria in selecting the best method of supply to satisfy the requirement<br>- Existing Pre-Negotiated Procurement Instruments and related tools<br>    o Standing Offer index, mandatory Standing Offers, Supply Arrangements<br>- Competitive Contracting Process<br>    o Exceptions to soliciting bids (i.e. non-competitive)<br>- Notice of Proposed Purchase<br>    o Main characteristics and usage conditions<br>- Advance Contract Award Notice (ACAN)<br>    o Overall objectives, process, procedures, constraints and exceptions |
| **Notification to Unsuccessful Bidders/Suppliers** | - Acceptable methods of notification<br>- Allowable information for disclosure |
| **Preparation of a Treasury Board submission** | - Essential characteristics<br>- Steps to seek approval |
| **Pre-solicitation Request Options** | - Price & Availability Enquiries, Requests for Information, Letters of Interest<br>- Purpose and benefits of pre-solicitation |
| **Reporting Requirements** | - Purchasing Activity Report (PAR), Trade Agreement Reporting; Procurement Strategy for Aboriginal Business Reporting; government-wide annual reporting, etc.<br>- Proactive disclosure / open data |
| **Selection Methods** | - Various methods of selection, e.g., lowest prices; lowest cost-per-point; highest combined rating of technical merit and price, etc., |

| | - Objective compared to subjective scoring methods<br>- Scoring grid development |
|---|---|
| **Solicitation** | - Solicitation Methods<br>   o Various forms of solicitation (e.g., Request for Quotation; Invitation to Tender; Bid Solicitation, Requests for Standing Officer; Requests for Supply Arrangements)<br>   o Preparation of solicitation documents and the use of templates<br>- Solicitation Period<br>   o Factors to consider in determining the solicitation period, such as complexity and trade agreements<br>- Solicitation Procedure<br>   o Procedure for posting a Notice of proposed Purchase (NPP) and solicitation documents<br>   - Guidelines for distribution of solicitation material<br>   o Rules of conduct for proper communications during the solicitation period<br>- Meaning of open, selective and limited approaches under the Canadian Content Policy |
| **Standard Acquisition Clauses and Conditions (SACC)** | - Required in a solicitation and a contract |
| **Strategic Sourcing Process** | - Data collection and spend analysis<br>- Market Research<br>- The RFx process<br>- Negotiations<br>- Contracting |
| **Transportation, Distribution and Logistics** | - Modes of transportation, key transportation players, and regulations<br>- Evaluation of best method considering cost and timelines<br>- Requirements for packaging, marking, handling, storage, etc. |
| **Urgent Acquisitions** | - Conditions for an urgent acquisition<br>- Strategies which may be used for addressing an urgent acquisition |

## 2.3 FUNCTIONAL COMPETENCY - CONTRACT MGMT & CLOSE-OUT

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|---|---|
| **Access to Information / Parliamentary Questions** | - Understanding of procedures and principles used in the disclosure of contracting related information through Access to Information (ATI) and other request mechanisms |
| **Audit and Evaluation** | - Internal Procurement Audit, Evaluation and Review Process |

- - Purpose and goal of an audit
  - Guidelines for the evaluation of the effectiveness of a procurement plan and acquisition strategy
- Office of the Auditor General (OAG) Audit and Evaluation Process
  - Purpose of the audit or evaluation
  - Role of the client department
- Vendor Performance Evaluation
  - Key performance indicators used to evaluate vendor performance
  - Corrective action measures

**Contracting**

- Contract Administration
  - Process and methods to monitor and control the contract – to ensure it is successfully executed in accordance with the agreed terms of performance, schedules and costs set out in the contract
  - Techniques to ensure vendor compliance to specifications, e.g., inspection, site visits, item sampling
- Contract Amendment
  - Process to exercise options
  - Requirements and considerations in producing a contract amendment and obtaining approval
  - Ensure availability of funding
  - Validate amendment to ensure work is within scope
- Contract Dispute Resolution Techniques and Options
  - Timing for conflict intervention, pre or post contract
  - Conflict resolution techniques, e.g. interest-based
- Contract End and Contract Close Out
  - Activities that must be considered or completed when closing the procurement file (e.g., receipt and acceptance of all deliveries, payments withheld or holdbacks vendor performance evaluation report; approval of final payments or request refunds of excess profit; return of contract financial security; assessment of the effectiveness of the procurement strategy)
  - File retention period and disposition procedures
  - Best practices to handle files with warranty periods, Intellectual Property, or outstanding legal or operational issues
- Contract Renewal
  - Process to evaluate the need or opportunity to renew a contract
- Contract Termination

| | |
|---|---|
| | o Causes and justification of termination, e.g. convenience, default, mutual consent, non-appropriations<br>o Requirement to consult with Legal Services<br>o Contract termination process |
| **File Management** | - Documents and 'recorded activity' required to maintain a complete procurement file |
| **Post-mortem assessment** | - Processes to review procurement files to develop and share lessons learned<br>- Common procurement performance criteria, e.g., benchmarking techniques, cycle time, customer satisfaction survey, number of disputes |
| **Relationship Management** | - Proactive collaboration strategies to maintain a professional and ethical relationship between all parties, e.g. clients and suppliers<br>- Areas of potential problems or risks and early warning indicators of possible problems |
| **Supplier Development** | - Consultation plan development<br>- Avenues to distribute information and educational material<br>- Office of Small and Medium Enterprise (role of)<br>- Build in Canada Innovation Program |

## 3. TECHNICAL COMPETENCIES

### 3.1 TECHNICAL COMPETENCY – NEGOTIATION

| | |
|---|---|
| **Alternate dispute resolution (ADR)** | - Understanding of basics<br>- Elements of mediation<br>- Elements of arbitration |
| **Costing principles and Profit** | - Use of Contract Cost Principles to substantiate or negotiate contract price<br>- Conditions to use this method (e.g., a contract must be awarded on a non-competitive basis, or when, following a competitive process, price negotiation with a successful bidder is required0.<br>- Policy and guidelines for the 'calculation of the amount of profit applicable' to negotiated contracts |
| **Negotiation Techniques and Strategies in a Procurement Environment** | - Conditions to use negotiation in procurement<br>- Roles of the procurement officer in negotiations<br>- Steps involved in a negotiation<br>- Problem-solving and decision-making techniques and processes<br>- Interest-based negotiation techniques<br>- Characteristics of a compromise<br>- Conflict resolution techniques<br>- Process of post-negotiation analysis<br>- Criteria of negotiation: basic rules of negotiation, negotiation stages |
| **Negotiation tactics and strategies** | - Conditions to determine bottom line and opening positions<br>- Client constraints assessment<br>- Cost breakdown elements<br>- Best Alternative to a Negotiated Agreement (BATNA)? |
| **Relationship Management** | - Proactive collaboration strategies to maintain a professional and ethical relationship between all parties (e.g. clients and suppliers) |

## 3.2 TECHNICAL COMPETENCY - PROJECT MANAGEMENT

| | |
|---|---|
| **Client's Requirement Definition** | - Importance of early engagement & ongoing communication<br>- Elements to consider when assessing a client's requirement definition and providing advice/feedback (technical details, review of previous contracts and procurement strategies, industry capability, evaluation considerations)<br>- Parts of a statement of requirement or a statement of work and non-relevant elements |
| **Relationship Management** | - Proactive collaboration strategies to maintain a professional and ethical relationship between all parties (e.g. clients and suppliers) |
| **Resources** | - Identification<br>- Estimation<br>- Allocation<br>- Monitoring |
| **Procurement plan integration to project charter** | - Conditions and impacts on timing and delivery |
| **Project Management** | - Principles<br>- Methods<br>- Risk assessment<br>- Relationship between project scope, schedule and cost<br>- Project approval cycle, Project Charter and Governance documentation<br>- Sources of funding (e.g., Operations & maintenance, Capital and Accrual Accounting) |
| **Project Scheduling** | - Various consideration to be assessed in the creation of a project schedule for the entire procurement cycle |
| **Project tracking** | - Data collection<br>- Earned value |

## 3.3 TECHNICAL COMPETENCY - RISK MANAGEMENT

| | |
|---|---|
| **Contractor's liability** | - Policy on Decision Making in Limiting Contractor Liability in Crown Procurement Contracts<br>- Meaning of full indemnification |
| **Risk Assessment** | - Concepts associated with risk identification, e.g., conflict of interest, complexity, insufficient funds or time, client's involvement with vendors<br>- Assessing risks<br>- How to respond to risk issues (mitigation) including procurement, legal and financial aspects<br>- Applying data analytic principles to identify potential sourcing risks (repeat commissioning, contract splitting, etc). |
| **Risk Management in Procurement** | - Process to identify, assess, manage (accept, mitigate, transfer, avoid or share) and monitor risk<br>- TBS's Integrated Risk Management approach<br>- Theories and principles of risk-based decision-making<br>- Risk assessment matrices, checklists, and terminology<br>- Risk response strategies<br>- Basic elements of Risk<br>- Steps of Risk management |
| **Risk Management policy (Treasury Board of Canada Secretariat)** | - Risk control (acceptance, elimination, mitigation, transfer, sharing)<br>- TBS's Integrated Risk Management approach |

## 3.4 TECHNICAL COMPETENCY - DATA ANALYTICS

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|---|---|
| **Data analytics** | - Principles<br>- Inputting quality data into systems<br>- Safe guarding of data<br>- Using historical data to identify potential strategic sourcing options (consolidation of like requirements)<br>- Fraud identification<br>- Identification of potential risks (e.g. contract splitting, repeat commissioning, delegation risks) |
| **Reporting Requirements** | - Purchasing Activity Report (PAR), Trade Agreement Reporting; Procurement Strategy for Aboriginal Business Reporting; government-wide annual reporting, etc. |

| | |
|---|---|
| | - Proactive disclosure / open data |
| **Standard on Privacy and Web Analytics** | - Treasury Board of Canada Secretariat Policy |
| **Survey and data gathering** | - Consultation plan development<br>- Avenues to distribute information and educational material<br>- Office of Small and Medium Enterprise (role of)<br>Webinar |

## 3.5 TECHNICAL COMPETENCY - BUSINESS ACUMEN

| | |
|---|---|
| **Business incorporation and joint ventures** | - Types and elements |
| **Emerging markets** | - Definition and essential characteristics to identify them |
| **Government innovation agenda** | - Innovation Canada Initiative<br>- Build in Canada Innovation Program |
| **Government Priorities Sources** | - Speech from the Throne<br>- Budget document<br>- Ministerial mandate letters<br>- Plans and Priority reports |
| **ISO Standards** | - Type of and usage |
| **Public-Private Partnership (P3)** | - Essential characteristics |
| **Supplier Development** | - Consultation plan development<br>- Avenues to distribute information and educational material<br>- Office of Small and Medium Enterprise (role of) |
| **Supply chain** | - Understandings of business/market dynamics |

## APPENDIX B – POLICY AND LEGAL FRAMEWORK AFFECTING PROCUREMENT

### LEGISLATION

- Federal Accountability Act
- Financial Administration Act
- Treaties – Comprehensive Land Claims Agreements
- Canadian Free Trade Agreement
- International Trade Agreements
- Department of Public Works and Government Services Act
- Access to Information Act

- Competition Act
- Conflict of Interest Act
- Criminal Code
- Defence Production Act
- Department of Justice Act
- Official Languages Act
- Privacy Act
- Quebec Civil Code
- Income Tax Act

### POLICY

- Contracting Policy (TB/ASAS)
- Common Services Policy (TB/ASAS)
- Procurement Review Policy (TB/ASAS)
- Policy on Government Security (TB/CIOB)
- Policy on Decision Making in Limiting Contractor Liability in Crown Procurement Contracts (TB/ASAS)
- Policy on Management of Materiel (TB/ASAS)
- Policy on the Management of Projects (TB/ASAS)
- Investment Planning Policy – Assets and Acquired Services (TB/ASAS)
- Policy on the Management of Real Property (TB/ASAS)

- Policy on Green Procurement (TB approved, TBS administered)
- Canadian Content Policy (PSPC)
- Procurement Strategy for Aboriginal Business (AANDC)
- Federal Contractors Program for Employment Equity (TB approved, ESDC administered)
- Industrial Regional Benefits Policy (IC)
- Policy on Title to Intellectual Property Arising under Crown Procurement (TB approved, IC administered)
- Departmental Policies

### REGULATIONS

- Government Contracts Regulations
- Controlled Goods Regulations

### GUIDANCE

- Departmental Guidelines
- Supporting Guidance from TBS (e.g. Guide to Investment Planning, Guidelines on Contractual Arrangements)