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CGSB-192.1-2005
ICS 03.100.10, 03.100.30

WITHDRAWAL

October 2014

Competencies of the federal government procurement, materiel management and real property community

With approval of the CGSB Committee on Competencies of the Federal Government Procurement, Materiel Management and Real Property Community, this CGSB standard is hereby withdrawn. It has been determined that the product covered by this CGSB standard is no longer used in quantities that warrant the continued maintenance of the CGSB standard.

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Octobre 2014

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Competencies of the Federal Government Procurement, Materiel Management and Real Property Community

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COMPETENCIES OF THE FEDERAL GOVERNMENT PROCUREMENT, MATERIEL MANAGEMENT AND REAL PROPERTY COMMUNITY

INTRODUCTION

This Canadian General Standards Board (CGSB) standard for competencies has been developed for the federal government's Procurement, Materiel Management and Real Property Community. The community comprises approximately 6,000 federal public servants and uniformed personnel across Canada who are involved in the life-cycle management of assets: contract management, procurement, materiel management, supply management, engineering, real property portfolio management and operations including custodial and tenant, project management, transportation and warehousing. It is a diverse community composed of various occupational groups and includes members from the PG, ENG, ES, AS, CR, GL, GS, EG and other related classifications.

The competencies in this standard are based on the Treasury Board of Canada Secretariat (TBS)'s *A Guide to the Procurement, Materiel Management and Real Property Community — Core Competency Profile*. The standard may be used by an individual for purposes of professional development, career planning or certification.

For each of the competencies and their associated behavioural indicator statements, the standards committee and working groups identified the knowledge and experience that are required of an individual to be able to demonstrate the behaviours listed in section 8, Behavioural Indicator Statements. As explained in section 9, Knowledge and Experience Requirements, the associated knowledge and experience requirements are listed in Appendices A through C. For information on the training and other learning solutions that support the competencies and that are recognized by the Professional Development and Certification Program (PDCP), see Appendix D.

There are three levels of proficiency in this standard — Level I, Level II and Level III that correspond with the Core Competency Profile levels — basic, intermediate and advanced. The standard displays the competency clusters by level as follows:

- **Level I:** The **core competencies** and their respective behavioural indicator statements (par. 8.1). These apply to all three functions that comprise the community. The **functional competencies**[1] are separated by function, with one set for the procurement function (par. 8.1.4) and one for the materiel management function (par. 8.1.5).

- **Level II:** The **core competencies** and behavioural indicator statements from the Core Competency Profile's intermediate and advanced levels have been combined into one level, Level II (par. 8.2). The functional competencies remain the same as in the Core Competency Profile. There is one set for the procurement functional competencies (par. 8.2.4) and one for the materiel management functional competencies (par. 8.2.5).

- **Level III:** This level consists of **functional competencies** and behavioural indicator statements **only** (par. 8.3). There is one set for the procurement function (par. 8.3.1) and one for the materiel management function (par. 8.3.2).

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[1] *The standard covers the three core competency clusters and the functional competency clusters for the procurement and materiel management functions. Because of the diverse nature and variety of occupational groups that comprise the real property function, the behavioural indicator statements, knowledge and experience for this functional competency cluster are still being developed. It is anticipated that the standard will be revised when they become available.*

Summary Chart of Competencies and Levels, and Where to Find Them in the Standard

Competency Clusters		Proficiency Levels		
		Level I	**Level II**	**Level III**
Core competencies	Personal and interpersonal	Par. 8.1.1 Section A1.	Par. 8.2.1 Section B1.	—
	Business perspective	Par. 8.1.2 Section A2.	Par. 8.2.2 Section B2.	—
	Leadership and management	Par. 8.1.3 Section A3.	Par. 8.2.3 Section B3.	—
Functional competencies	Procurement functional	Par. 8.1.4 Section A4.	Section 8.2.4 Section B4.	Par. 8.3.1 Section C1.
	Materiel management functional	Par. 8.1.5 Section A5.	Par. 8.2.5 Section B5.	Par. 8.3.2 Section C2.

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COMPETENCIES OF THE FEDERAL GOVERNMENT PROCUREMENT, MATERIEL MANAGEMENT AND REAL PROPERTY COMMUNITY

1. PURPOSE

1.1 This document describes the competencies and the associated knowledge, experience and training requirements that are essential for various levels of proficiency in the Procurement, Materiel Management and Real Property Community. Competencies are the behaviours that are associated with effective work performance. They can be a useful tool for professional development and career planning because they provide specific goals regardless of the particular organization or job context. The identification of common competencies allows the community to reflect workplace objectives and adapt as a group to changing priorities. With common goals and standards, both mobility and the capacity to identify tailored opportunities are enhanced.

2. SCOPE

2.1 This standard specifies behavioural indicator statements against a set of core competencies that are common to employees working in all areas of life-cycle asset management in the fields of procurement, materiel management and real property in the Government of Canada.

2.2 This standard also specifies behavioural indicator statements for procurement and materiel management functional competencies.

2.3 This standard covers the three core competency clusters and the functional competency clusters for the procurement and materiel management functions. Because of the diverse nature and variety of occupational groups that comprise the real property function, the behavioural indicator statements, knowledge and experience for this functional competency cluster are still being developed.[1]

2.4 Information on the knowledge and experience requirements that support the behavioural indicator statements for each of the competencies is provided in the non-mandatory Appendices A through C.

2.5 The progressive and cumulative degrees of complexity and responsibility outlined in the behavioural indicator statements and proficiency levels correspond with the level of acquired knowledge, skills and experience, and do not correspond with job classification levels.

3. REFERENCED PUBLICATIONS

3.1 The following publication is referenced in this standard:

3.1.1 Treasury Board of Canada Secretariat (TBS)

Professional Development and Certification Program for the Procurement, Materiel Management and Real Property Community: Learning Toolkit:

A Guide to the Procurement, Materiel Management and Real Property Community — Core Competency Profile.

4. DEFINITIONS AND TERMINOLOGY

4.1 The following definitions and terms apply in this standard:

Asset (Biens)
Refers to moveable and fixed assets, goods and services including construction services.

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[1] *It is anticipated that the standard will be revised when the behavioural indicator statements, knowledge and experience for this functional competency cluster become available.*

Withdrawn/Retiree

Behavioural Indicator Statements (Énoncés sur les indicateurs de comportement)
The knowledge, skills and abilities that are expressed as observable behavioural descriptors necessary to perform successfully in carrying out the responsibilities in the areas of procurement, materiel management or real property.

Competencies (Compétences)
The knowledge, skills and attributes necessary for one to perform successfully in a particular business role within the area of procurement, materiel management and real property.

Competency Cluster(s) (Groupe de compétences)
Groupings of related competencies common to employees in the procurement, materiel management and real property functions.

Core Competencies (Compétences de base)
The knowledge, skills and attributes expressed as observable behaviours common to all members of the Procurement, Materiel Management and Real Property Community (i.e. personal and interpersonal, business perspective, and leadership and management).

Core Competency Profile and Assessment Tool (Profil des compétences de base et outil d'évaluation)
The Core Competency Profile explains and identifies the required competencies that are common across the three functions — procurement, materiel management and real property — by levels of proficiency required to achieve quality results within a specific business role. The Web-based Assessment Tool allows managers and employees to create an individual's competency profile, assess skills and knowledge gaps, identify learning solutions and develop an individual learning plan, in the context of the PDCP.

Functional Competencies (Compétences fonctionnelles)
The function specific knowledge and skills and attributes that are required to carry out one's role and responsibilities in the four phases of life-cycle asset management and that are unique to each of the three functional groups — procurement, materiel management and real property — that comprise the community.

Materiel Management Specialist (Spécialiste en gestion du matériel)
One who is involved in the life-cycle management of the Crown's moveable assets, in areas such as supply chain management (inventory control, acquisition, warehousing and distribution), materiel support (maintenance, repair and overhaul), and disposal of surplus moveable assets.

Procurement Specialist (Spécialiste en approvisionnement)
One who plans for and acquires materials, supplies, equipment, properties, capabilities, services and solutions to support the delivery of government programs that yield best value to the Crown and the Canadian people. Procurement specialists advise and consult with clients, suppliers and management on the interpretation and application of acquisition policies, regulations, trade agreements and best practices.

Program Curriculum (Curriculum du programme)
The compendium of learning solutions (e.g. courses, workshops and seminars) for the PDCP comprised of core and functional knowledge and skills topics identified as the highest priority for procurement, materiel management and real property and related to the Core Competency Profile.

Real Property Specialist (Spécialiste en gestion des biens immobiliers)
One who is involved in the life-cycle management of the Crown's real property assets, in areas such as needs identification, business case preparation and analysis, planning, acquisition, management, retention, re-use and disposal.

Training and Learning Activities (Activités de formation et d'apprentissage)
These include, for example, courses, workshops and seminars that are recognized by the PDCP and offered by public service learning organizations, departments and agencies (http://www.tbs-sct.gc.ca/pd-pp/contlearn/catalogue01_e.asp#CLC). These may also include private sector and external learning organizations and external professional designation organizations and associations. Other learning activities include coaching, mentoring and on-the-job training.

5. ABBREVIATIONS

5.1 The following abbreviations are used in this standard:

EMS — Expenditure Management System
FIS — Financial Information Strategy

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PDCP — Professional Development and Certification Program
TBS — Treasury Board of Canada Secretariat.

6. COMPETENCIES

6.1 The competencies described in this standard are grouped into two main clusters: core and functional.

1. Core Competency Clusters
- Personal and interpersonal
- Business perspective
- Leadership and management.

2. Functional Competency Clusters
- Procurement
- Materiel management.

6.2 Each competency cluster identifies specific competencies associated with that area. Each competency is associated with statements regarding observable behavioural indicators (behavioural indicator statements) that relate to progressive and cumulative degrees of complexity and responsibility.

6.3 The following table lists the competency clusters with definitions and their associated competencies.

COMPETENCY CLUSTERS AND DEFINITIONS	COMPETENCIES
Core	
Personal and Interpersonal Competencies required to manage one's self and one's interaction with others to maintain co-operative work relationships	• Communication • Creative and innovative thinking • Stress management • Insight and judgment • Integrity, ethics and values • Negotiating and persuading • Self-confidence • Service orientation • Teamwork
Business Perspective Competencies required to effectively manage business results	• Business analysis and cognitive capacity • Organizational and public sector knowledge • Processes, procedures and technology • Risk management • Strategic thinking and visioning
Leadership and Management Competencies required to manage self and others to ensure maximum organizational outputs and personal growth and to foster development, change, efficiency and solutions	• Change management • Developing self and others • Problem solving and decision making • Work management
Functional	
Procurement and Materiel Management Competencies required to perform the specific work and responsibilities of the procurement and materiel management business roles in the life-cycle management of assets	• Assessment and planning of requirements • Acquisition • Operations, use, maintenance and management • Disposal

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7. PROFICIENCY LEVELS

7.1 **General** — This standard defines three levels of proficiency that relate to progressive and cumulative degrees of complexity:

- **Level I**: Core and functional competencies
- **Level II**: Core and functional competencies
- **Level III**: Functional competencies.

7.2 **Level I: Core and Functional Competencies** — An employee with this level of proficiency shall have a basic level of knowledge, skills, training and experience, and be able to

- Interpret and analyze
- Access appropriate resources
- Understand and determine applicability and relevance
- Understand appropriate authorities
- Apply and explain.

7.3 **Level II: Core and Functional Competencies** — An employee with this level of proficiency shall be able to

- Identify where exemptions and exclusions may be required
- Ensure that the appropriate authorities are engaged
- Contribute to the development or management of the legislative, regulatory or policy framework
- Contribute to development of best practices, guidelines or overall management improvements.

7.4 **Level III: Functional Competencies** — An employee with an advanced level of proficiency shall be able to

- Provide operational guidance or leadership for the development of legislative, regulatory and policy frameworks or management improvement initiatives
- Provide guidance and leadership to ensure the achievement of governmental and organizational objectives and plans
- Instil and promote a clear and concise vision.

8. BEHAVIOURAL INDICATOR STATEMENTS

The following statements outline the knowledge, skills and abilities, expressed as observable behavioural descriptors necessary for an employee to perform successfully in carrying out his/her responsibilities in the areas of procurement, materiel management or real property.

8.1 **Level I** — An employee with this level of proficiency shall demonstrate the following behaviours.

8.1.1 ***Personal and Interpersonal Competencies***

8.1.1.1 *Communication* — Exchanging ideas and providing information in ways that promote co-operation, trust and candid discussion to ensure understanding:

- Consults and shares information willingly
- Presents ideas clearly and persuasively
- Responds constructively to diverse views
- Writes clearly and concisely
- Maintains timely communications
- Listens to other points of view, questions effectively and strives to give a balanced picture
- Adheres to communication policies.

8.1.1.2 *Creative and Innovative Thinking* — Generating and valuing new ideas and solutions that improve results:

- Is open-minded, flexible and receptive to alternative views
- Generates and shares new ideas.

8.1.1.3 *Stress Management* — Maintaining one's and others' effectiveness, even in stressful and demanding situations:

- Balances work, personal life and health
- Deals with conflict and stress with composure and professionalism.

8.1.1.4 *Insight and Judgment* — Making appropriate choices while considering situations, issues and persons involved:

- Selects the right tasks or issues to work on
- Knows when to consult and what information to share.

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8.1.1.5 *Integrity, Ethics and Values* — Demonstrating through words and actions public service values and ethics to ensure that public trust is upheld:
- Exercises integrity and ethics in all transactions
- Acts in the public interest
- Acts in a manner consistent with public service values and ethics
- Treats people with fairness, dignity and respect
- Avoids real or perceived conflict of interest.

8.1.1.6 *Negotiating and Persuading* — Gaining support and finding mutually acceptable solutions:
- Presents own point of view and takes issues forward
- Supports position with facts and the input of others.

8.1.1.7 *Self-confidence* — Believing in one's own abilities and having confidence in one's decisions and opinions:
- Displays composure and professionalism
- Proposes ideas or positions, even if they differ from those of others.

8.1.1.8 *Service Orientation* — Developing and maintaining an effective relationship with stakeholders and clients, anticipating clients' needs and responding with appropriate solutions:
- Works with clients to identify and anticipate their need for information, advice and services
- Takes personal responsibility for timely and quality actions
- Provides realistic service options.

8.1.1.9 *Teamwork* — Working collaboratively with others to achieve common objectives, goals and results:
- Commits to the goals, roles and responsibilities of the team and its members
- Participates as a team member and adds value to discussions and deliberations
- Shows respect for ideas of all team members
- Receives input openly from all team members.

8.1.2 ***Business Perspective Competencies***

8.1.2.1 *Business Analysis and Cognitive Capacity* — Synthesizing information, and identifying links and issues to arrive at an understanding of a situation, problem or opportunity in order to respond efficiently:
- Compiles appropriate information from various sources into a coherent picture
- Applies appropriate analytical and research techniques
- Looks for trends, variances and issues
- Defines problems, their causes and effects.

8.1.2.2 *Organization and Public Sector Knowledge* — Understanding the inner workings of the public service and effectively utilizing knowledge of the organization and its environment to accomplish work and organizational objectives:
- Describes the basic machinery of government, the role of public interest, and governance
- Describes the policy-making function in government
- Describes the interrelationships among program activities, departmental programs and functional areas
- Applies relevant policies
- Considers core business-line operations
- Describes the basics of budget cycle, the EMS and the FIS.

8.1.2.3 *Processes, Procedures and Technology* — Understanding and effectively utilizing the organization's procedures, processes and technology to achieve results:
- Describes the general flow of transactions through the department
- Maintains computer literacy on systems and applications
- Develops reports to respond to management information needs
- Describes the links between processes, procedures and technologies.

8.1.2.4 *Risk Management* — Identifying, assessing, understanding and communicating the benefits and consequences of risk issues in order to set the best course of action to achieve work and organizational objectives:
- Identifies, assesses and balances the level of risks and controls in operations when adopting alternative approaches
- Identifies potential risks based on experience
- Contributes to discussions to manage and mitigate risk.

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8.1.2.5 *Strategic Thinking and Visioning* — Supporting organizational vision and aligning strategies and priorities accordingly to achieve objectives:
- Demonstrates knowledge of corporate vision and strategic business issues
- Contributes to the planning process.

8.1.3 ***Leadership and Management Competencies***

8.1.3.1 *Change Management* — Supporting, initiating, implementing and adapting to change while dealing with the impacts of shifting priorities and new developments:
- Responds and adapts positively to change
- Seeks clarification on changing role and responsibilities.

8.1.3.2 *Developing Self and Others* — Committing to learning and development in support of a continuous learning environment and the alignment of organizational, professional and personal goals:
- Identifies personal learning goals and expectations
- Pursues goals with determination and perseverance
- Commits to continuous learning
- Seeks and acts on constructive feedback
- Shares knowledge, skills and lessons learned.

8.1.3.3 *Problem Solving and Decision Making* — Identifying and effectively solving problems or difficult situations using a range of analytical and creative approaches:
- Seeks advice and assistance when required
- Involves the right people in the decision-making process
- Deals with conflict in an open, respectful and timely manner.

8.1.3.4 *Work Management* — Organizing work, resources and processes to achieve and assess results:
- Identifies priorities and manages time effectively to meet deadlines
- Contributes to the development of a comprehensive work plan
- Applies legislation, codes and policies applicable to the workplace.

8.1.4 ***Procurement Functional Competencies***

8.1.4.1 *Assessment and Planning of Requirements* — Assessing and planning for assets in support of programs and operational requirements:
- Describes how assets support program delivery
- Applies the concepts of supply and demand, make or buy, and life-cycle management
- Identifies and defines requirements in consultation with end users and stakeholders
- Determines and engages the appropriate contractual and financial authorities
- Recognizes the impact of asset decisions on those involved when planning requirements
- Considers the marketplace, trends and economic conditions
- Describes the roles and responsibilities of common service providers
- Ensures the client's requirements are considered
- Develops relevant acquisition schedules and adjusts these accordingly
- Works within the legal and political framework.

8.1.4.2 *Acquisition* — Obtaining assets and services that ensure best value to the Crown:
- Applies various policies, principles, methods and constraints pertaining to acquisition
- Applies various methods of acquisition that best meet operational requirements
- Gathers and disseminates data required for procurement reporting obligations
- Manages acquisition information by keeping it current and secure.

8.1.4.3 *Operations, Use, Maintenance and Management* — Ensuring that assets are available and are effectively utilized, maintained and managed to meet the organization's needs:
- Recommends the appropriate instruments required for effective maintenance
- Supports the safeguarding of assets and considers environmental impacts
- Advises on the application of warranties and performance attributes of assets
- Applies relevant policies, processes, principles and methods.

Withdrawn/Retirée

8.1.4.4 *Disposal* — Using the most appropriate disposal process so that it is characterized by prudence, probity and integrity and so that the highest net value is obtained:

- Explains disposal policies, principles, methods and constraints
- Considers environmental implications in disposals.

8.1.5 ***Materiel Management Functional Competencies***

8.1.5.1 *Assessment and Planning of Requirements* — Assessing and planning for assets in support of programs and operational requirements:

- Describes how assets and services support program delivery
- Describes the concepts of supply and demand, make or buy, and life-cycle management
- Identifies and defines requirements in consultation with end users and stakeholders
- Determines and engages the appropriate contractual and financial authorities
- Recognizes the impact of asset decisions on those involved when planning requirements
- Incorporates all aspects of life cycle when planning requirements.

8.1.5.2 *Acquisition* — Obtaining assets and services that ensure best value to the Crown:

- Considers various policies, principles, methods and constraints pertaining to acquisition
- Uses various methods of acquisition that best meet requirements
- Considers the marketplace, trends and economic conditions
- Considers the roles and responsibilities of common service providers
- Adjusts acquisition schedules accordingly
- Verifies the conformity of an acquisition received against contracted requirements
- Applies sustainable development practices
- Manages acquisition information by keeping it current and secure.

8.1.5.3 *Operations, Use, Maintenance and Management* — Ensuring that assets are available and are effectively utilized, maintained and managed to meet the organization's needs:

- Applies relevant policies, processes, principles and methods
- Schedules, allocates and distributes assets based on requirements
- Forecasts changes to materiel and resource requirements
- Maintains accurate and complete records of assets for tracking and monitoring
- Tracks inventory and maintenance schedules by using automated information systems
- Determines the most effective maintenance method
- Safeguards assets and the environment
- Monitors warranties and performance attributes of assets.

8.1.5.4 *Disposal* — Using the most appropriate disposal process so that it is characterized by prudence, probity and integrity and so that the highest net value is obtained:

- Describes disposal policies, principles, methods and constraints
- Packages and prepares items for disposal
- Considers environmental implications in disposal.

8.2 **Level II** — An employee with this level of proficiency shall demonstrate the following behaviours.

8.2.1 ***Personal and Interpersonal Competencies***

8.2.1.1 *Communication* — Exchanging ideas and providing information in ways that promote co-operation, trust and candid discussion to ensure understanding:

- Describes complex issues clearly
- Adjusts style for various audiences
- Builds consensus and successfully addresses diverse views
- Outlines policy requirements and provides guidance
- Distinguishes between essential and non-essential information
- Uses communication tools effectively
- Engenders professional relationships to achieve objective by developing networks and seeking and providing advice
- Explains sensitive business matters and highly complex issues clearly

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- Uses understanding of others' underlying interests, issues and motivation to gain and sustain their support for initiatives and positions
- Promotes effective communication between the public, clients and the organization
- Explains how programs relate and contribute to organizational vision.

8.2.1.2 *Creative and Innovative Thinking* — Generating and valuing new ideas and solutions that improve results:
- Sees opportunity for improvement
- Promotes new ideas and innovative solutions even if they have an element of risk
- Fosters a climate that encourages innovation, creativity and risk taking
- Challenges the organization to trigger different thinking about issues and solutions.

8.2.1.3 *Stress Management* — Maintaining one's and others' effectiveness, even in stressful and demanding situations:
- Encourages a balance of workload and personal life
- Performs effectively in high stress and ambiguous situations
- Minimizes stress in the work environment.

8.2.1.4 *Insight and Judgment* — Making appropriate choices while considering situations, issues and persons involved:
- Displays diplomacy and discretion
- Anticipates issues based on trends and developments
- Exercises authority in an informed manner
- Selects options and takes action with due consideration of the broader context.

8.2.1.5 *Integrity, Ethics and Values* — Demonstrating, through words and actions, public service values and ethics to ensure that public trust is upheld:
- Ensures political neutrality in all dealings
- Ensures public trust is not violated
- Sets an example for others to follow
- Instils core values and ethics in others
- Challenges unethical behaviour in others.

8.2.1.6 *Negotiating and Persuading* — Gaining support and finding mutually acceptable solutions:
- Deals with conflicting points of view
- Assists in making effective trade-offs
- Builds on points of agreement to identify alternatives that optimize stakeholders' satisfaction
- Reaches a shared understanding and agreement on a common goal and result.

8.2.1.7 *Self-confidence* — Believing in one's own abilities and having confidence in one's decisions and opinions
- Takes ownership and responsibility for decisions that may differ from those of others and that may carry a risk:
- Maintains a realistic view of personal strengths and limitations
- Displays openness to others' viewpoints and new information
- Makes decisions and is open to take on new challenges
- Seeks opportunities to build overall confidence.

8.2.1.8 *Service Orientation* — Developing and maintaining an effective relationship with stakeholders and clients, anticipating clients' needs and responding with appropriate solutions:
- Ensures understanding of clients and stakeholders and the organization's role in serving them
- Provides expert advice to others to help them find appropriate solutions
- Maintains organization's capacity to meet client and stakeholder needs and ensure results
- Seeks feedback on value and quality of services
- Implements immediate corrective action
- Develops and markets services and expertise
- Builds a positive environment to foster productive relationships, ensuring a client-centred service delivery.

8.2.1.9 *Teamwork* — Working collaboratively with others to achieve common objectives, goals and results:
- Recognizes when teamwork is an efficient approach
- Recruits capable team members with complementary skills
- Motivates and energizes team members in order to achieve goals
- Identifies team members' strengths and weaknesses and adjusts their roles to maximize team output
- Creates team strategies that are aligned with business needs and goals

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- Empowers team leaders and members to achieve results
- Recognizes and rewards team accomplishments
- Builds co-operation between cross-functional teams.

8.2.2 ***Business Perspective Competencies***

8.2.2.1 *Business Analysis and Cognitive Capacity* — Synthesizing information, identifying links and issues to arrive at an understanding of a situation, problem or opportunity in order to respond efficiently:

- Develops explanations for trends, variances and exceptional results in data
- Analyzes and synthesizes information to determine its relevancy and use
- Goes beyond available information by researching all the facts and alternatives
- Integrates financial and non-financial information from various areas to develop a long-term perspective
- Takes action based on available or limited information.

8.2.2.2 *Organization and Public Sector Knowledge* — Understanding the inner workings of the public service and effectively utilizing knowledge of the organization and its environment to accomplish work and organizational objectives:

- Utilizes the core operational processes of the public service to achieve results
- Recognizes external factors affecting operational success
- Contributes to policy making and implementation
- Considers the interrelationships between financial and non-financial resources
- Integrates financial and non-financial information in business strategies and plans.

8.2.2.3 *Processes, Procedures and Technology* — Understanding and effectively utilizing the organization's procedures, processes and technology to achieve results:

- Determines user requirements and related options to achieve results
- Improves business practices by identifying the need for integration of new applications, software, processes and systems
- Contributes to the development of, communicates and monitors policies
- Ensures procedures, processes and technology are aligned to fit the overall organizational structure
- Integrates information technology as a strategic resource
- Identifies the links between applications and ensures integration of data
- Re-engineers business processes.

8.2.2.4 *Risk Management* — Identifying, assessing, understanding and communicating the benefits and consequences of risk issues in order to set the best course of action to achieve work and organizational objectives:

- Develops, monitors and revises risk management strategies
- Recognizes and advises on the probability of success for proposed options
- Develops contingency plans to address negative outcomes
- Communicates risk assessments and ways to reduce risks to acceptable levels
- Encourages sound risk management approaches and practices.

8.2.2.5 *Strategic Thinking and Visioning* — Supporting organizational vision and aligning strategies and priorities to achieve objectives:

- Explains how programs relate and contribute to the organizational vision
- Develops systems to monitor and measure the implementation of business and strategic plans
- Participates actively in the development of performance measures and indicators
- Articulates the visions, mission and goals to instil commitment
- Incorporates the views and perspective of clients and stakeholders in the development of business and strategic plans
- Ensures organizational objectives and strategies are consistent with the mission.

8.2.3 ***Leadership and Management Competencies***

8.2.3.1 *Change Management* — Supporting, initiating, implementing and adapting to change while dealing with the impacts of shifting priorities and new developments:

- Applies the principles of change management
- Gains support and buy-in for non-traditional or innovative activities and decisions
- Considers the existing culture of the organization

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- Fosters an environment that supports change
- Deals with the effects of and resistance to change.

8.2.3.2 *Developing Self and Others* — Committing to learning and development in support of a continuous learning environment and the alignment of organizational, professional and personal goals:
- Establishes and communicates measurable expectations
- Sets ambitious but attainable performance goals for self and others, or for both
- Provides specific and constructive feedback on performance
- Provides solutions for continuous improvement
- Defines and aligns learning needs and plans with operational requirements and strategic direction
- Fosters and supports an environment of continuous learning and development.

8.2.3.3 *Problem Solving and Decision Making* — Identifying and effectively solving problems or difficult situations using a range of analytical and creative approaches:
- Defines the problem, weighs the options, assesses risks and selects a course of action
- Works to resolve disputes between others by understanding and identifying areas of shared interests
- Analyzes the short- and long-term implications of decisions
- Develops proactive strategies to prevent or solve problems
- Acts decisively
- Uses innovative approaches to resolve conflicts where there are no shared interests.

8.2.3.4 *Work Management* — Organizing work, resources and processes to achieve and assess results:
- Maintains sound records of all activities
- Explains the principles of workflow management
- Determines scope and requirements
- Balances time and resources to achieve expected results
- Fosters a results-oriented environment
- Manages resources and workload to ensure alignment with departmental goals
- Anticipates external factors and manages their impact
- Allocates resources to meet changing circumstances
- Monitors performance and evaluates results.

8.2.4 ***Procurement Functional Competencies***

8.2.4.1 *Assessment and Planning of Requirements* — Assessing and planning for assets in support of programs and operational requirements:
- Forecasts use and assesses priorities of requirements in consultation with clients and stakeholders
- Evaluates existing, innovative and alternative methods of meeting requirements
- Selects approach based on best value to the Crown and Canadian taxpayers
- Considers social, environmental and sustainable development objectives and strategies in planning acquisitions and in their use, operations and disposal
- Contributes to or develops, communicates and monitors acquisition or disposal procedures and guidelines that promote a sound understanding of use and application, or all of these
- Assessing the ability of the market sector and the industry base to meet requirements
- Selects approach to obtain best value based on commodity knowledge.

8.2.4.2 *Acquisition* — Obtaining assets and services that ensure value for money to the Crown:
- Recommends new or revised policies and procedures
- Develops and implements acquisition plans and evaluation frameworks
- Verifies the appropriateness of the requisition for complex operational requirements
- Determines approaches that would yield the optimal balance between price and other factors
- Provides advice about contract management of complex requirements
- Obtains legal advice, resolves contract disputes and recommends the termination of contracts
- Procures goods, services or construction as the contracting authority
- Identifies reporting requirements
- Monitors and identifies contracting deficiencies, and suggests and implements remedies, including policy and procedural changes
- Maintains records in a section or branch, keeping storage processes effective and information current and secure.

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8.2.4.3 *Operations, Use, Maintenance and Management* — Ensuring that assets are available and are effectively utilized, maintained and managed to meet the organization's needs:

- Factors operations, use and maintenance strategies into procurement plans
- Develops an extensive understanding of assets: their characteristics, availability, condition and performance history
- Assesses the effectiveness of the cost investment strategies for sustaining the life cycle of assets
- Uses supply chain methods to optimize operational efficiencies
- Manages agreements to ensure that all parties meet their obligations
- Monitors and enforces contractor performance to achieve objectives.

8.2.4.4 *Disposal* — Using the most appropriate disposal process so that it is characterized by prudence, probity and integrity and so that the highest net value is obtained:

- Considers disposal and surplus issues in planning requirements.

8.2.5 ***Materiel Management Functional Competencies***

8.2.5.1 *Assessment and Planning of Requirements* — Assessing and planning for assets in support of programs and operational requirements:

- Forecasts use and assesses priorities of requirements in consultation with clients and stakeholders
- Evaluates existing and new methods of meeting requirements
- Selects approach based on best value to the Crown and Canadian taxpayers
- Considers social, environmental and sustainable development objectives and strategies in planning acquisitions and in their use, operations and disposal
- Develops, communicates and monitors acquisition or disposal procedures and guidelines that promote a sound understanding of use and application.

8.2.5.2 *Acquisition* — Obtaining assets and services that ensure best value to the Crown:

- Analyzes investment options to ensure best value to the Crown
- Develops strategies that ensure immediate use and operation of assets once they are delivered
- Develops and implements acquisition plans and evaluation frameworks
- Establishes and monitors contract milestones to stay on track.

8.2.5.3 *Operations, Use, Maintenance and Management* — Ensuring that assets are available and are effectively utilized, maintained and managed to meet the organization's needs:

- Translates operations, use and maintenance strategies into operational plans
- Develops an extensive understanding of assets: their characteristics, availability, condition and performance history
- Assesses the effectiveness of the cost investment strategies for sustaining the life cycle of assets
- Uses supply chain methods to optimize operational effectiveness
- Manages agreements to ensure that all parties meet their obligations
- Monitors and enforces contractor performance to achieve objectives
- Identifies assets that are surplus to requirements.

8.2.5.4 *Disposal* — Using the most appropriate disposal process so that it is characterized by prudence, probity and integrity and so that the highest net value is obtained:

- Analyzes disposal and investment recovery options to ensure best value to the Crown
- Develops comprehensive plans that ensure timely disposal of assets
- Understands the marketplace by keeping current on developments and changing conditions
- Develops an extensive understanding of assets: their characteristics, availability, condition and performance history
- Ensures that disposal transactions comply with appropriate policies
- Considers the impact of the disposal on supporting assets and services.

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8.3 **Level III** — An employee with this level of proficiency shall demonstrate the following behaviours.

8.3.1 ***Procurement Functional Competencies***

8.3.1.1 *Assessment and Planning of Requirements* — Assessing and planning for assets in support of programs and operational requirements:
- Integrates various complex aspects of the requirements into plans
- Ensures that political, social and economic issues and impacts are appropriately addressed.

8.3.1.2 *Acquisition* — Obtaining assets and services that ensure best value to the Crown:
- Develops strategic acquisition alliances
- Builds sound business cases for complex acquisitions
- Ensures that health and safety policies are addressed
- Ensures sustainable development considerations are addressed
- Identifies and implements innovative solutions for procurement requirements
- Manages processes and outcomes to achieve high quality results.

8.3.1.3 *Operations, Use, Maintenance and Management* — Ensuring that assets are available and are effectively utilized, maintained and managed to meet the organization's needs:
- Develops integrated, horizontal strategies and long-term plans
- Develops a performance management framework to effectively assess outcomes
- Realigns objectives and resources based on results of asset performance.

8.3.1.4 *Disposal* — Using the most appropriate disposal process so that it is characterized by prudence, probity and integrity and so that the highest net value is obtained:
- Considers the political, social and economic issues and impacts of disposal in planning requirements.

8.3.2 ***Materiel Management Functional Competencies***

8.3.2.1 *Assessment and Planning of Requirements* — Assessing and planning for assets in support of programs and operational requirements:
- Integrates diverse requirements into plans
- Ensures that political, social and economic issues and impacts are appropriately addressed.

8.3.2.2 *Acquisition* — Obtaining assets and services that ensure best value to the Crown:
- Develops strategic acquisition alliances
- Builds sound business cases for complex acquisitions
- Ensures that health and safety policies are addressed
- Ensures that sustainable development considerations are addressed
- Manages processes and outcomes to achieve high-quality results.

8.3.2.3 *Operations, Use, Maintenance and Management* — Ensuring that assets are available and are effectively utilized, maintained and managed to meet the organization's needs:
- Develops integrated, horizontal strategies and long-term plans
- Develops performance management framework to effectively assess outcomes
- Realigns objectives and resources based on results of asset performance.

8.3.2.4 *Disposal* — Using the most appropriate disposal process so that it is characterized by prudence, probity and integrity and so that the highest net value is obtained:
- Develops disposal strategies and alliances
- Ensures that political, social and economic issues and impacts are addressed in disposal plans
- Builds a sound business case for complex disposal
- Manages and reviews disposal programs and processes to achieve optimal results.

9. KNOWLEDGE AND EXPERIENCE REQUIREMENTS

9.1 **Specific Knowledge and Experience** — Information on the knowledge and experience requirements that support the behavioural indicator statements for each of the competencies in section 8 is provided in Appendices A through C. The appendices explain the type of knowledge and experience an employee would expect to have

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acquired in order to demonstrate the behaviours outlined in the behavioural indicator statements for each of the proficiency levels.

9.2 **General: Years of Experience** — It is expected that an individual would require a number of years of work experience to fully demonstrate they possess the competencies and associated behaviours specified in section 8. Refer to Appendix E for additional information on the number of years of experience that would normally be associated with each of the proficiency levels.

10. NOTES

10.1 Source of Referenced Publication

10.1.1 The publication referred to in the Introduction and in par. 3.1.1 is available at the Treasury Board of Canada Secretariat's Web site at http://www.tbs-sct.gc.ca/pd-pp/lt-ta/tk4_e.asp.

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APPENDIX A

(This appendix does not form a mandatory part of the standard.)

KNOWLEDGE AND EXPERIENCE REQUIREMENTS: LEVEL 1

A1. PERSONAL AND INTERPERSONAL COMPETENCIES

A1.1 **Communication** — Exchanging ideas and providing information in ways that promote co-operation, trust and candid discussion to ensure understanding.

Knowledge:

- Communication policies and departmental procedures
- Technologies for communication: videoconferencing; e-mail; Interet, intranet, extranet; and teleconferencing
- Levels of communication: verbal, non-verbal and emotional
- Types of presentations and when to use the appropriate one: formal/informal and oral/written
- When to consult and share information.

Experience:

- Communicates effectively orally and in writing
  - — Clearly and concisely defines message, issues, important points and considerations
  - — Provides options and recommendations
  - — Uses appropriate tone, language and behaviours (tact and diplomacy)
- Prepares, plans and delivers presentations and other communication materials
- Clarifies, paraphrases and articulates instructions
- Consults when appropriate and shares information.

A1.2 **Creative and Innovative Thinking** — Generating and valuing new ideas and solutions that improve results.

Knowledge:

- How to share ideas to improve operations.

Experience:

- As a team member, shares ideas and offers suggestions for improvements
- Displays an interest in and asks questions on how the organization operates.

A1.3 **Stress Management** — Maintaining one's and others' effectiveness, even in stressful and demanding situations.

Knowledge:

- Types of stress: positive, negative, personal and organizational
- Strategies to develop personal resilience.

Experience:

- Balances workload and personal life
- Takes appropriate action based on identification of causes of stress in one's personal and professional life
- Recognizes one's impact on others.

A1.4 **Insight and Judgment** — Making appropriate choices while considering situations, issues and persons involved.

Knowledge:

- How to identify pertinent issues and persons involved for various situations.

Experience:

- Determines the most appropriate course of action.

A1.5 **Integrity, Ethics and Values** — Demonstrating, through words and actions, public service values and ethics to ensure that public trust is upheld.

Knowledge:

- Conflict of Interest and Post-Employment Code for the Public Service, and the guide
- Values and Ethics Code for the Public Service
- Recourse and support available in department
- The operating values of one's organization
- *Access to Information Act* and *Privacy Act*.

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Experience:
- Identifies the operating values of one's organization and the Public Service
- Clarifies and reconciles personal values to public service values
- Behaves in a way that is guided by the reconciled values
- Deals with others with honesty, integrity and respect.

A1.6 **Negotiating and Persuading** — Gaining support and finding mutually acceptable solutions.

Knowledge:
- Approaches to negotiation.

Experience:
- Carries out negotiations
- Presents options and positions for others to consider
- Considers other points of view.

A1.7 **Self-confidence** — Believing in one's own abilities and having confidence in one's decisions and opinions.

Knowledge:
- One's own strengths and weaknesses
- Self-evaluation and feedback techniques.

Experience:
- Remains poised and confident in demanding situations
- Maintains productive working relationships with self-assurance and a sense of direction.

A1.8 **Service Orientation** — Developing and maintaining an effective relationship with stakeholders and clients, anticipating clients' needs and responding with appropriate solutions.

Knowledge:
- Nature and characteristics of client groups: internal/external and direct/indirect
- Client needs and priorities
- Nature and meaning of citizen-centred culture
- Characteristics of a client-centred organization
- Departmental programs and their structure
- Best practices in service delivery.

Experience:
- Responds proactively to client needs
- Identifies and measures impacts and outcomes
- Recognizes opportunities for partnering and alliances
- Applies principles of service-centred organizations.

A1.9 **Teamwork** — Working collaboratively with others to achieve common objectives, goals and results.

Knowledge:
- Basics of team dynamics
- Basics of interpersonal relationships
- The value of diversity in working with others.

Experience:
- Participates effectively in and contributes to a team
- Uses effective behaviours in group situations
- Values diversity for productive working relationships
- Displays a willingness to learn from others
- Acts in a co-operative and encouraging manner.

A2. BUSINESS PERSPECTIVE COMPETENCIES

A2.1 **Business Analysis and Cognitive Capacity** — Synthesizing information, identifying links and issues to arrive at an understanding of a situation, problem or opportunity in order to respond efficiently.

Knowledge:
- Problem-solving process

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- Analytical and research techniques and models
- What to analyze and where to find information
- The impact of various mathematical approaches in determining best value.

Experience:
- Analyzes situation, defines issues and identifies information gaps
- Conducts scans and historical research
- Researches current market trends and practices
- Accesses appropriate information sources including data bases, files, reports and colleagues
- Synthesizes information and presents the results.

A2.2 **Organization and Public Sector Knowledge** — Understanding the inner workings of the public service and effectively utilizing knowledge of the organization and its environment to accomplish work and organizational objectives.

Knowledge:
- Main elements of the Canadian parliamentary system
- Legislative processes
- Government priorities, policy directions and initiatives that impact on the procurement, materiel management and real property functions
- Roles of central agencies, cabinet committees and departments
- Departmental business lines and programs and their relationship to functional areas
- Government budget planning cycle, EMS, estimates process and documents, FIS, financial management and accounting principles.

Experience:
- Explains the main elements of the Canadian parliamentary system
- Explains the relationship of functional areas (procurement, materiel management and real property) in support of organizational programs and activities.

A2.3 **Processes, Procedures and Technology** — Understanding and effectively utilizing the organization's procedures, processes and technology to achieve results.

Knowledge:
- Departmental electronic networks
- Departmental delegations, processes (process maps) and systems
- Software tools and applications.

Experience:
- Uses technology effectively to produce reports and other material.

A2.4 **Risk Management** — Identifying, assessing, understanding and communicating the benefits and consequences of risk issues in order to set the best course of action to achieve work and organizational objectives.

Knowledge:
- TBS's Integrated Risk Management Framework: risk management principles and concepts
- Government policies, and departmental procedures and processes
- Operational tools and techniques to manage risk.

Experience:
- Identifies and assesses level of risks and controls to suggest alternative approaches to achieve work objectives
- Participates in discussions to mitigate risks
- Takes responsible and informed risks within the boundaries set by organization to achieve goals.

A2.5 **Strategic Thinking and Visioning** — Supporting organizational vision and aligning strategies and priorities accordingly to achieve objectives.

Knowledge:
- Departmental planning process
- Departmental strategic, operational and business plans and priorities
- The department's culture and management style.

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Experience:
- Explains the vision and mandate of their department
- Participates in the unit's planning sessions.

A3. LEADERSHIP AND MANAGEMENT COMPETENCIES

A3.1 **Change Management** — Supporting, initiating, implementing and adapting to change while dealing with the impacts of shifting priorities and new developments.

Knowledge:
- The current status of the organization: restructuring, reorganization and resource re-allocation
- From whom to seek clarification on changing roles and responsibilities.

Experience:
- Deals positively with change in the workplace
- Seeks clarification on changing roles and responsibilities.

A3.2 **Developing Self and Others** — Committing to learning and developing in support of a continuous learning environment and the alignment of organizational, professional and personal goals.

Knowledge:
- One's career objectives
- Individual strengths and areas for improvement or new knowledge and skills
- The Policy for Continuous Learning in the Public Service of Canada
- How to create a competency profile and develop an individual learning plan
- Where to find information on courses and other learning solutions to build on and develop knowledge, skills and competencies required for current position and future career aspirations
- Where to find information on departmental and government professional development and training programs, assignments and secondments.

Experience:
- Seeks, receives and interprets feedback for continuous learning and improvement
- Develops competency profile for self and others
- Assesses individual competencies
- Develops individual learning plan.

A3.3 **Problem Solving and Decision Making** — Identifying and effectively solving problems or difficult situations using a range of analytical and creative approaches.

Knowledge:
- Conflict resolution techniques including roles and process
- Problem-solving and decision-making techniques and processes
- Government and departmental support and resource mechanisms.

Experience:
- Consults with and involves the appropriate people in resolving problems and making decisions
- Deals effectively with difficult people.

A3.4 **Work Management** — Organizing work, resources and processes to achieve and assess results.

Knowledge:
- The departmental resource allocation process
- Work planning-techniques
- Relevant sections of departmental and organizational work plans
- Where to find relevant legislation, policies and codes for the workplace.

Experience:
- Contributes to development of work plans and planning processes
- Organizes work and seeks clarification of priorities
- Seeks necessary information to achieve expected results.

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A4. PROCUREMENT FUNCTIONAL COMPETENCIES

A4.1 **Assessment and Planning of Requirements** — Assessing and planning for assets in support of programs and operational requirements.

Knowledge:

- Delegations of authority
- Requirements of clients and stakeholders
- Concepts of supply and demand, make or buy, and life-cycle management
- Acquisition methods and techniques
- Roles and responsibilities of common service providers, departments and clients
- Legal and political frameworks affecting acquisition, including legislation, policies, federal social initiatives and trade agreements on procurement.

Experience:

- Identifies, exercises or recommends appropriate delegated authorities
- Identifies and defines requirements in consultation with clients and stakeholders
- Explores and proposes the most appropriate method of acquisition, taking into consideration the life cycle or the full complement of services needed for the requirement
- Develops relevant acquisition schedules and adjusts these accordingly
- Prepares and conducts procurements in accordance with relevant legal, policy, social, economic and environmental considerations.

A4.2 **Acquisition** — Obtaining assets and services that ensure best value to the Crown.

Knowledge:

- Familiarity with Canadian International Trade Tribunal (CITT) decisions and legal precedents
- The use of the various methods of supply
- Completeness of the requisition and the conformity of the requisition to the operational requirement including but not limited to the following: comprehensive statement of work (SOW), specifications, delivery, commissioning, storage, training, preventive maintenance and repair
- The appropriateness and use of various bid evaluation and contractor selection approaches for best value procurement
- Methods to determine the acceptability of the bid price
- Appropriate contractual terms and conditions
- The appropriateness of the various methods of payment and basis of payment options
- Contract management issues
- The need for obtaining legal advice and dispute settlement options
- Reporting obligations
- Contract law.

Experience:

- Successful development of various procurement documents and significant contribution to the development of **at least two** of the following:
  - — Acquisition cards
  - — Formal agreements
  - — Standing offers
  - — Call-up against a standing offer
  - — Purchase orders
  - — Supply arrangements
  - — Task authorizations
  - — Memoranda of Understanding (MOUs)
- Diagnoses potential problems and identifies challenges facing an upcoming procurement in order to build a defendable process
- Successful use of **at least one** of the following competitive selection methods: lowest compliant, lowest cost per point, highest technical, highest rated value, life-cycle costing and lowest imputed price
  - — Reviews adequacy of evaluation criteria and selection method
  - — Participates in a bid evaluation and selection process
  - — Determines the acceptability of bid prices
  - — Deals with questions during the solicitation phase

Withdrawn/Retirée

— Selects the most appropriate method of payment and basis of payment options
— Defends the integrity of the process
— Prepares various reports.

A4.3 **Operations, Use, Maintenance and Management** — Ensuring that assets are available and are effectively utilized, maintained and managed to meet the organization's needs.

Knowledge:

- Contract management of long-term arrangements, including
  - — Performance monitoring
  - — Warranties
  - — Vendor performance
  - — Economic repair
  - — Life-cycle costing
- Technological change, impact of warranties, performance of assets or suppliers
- Materiel planning tools and techniques, including
  - — Supply chain management
  - — Materiel, inventory management and warehousing tools
  - — Distribution tools
- Schedules, allocation and distribution of assets based on requirements
- Forecast process, changes to materiel and resource requirements
- Monitoring and control tools and techniques
- Identifies approaches and methodology to monitor and evaluate performance and to take corrective action.

Experience:

- Determines the most appropriate procurement strategy for meeting acquisition needs
- Manages the contract process and contract administration
- Monitors and evaluates performance, time and cost; takes corrective actions where appropriate; and enforces or amends the procurement instrument
- Ensures follow-up activities occur when there is an indication of problems in contract performance.

A4.4 **Disposal** — Using the most appropriate disposal process and that it is characterized by prudence, probity and integrity and that the highest net value is obtained.

Knowledge:

- Awareness of disposal considerations that must be reflected in the planning and acquisition phases of procurements:
  - — Hazardous materials
  - — Controlled goods
  - — Materiel and inventory management
  - — Re-use and recycling.

Experience:

- Ensure disposal requirements are considered in the planning and acquisitions phases of procurements.

A5. MATERIEL MANAGEMENT FUNCTIONAL COMPETENCIES

A5.1 **Assessment and Planning of Requirements** — Assessing and planning for assets in support of programs and operational requirements.

Knowledge:

- The four phases of life-cycle asset management
- Concepts of basic supply and demand, make or buy, and life-cycle management
- Procurement cycle
- Acquisition methods and techniques
- Acquisition schedules
- Environmental, security and safety practices and related issues
- The existence of key features and where to find information about legislation and policies on
  - — Occupational safety and health
  - — Workplace Hazardous Materiel Information System (WHMIS)

Withdrawn/Retirée

— Transportation of dangerous goods (TDG)
- Client needs (short- and long-term) — The appropriate questions to ask in determining client requirements.

Experience:
- Identifies authorities and their requirements in consultation with clients and stakeholders — contracting and financial
- Explores and proposes the most appropriate method of acquisition taking into consideration the life cycle of the asset
- Develops relevant acquisition schedules and adjusts these accordingly.

A5.2 **Acquisition** — Obtaining assets and services that ensure best value to the Crown.

Knowledge:
- Key features and where to find information about relevant legislation, policies, procedures:
  — *Financial Administration Act* (FAA)
  — Green procurement and sustainable development
  — *Explosives Act* and *Firearms Act*
  — Common Services Policy
  — Procurement and contracting policies
  — Government Contracts Regulations
  — *Access to Information Act*
  — Public Works and Government Services Canada (PWGSC)'s *Customer Manual*
- Levels of authorities
- Trade Agreements: Agreement on Internal Trade (AIT), North American Free Trade Agreement (NAFTA), World Trade Organization–Agreement on Government Procurement (WTO–AGP)
- Transportation of goods
- Procedures and policies on methods of acquisition:
  — Standing offers
  — Local Purchase Orders
  — Acquisition cards
  — Petty cash
  — Purchase, loan, lease cannibalization and modification
- Availability of the required goods or alternate items to satisfy same need — products available through industry
- The role and responsibilities of PWGSC
- Process and procedures for scheduling buys: right items, right quantity and right time for the most effective cost
- Process and procedures for the receipt of goods.

Experience:
- Drafts appropriate procurement or contract documents: research, preparation, processing and filing of documents for acquisitions made by
  — Call-up against a standing offer
  — Local Purchase Orders
  — Acquisition cards
  — Petty cash
- Researches available products and suppliers
- Provides advice and clarifies client needs based on asking the appropriate questions
- Maintains appropriate records and systems for replenishment, trends and cost factors according to relevant government and departmental records management procedures.

A5.3 **Operations, Use, Maintenance and Management** — Ensuring that assets are available and are effectively utilized, maintained and managed to meet the organization's needs.

Knowledge:
- Objectives, provisions, responsibilities, accountabilities and procedures
  i) **for each of the following:**
    — Materiel Management Policy
    — Common Services Policy
    — Warehousing, depots and stores; and
  ii) **for two of the following:**
    — Motor Vehicle Operations Directive

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— Stock-taking
— On-site inventory counts
— Storage
— Shipping
— Receiving
— Asset and inventory management systems and techniques (e.g. FIFO [first in/first out] and shelf life)

- Proper storage procedures for hazardous materials (e.g. explosives, chemicals, radioactive material, paints and fuel) and attractive items
- Relevant health, safety, security and environmental procedures for the handling of hazardous materials, such as WHMIS, TDG and Materiel Handling Equipment (MHE)
- Requirements for safety inspection
- Where to find and keep track of appropriate warranty information (e.g. systems and inventory control).

Experience:

- Participates in the following:
  — Inventory maintenance and control
  — Shipping and receiving
  — System administration and control
  — Asset and inventory verification exercises
- Provides input to or uses an inventory management process to identify warranty items and shelf life.

A5.4 **Disposal** — Using the most appropriate disposal process so that it is characterized by prudence, probity and integrity and so that the highest net value is obtained.

Knowledge:

- Objectives, provisions, responsibilities, accountabilities, procedures:
  i) **for each of the following:**
  — *Surplus Crown Assets Act* (PWGSC)
  — Materiel Management Policy (Treasury Board [TB])
  — Disposal of Surplus Moveable Crown Assets policy (TB)
  — Computers for Schools Program, Industry Canada
  — Write-off procedures and authority levels for write-off
  — Procedures, forms and systems, Crown Assets Distribution (CAD), PWGSC Report of Surplus (ROS), and ROS Item Client System (RICS); and
  ii) **for three of the following:**
  — *International Traffic in Arms Regulations* (ITAR)
  — Controlled goods
  — Federal Identity Program (FIP) requirements for removal of federal identities
  — NATO disposal codes
  — Disposal inspection and certificate procedures
  — *Canadian Environmental Protection Act* (CEPA)
- Packing and materiel handling procedures
- Environmental and safety considerations
- Special holding procedures for environmentally hazardous materials.

Experience:

- Applies procedures for properly packaging and preparing surplus assets for disposal, taking into consideration potential hazards, the environment and safety
- Disposes of surplus assets using appropriate disposal methods and in compliance with relevant policies and procedures
- Deals with CAD, PWGSC.

Withdrawn/Retirée

APPENDIX B

(This appendix does not form a mandatory part of the standard.)

KNOWLEDGE AND EXPERIENCE REQUIREMENTS: LEVEL II

B1. PERSONAL AND INTERPERSONAL COMPETENCIES

B1.1 **Communication** — Exchanging ideas and providing information in ways that promote co-operation, trust and candid discussion to ensure understanding.

Knowledge:

- How to adapt the content and style of communication to the audience
- Barriers and helpers in communication
- Criteria for choosing the most appropriate media.

Experience:

- Prepares and delivers effective communications media, using appropriate technology to best deliver the message
- Seeks and provides advice and information to ensure messages are clearly and accurately portrayed
- Communicates, both orally and in writing, in a manner that clearly and concisely states the context, relevant issues, stakeholder and client interests, options and recommendations
- Speaks in a manner that holds others' attention, both in group and in one-on-one situations
- Prepares various types of written materials, to include **three of the following**, such as
  - — Briefing notes
  - — Position and issue papers
  - — SOW
  - — Request for Proposal
  - — Long-term capital and investment plans
  - — Project proposals
  - — Departmental policies, guidelines, procedures and bulletins.

B1.2 **Creative and Innovative Thinking** — Generating and valuing new ideas and solutions that improve results.

Knowledge:

- Conditions required to promote innovation, creativity and risk taking in the workplace
- Hypothesis testing
- Theories and techniques on how to motivate self and others.

Experience:

- Use of **two of the following** techniques to generate ideas and solutions:
  - — Brainstorming
  - — Mind mapping
  - — Imaging and metaphors
  - — Visualization
  - — Focus groups
- Incorporates creativity and innovation in the day-to-day operations
- Encourages creativity in others and helps develop reward mechanisms.

B1.3 **Stress Management** — Maintaining one's and others' effectiveness, even in stressful and demanding situations.

Knowledge:

- Impact of stress on
  - — Productivity and teamwork
  - — Creativity
  - — Decision making
  - — Personality types
  - — Health
- Techniques to minimize stress in the workplace
- Departmental support systems, such as the Employee Assistance Program
- Alternate work arrangements.

Experience:

- Recognizes signs and impacts of stress on self and on others

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- Takes action to reduce stress and avoid burnout in self and others:
  - — Appropriate humour in the workplace
  - — Wellness activities
  - — Support to others.

B1.4 **Insight and Judgment** — Making appropriate choices while considering situations, issues and persons involved.

Knowledge:
- How to identify and assess issues
- How to determine options, risks and opportunities.

Experience:
- Deals with persons and situations with diplomacy, tact and discretion
- Takes a proactive rather than reactive approach
- Assesses the issues and risks involved with various courses of action and makes appropriate choices.

B1.5 **Integrity, Ethics and Values** — Demonstrating, through words and actions, public service values and ethics to ensure that public trust is upheld.

Knowledge:
- Public service framework for ethics and values
- Moral and legal accountabilities
- Formal and informal ways to deal with unethical behaviour in others
- Concepts and dimensions of ethical dilemma.

Experience:
- Provides advice to clients and staff based on the ethical values of the public service
- Guides others in the exploration and resolution of ethical dilemmas
- Generates and evaluates alternative ways of reconciling ethical dilemmas.

B1.6 **Negotiating and Persuading** — Gaining support and finding mutually acceptable solutions.

Knowledge:
- Interest-based negotiation techniques
- Post-negotiation analysis techniques
- Conflict resolution techniques
- How and when to reach a compromise.

Experience:
- Questions other parties to understand interests and underlying positions
- Identifies the needs of other parties and acknowledges interdependencies
- Focuses the discussion on common interests
- Generates and proposes ideas that address the interests of different parties
- Deals constructively with conflict situations to resolve issues.

B1.7 **Self-confidence** — Believing in one's own abilities and having confidence in one's decisions and opinions.

Knowledge:
- Confidence-building techniques for self and others.

Experience:
- Takes ownership and responsibility for decisions, even with a risk of failure
- Adapts interpersonal styles to fit the audience and the situation
- Displays an openness to others' ideas and to take on new challenges.

B1.8 **Service Orientation** — Developing and maintaining an effective relationship with stakeholders and clients, anticipating clients' needs and responding with appropriate solutions.

Knowledge:
- Alternative methods of delivery
- Development of service standards
- Client-centred approach to program delivery
- Practical feedback mechanisms
- Service monitoring-systems.

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Experience:

- Significant contribution to the development and implementation of service standards, taking into consideration client and stakeholder expectations
- Applies client-service monitoring and satisfaction tools
- Coaches or mentors staff or colleagues on service approach
- Communicates and markets services to clients
- Seeks feedback on value and quality of services
- Identifies service-related issues and takes appropriate action to resolve issues
- Consults with clients, focus groups, consultation and interest groups using a variety of consultation techniques.

B1.9 **Teamwork** — Working collaboratively with others to achieve common objectives, goals and results.

Knowledge:

- Group dynamics and team development
- Consensus-building techniques
- Organizational barriers to effective use of teams
- The organization and where to find the appropriate expertise
- When to utilize teams versus individual tasking
- Strengths and weaknesses of teams.

Experience:

- Develops and maintains professional relationships within the organization and with clients and the public
- Recommends the establishment and the make-up of competent teams or work units and performs the leadership functions of the established team or work unit
- Ensures the right mix of skills exist on the team to meet the challenges at hand
- Uses behaviours conducive to consensus building
- Supports group decisions and acts in solidarity
- Values, encourages, promotes and manages diversity
- Acknowledges contributions, gives recognition and celebrates success
- Breaks down silos and brings disparate groups together.

B2. BUSINESS PERSPECTIVE COMPETENCIES

B2.1 **Business Analysis and Cognitive Capacity** — Synthesizing information, identifying links and issues to arrive at an understanding of a situation, problem or opportunity in order to respond efficiently.

Knowledge:

- Corporate and departmental trends and priorities and culture
- Planning and plan analysis processes
- Situational analysis processes
- Existence of precedents and their impact.

Experience:

- Conducts organizational analysis
- Translates analysis into sound applications
- Extracts critical information to establish direction and develop a long-term perspective.

B2.2 **Organization and Public Sector Knowledge** — Understanding the inner workings of the public service and effectively utilizing knowledge of the organization and its environment to accomplish work and organizational objectives.

Knowledge:

- Public service decision-making structures and processes
- Ministerial accountability:
  - — Legislative
  - — Mandate and mission
  - — Source of delegated authority
- Roles and responsibilities of key stakeholders and their relevance
- Delegation of authorities within government and the department, and one's individual accountability within that context
- Interrelationships between financial and non-financial resources.

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Experience:
- Engages appropriate stakeholders in support of organizational objectives
- Assesses and evaluates administrative policy issues within the broader context of government policies and priorities.

B2.3 **Processes, Procedures and Technology** — Understanding and effectively utilizing the organization's procedures, processes and technology to achieve results.

Knowledge:
- User requirements (e.g. staff and clients)
- Policy development process
- Latest technology developments: applications, software, systems and processes
- Business process engineering techniques.

Experience:
- Analyzes data and draws conclusions
- Participates in developing a corporate asset management strategy, supported by technology
- Develops procedures and guidelines that promote an understanding of life-cycle asset management, using technology applications
- Maps and re-engineers business processes and systems to improve business practices
- Advises and supports development of business cases and risk analyses, and seeks required authorization.

B2.4 **Risk Management** — Identifying, assessing, understanding and communicating the benefits and consequences of risk issues in order to set the best course of action to achieve work and organizational objectives.

Knowledge:
- Theories and principles of risk-based decision-making methodologies
- Concepts associated with risk identification, risk assessment and how to respond to risk issues, particularly the legal and financial aspects.

Experience:
- Communicates risk findings, recommendations and approaches to manage risk
- Applies a proactive, systematic and integrated approach to managing risk
- Promotes use of available risk management services.

B2.5 **Strategic Thinking and Visioning** — Supporting organizational vision and aligning strategies and priorities accordingly to achieve objectives.

Knowledge:
- Processes and techniques to move from transaction-oriented thinking to strategic thinking
- The organization's vision, mission and goals
- Client and stakeholder interests, issues and concerns.

Experience:
- Fosters an environment that focuses on a more strategic, broad approach to developing and implementing work plans
- Develops business plans that align the organization's vision, strategies and priorities and that reflect client and stakeholder needs
- Participates in the development of integrated, horizontal strategies and long-term plans
- Leads a visioning exercise to generate a sense of common purpose and commitment toward goals.

B3. LEADERSHIP AND MANAGEMENT COMPETENCIES

B3.1 **Change Management** — Supporting, initiating, implementing and adapting to change while dealing with the impacts of shifting priorities and new developments.

Knowledge:
- Principles of change management
- Types and stages of the process of change management
- Characteristics of change agents
- Dynamics of change in individuals and teams
- Forms and sources of resistance to change.

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Experience:
- Creates an environment that helps the organization achieve goals and make a successful transition
- Participates and involves others in transition processes
- Develops a plan for the implementation of change, and monitors and evaluates progress
- Recognizes and responds appropriately to the adverse effects of change and stress on individuals and teams.

B3.2 **Developing Self and Others** — Committing to learning and development in support of a continuous learning environment and the alignment of organizational, professional and personal goals.

Knowledge:
- Feedback techniques, roles and process
- Networks in and outside the public service:
  - — Types and purposes
  - — Electronic network (Internet and intranet)
  - — People
- Principles of performance management
- Government and departmental learning priorities, plans and strategies
- Approaches to coaching and mentoring: models, roles, processes, characteristics of a good coach or mentors.

Experience:
- Applies performance management principles effectively
- Shares information, values, ideas, knowledge and experiences
- Provides timely, constructive and balanced feedback
- Promotes, encourages, provides and shares opportunity for continuous learning within organization
- Seeks out and utilizes electronic networks (internally and externally)
- Establishes and maintains personal networks
- Applies mentoring skills and coaching techniques.

B3.3 **Problem Solving and Decision Making** — Identifying and effectively solving problems or difficult situations using a range of analytical and creative approaches.

Knowledge:
- Problem solving and decision-making models, processes and techniques
- Human behaviours relating to problem solving and decision making.

Experience:
- Conducts option and risk analysis to prevent or resolve problems and disputes
- Translates analysis into sound applications and courses of action
- Uses appropriate or innovative conflict resolution methods.

B3.4 **Work Management** — Organizing work, resources and processes to achieve and assess results.

Knowledge:
- The departmental planning cycle, process, documents and responsibilities
- Public service, corporate and departmental priorities, culture and trends
- Departmental resource management frameworks, policies and procedures
- Work plans, business plans and budget formulation processes
- Delegated authorities and responsibilities
- Performance measurement principles, techniques and monitoring mechanisms.

Experience:
- Develops work plans that will advance the organizational business plan
- Creates and adjusts work plans to reflect the most efficient use of resources and technology
- Plans and organizes appropriate resource levels to meet operational requirements
- Develops business strategies and plans that are integrated and aligned with broader government initiatives to achieve objectives
- Participates in the development of a performance management framework to effectively assess outcomes
- Monitors and evaluates performance and makes recommendations to improve effectiveness, economy and efficiency
- Participates in and provides advice on re-aligning objectives and resources based on results of asset performance
- Provides an environment that supports a balance between work and personal life.

Withdrawn/Retirée

B4. PROCUREMENT FUNCTIONAL COMPETENCIES

B4.1 **Assessment and Planning of Requirements** — Assessing and planning for assets in support of programs and operational requirements.

Knowledge:

- Relevant sustainable development strategies, procedures and guidelines
- Techniques to evaluate best value
- Project management principles and practices
- Best practices, procurement plans and procurement strategies, and internal and external policy directives, policy guidance on treaties and agreements
- The impact of various market forces on procurement such as industry capability, global economic issues, maturity of the marketplace, availability, and other commodity-based issues.

Experience:

- Determines applicability of legislation, policies and practices in order to develop a comprehensive procurement strategy
- Identifies and implements risk management strategies in assessing and planning for assets
- Ensures requirement definitions address operations, use and maintenance considerations
- Ensures procurement strategies address operations, use and maintenance considerations
- Contributes to the analysis and interpretation of data and historical trends
- Sets terms and conditions of agreement documents.

B4.2 **Acquisition** — Obtaining assets and services that ensure best value to the Crown.

Knowledge:

- The impact of parliamentary appropriation processes and expenditure management process on procurement.
- The appropriateness and use of various bid evaluation and contracting approaches for complex requirements
- Analytical processes (e.g. cost benefit; make or buy; best value and return on investment (ROI); lease, rent, purchase; total cost of ownership (life cycle); cost analysis; value engineering; spend analysis; commodity management analysis; and method of supply studies
- The need for obtaining legal advice, and related dispute settlement options
- Monitoring and control tools and techniques
- Contract change management.

Experience:

- Provides guidance and direction to the end user for the development of an optimal bid solicitation package and procurement approach, in particular the SOW and evaluation or selection approach
- Determines acceptability of price by either verifying market price or assessing cost breakdowns, or other means as appropriate
- Authorizes changes to requirements by amending procurement instruments as appropriate
- Diagnoses potential problems, assesses risks and liabilities, and identifies other challenges facing an upcoming major procurement
- Applies various bid evaluation and contractor selection approaches for complex procurements
- Conducts and manages all aspects of the bid solicitation process:
  - — Develops solicitation documents and instructs evaluators
  - — Manages questions and bid clarifications during the solicitation phase
  - — Reviews evaluation results
  - — Facilitates consensus report
  - — Debriefs unsuccessful bidders
  - — Ensures adequate documentation
- Defends the integrity of the process
- Ensures that performance is monitored and that both parties are meeting their obligations regarding the terms and conditions of agreement and reporting activities and results.

B4.3 **Operations, Use, Maintenance and Management** — Ensuring that assets are available and are effectively utilized, maintained and managed to meet the organization's needs.

Withdrawn/Retirée

Knowledge:
- Aspects of assets, including characteristics, availability, condition and performance history.

Experience:
- Covered in acquisition phase.

B4.4 **Disposal** — Using the most appropriate disposal process so that it is characterized by prudence, probity and integrity and so that the highest net value is obtained.

Knowledge:
- Covered in operations, use, maintenance and management phase.

Experience:
- Ensures that the impact of asset management and disposal are assessed during the procurement planning and acquisition processes.

B5. MATERIEL MANAGEMENT FUNCTIONAL COMPETENCIES

B5.1 **Assessment and Planning of Requirements** — Assessing and planning for assets in support of programs and operational requirements.

Knowledge:
- Forecasting tools and techniques
- Trend analysis, historical usage and rates
- The marketplace and commodities
- Best value concept
- Different ways of managing materiel: just-in-time, make or buy, in-house or outsourcing
- Federal and departmental objectives and strategies pertaining to
  - — Sustainable Development Strategy and green procurement
  - — Environmental Management System (EMS)
  - — Procurement Strategy for Aboriginal Business (PSAB)
  - — *Canadian Environmental Protection Act* (CEPA).

Experience:
- Assesses data and historical trends to forecast use and assess priorities
- Works with clients, suppliers, vendors, and procurement specialists and other government departments
- Plans for a variety and complexity of assets
- Keeps abreast of current market trends and products
- Participates in the development of EMS plans as a subject-matter expert
- Implements social, environmental and sustainable development plans
- Writes, communicates, applies and monitors operational procedures and directives within the department's context and authorities.

B5.2 **Acquisition** — Obtaining assets and services that ensure best value to the Crown.

Knowledge:
- Trend analysis, historical usage and rates
- Commodity knowledge
- Supply cycle of client and customer requirements and operations
- Components and uses of acquisition plans and evaluation frameworks.

Experience:
- Analyzes and recommends options
- Works with clients, vendors and procurement specialists as a member of a departmental or an interdepartmental project team
- Monitors contracts to ensure milestones and deliverables are met.

B5.3 **Operations, Use, Maintenance and Management** — Ensuring that assets are available and are effectively utilized, maintained and managed to meet the organization's needs.

Knowledge:
- Relevant policies and industry standards and norms that impact on how assets are used and maintained
- Operational requirements and capability and how to project them

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- Commodity knowledge: characteristics, availability, condition and performance history
- Market cycle
- Terms and conditions of agreements and contracts, and of persons responsible or involved
- Inventory management systems.

Experience:
- Develops and implements operational plans
- Analyzes and interprets data and historical trends
- Assesses the performance of assets in consultation with clients, program and life-cycle managers, users and suppliers
- Keeps abreast of and monitors warranties, maintenance records and history, shelf life and life expectancy
- Assesses the costs to maintain, manage and replace and rotate the life cycle of the asset
- Keeps up-to-date on operational requirements and use of assets to support the operation
- Develops cost-effectiveness strategies
- Administers or manages a variety and complexity of assets
- Ensures that all parties involved in agreements and contracts are meeting their obligations and take appropriate action as required
- Advises contracting specialists when assets do not meet terms and conditions
- Uses inventory management systems to identify assets surplus to requirements.

B5.4 **Disposal —** Using the most appropriate disposal process so that it is characterized by prudence, probity and integrity and so that the highest net value is obtained.

Knowledge:
- Disposal and investment recovery options according to the TB policy on Disposal of Surplus Moveable Crown Assets
- How to cost options for disposal and return on investment in support of programs
- Materiel Management Assets Policy and Real Property Assets Policy and other government and departmental policies and delegations
- When to dispose of assets
  - — Program requirements
  - — Condition of assets
  - — Life-cycle principles
- Legislation, regulations and policies relevant to the disposal of surplus assets
  - — ITAR
  - — Controlled goods
  - — FIP
- Marketplace conditions in order to determine the best time to dispose of an asset
- Specialty handling techniques (e.g. hazardous materials and equipment)
- The interrelationship of assets and their subcomponents and supporting services.

Experience:
- Develops disposal and investment recovery comprehensive plans, procedures and guidelines
- Co-ordinates timely disposal of surplus assets with the custodian
- Deals with disposal contractors
- Oversees and supervises the disposal of surplus assets, including assets of a complex nature (e.g. gratuitous or interdepartmental transfers)
- Analyzes and assesses marketplace conditions
- Assesses the impact of disposal of surplus assets on supporting inventories and services.

Withdrawn/Retirée

APPENDIX C

(This appendix does not form a mandatory part of the standard.)

KNOWLEDGE AND EXPERIENCE REQUIREMENTS: LEVEL III

C1. PROCUREMENT FUNCTIONAL COMPETENCIES

C1.1 **Assessment and Planning of Requirements** — Assessing and planning for assets in support of programs and operational requirements.

Knowledge:

- How policies, processes, systems and procedures integrate
- Trends in public and private procurement
- Identifying the need for change
- Options and solutions analysis
- Business case analysis (socio-economic analysis)
- The interrelationships between the purchasing methodology with funding options available within government
- Project management principles, practices, approaches, methodologies and dynamics.

Experience:

- Ensures that various complex aspects of the requirements are integrated into plans
- Ensures systems capabilities and other processes are integrated to support procurement and reporting activities
- Participates in assessing the efficiency, effectiveness and economy of procurement implementation strategies
- Ensures that political, social and economic issues and impacts are appropriately addressed.

C1.2 **Acquisition** — Obtaining assets and services that ensure best value to the Crown.

Knowledge:

- Approaches to ensure that appropriate systems, processes and strategies required for managing a procurement function in an organization and the key instruments (e.g. management control framework and delegations) are in place
- Complexities of the procurement function
- Vendor performance management issues
- Current procurement reform initiatives and best practices in contracting.

Experience:

- Reviews and assesses contracting-related policies, procedures and practices, and recommends improvements and changes
- Ensures that contracts are effectively managed and any issues are resolved
- Analyzes and assesses public and private practices and benchmarking where appropriate
- Analyzes and assesses the impact on the marketplace of existing and proposed procurement strategies
- Ensures compliance with delegations of authority
- Engages or consults with legal advisors
- Advises staff on how to deal with and ensure the satisfactory resolution of vendor performance management issues.

C1.3 **Operations, Use, Maintenance and Management** — Ensuring that assets are available and are effectively utilized, maintained and managed to meet the organization's needs.

Knowledge:

- The impact of the use, maintenance and management of assets on the planning and acquisition phases, to ensure an integrated management approach.

Experience:

- Provides significant input to the development of procurement and supply policies and strategies
- Conducts strategic and organizational analysis of procurement and supply matters
- Assists in developing strategy for difficult-to-secure items.

Withdrawn/Retirée

C1.4 **Disposal** — Using the most appropriate disposal process so that it is characterized by prudence, probity and integrity and so that the highest net value is obtained.

Knowledge:
- Increasingly advanced knowledge of
  - — Disposal strategies and alliances
  - — Complex asset disposal.

Experience:
- Ensures disposal requirements are considered in the planning and acquisitions phases of procurements.

C2. MATERIEL MANAGEMENT FUNCTIONAL COMPETENCIES

C2.1 **Assessment and Planning of Requirements** — Assessing and planning for assets in support of programs and operational requirements.

Knowledge:
- Relevant federal and departmental strategies and objectives to be considered in the development of plans
- Political, social and economic climate of the region and its impact on the operational entity.

Experience:
- Participates and represents the interests of the function and the organization in departmental and interdepartmental working and planning groups
- Assesses plans to ensure they reflect relevant social, economic and regional issues, and their impacts
- Analyzes different options and assesses their impact on materiel management operations.

C2.2 **Acquisition** — Obtaining assets and services that ensure best value to the Crown.

Knowledge:
- Asset requirements within the department and of other departments and agencies with similar requirements
- The impact of relevant health and safety, and sustainable development policies and issues in the procurement of assets.

Experience:
- Works with senior levels in other sections within the department and in other departments involved in the acquisition process to determine asset requirements and to capitalize on acquisition of similar asset requirements
- As a senior member of a project team, participates and contributes functional expertise in building business cases for complex procurements.

C2.3 **Operations, Use, Maintenance and Management** — Ensuring that assets are available and are effectively utilized, maintained and managed to meet the organization's needs.

Knowledge:
- Long-term capital planning policy, processes and methodologies
- Capital assets (e.g. life expectancies)
- Departmental programs, planning and reporting frameworks, processes and documents
- Social, economic and political strategies
- Performance management indices and measurements to assess asset performance
- Evaluation and validation methodologies for asset performance
- Budget management and resource re-allocation.

Experience:
- As a senior member of a departmental team, develops long-term capital plans
- Prepares integrated, horizontal operational strategies and long-term plans
- Develops performance management frameworks and measures to assess outcomes
- Assesses evaluations of asset performance
- Readjusts plans and associated resources (financial and human) to ensure optimal performance of assets.

C2.4 **Disposal** — Using the most appropriate disposal process so that it is characterized by prudence, probity and integrity and so that the highest net value is obtained.

Knowledge:
- Social, economic and political decisions and considerations and their impact on the disposal of surplus assets
- Evaluation and validation procedures, processes and systems.

Withdrawn/Retiree

Experience:

- Negotiates strategic disposal strategies and plans within the department and with other government departments (OGDs)
- Negotiates disposal strategies and plans with contractors
- Participates as a team member in an intradisciplinary disposal business case
- Approves cost options for disposal and return on investment in support of programs
- Evaluates, validates and monitors disposal functions, procedures, processes and systems.

Withdrawn/Retirée

APPENDIX D

(This appendix does not form a mandatory part of the standard.)

TRAINING AND OTHER LEARNING SOLUTIONS

The training and other learning solutions that support the competencies listed in this standard are found in the *PDCP's Continuous Learning Course Catalogue* at http://www.tbs-sct.gc.ca/pd-pp/contlearn/catalogue_e.asp.

These courses are recognized by the PDCP and are offered by organizations within the federal government. The primary training providers are the Canada School of Public Service (formerly Training and Development Canada and the Canadian Centre for Management Development) and PWGSC.

Courses other than those listed in the course catalogue will be considered as equivalent based on the course objectives, content and when the course was taken.

Withdrawn/Retirée

APPENDIX E

(This appendix does not form a mandatory part of the standard.)

GENERAL EXPERIENCE REQUIREMENTS

E1. GENERAL: YEARS OF EXPERIENCE

E1.1 It is expected that an individual would require a number of years of work experience to fully demonstrate the knowledge, skills and abilities described in section 8. For each of the three proficiency levels, the following number of years of experience is suggested.

E2. LEVEL I: CORE AND FUNCTIONAL

E2.1 A total of three years of public purchasing or materiel management experience, two years of which should be at the federal level.

E3. LEVEL II: CORE AND FUNCTIONAL

E3.1 A total of five years of public purchasing or materiel management experience:

a. Four of the five years should be at the federal level; and

b. Two of the five years should be of current public purchasing supervision (functional or direct) or team leadership or management-related functions of a program.

E4. LEVEL III: FUNCTIONAL

E4.1 A total of ten years of management and procurement or materiel management experience:

a. Five of the ten years should be federal procurement experience, dealing with a variety of requirements; and

b. Five of the ten years should be of management experience, three of which should be at the federal level

E4.2 Management experience can include supervising staff and the management of the various functional activities (e.g. contract administration, inventory management and logistics) that comprise the life-cycle management of assets.

Withdrawn/Retirée

APPENDIX F

(This appendix does not form a mandatory part of the standard.)

RELEVANT LEGISLATION AND POLICIES

F1. PERSONAL AND INTERPERSONAL, BUSINESS PERSPECTIVE, AND LEADERSHIP AND MANAGEMENT COMPETENCIES

Aboriginal Land Claim Agreements
Access to Information Act
Accrual accounting (TB)
Allowances for Valuation of Assets and Liabilities, Policy on (TB)
Alternative Service Delivery, Policy on (TB)
Appropriation Acts
Canada Labour Code (Part II)
Canada Occupational Health and Safety Regulations
Canada Transportation Act
Canada Wildlife Act
Canadian Human Rights Act (CHRA)
Claims and Ex gratia Payments, Policy on (TB)
Communications Policy of the Government of Canada (TB)
Conflict of Interest and Post-Employment Code for the Public Service
Conflict of Interest and Post-Employment Code for the Public Service, Guide on the (TB)
Continuous Learning in the Public Service of Canada, A Policy for (TB)
Contract law (Legal context)
Copyright Act
Delegation of Authorities, Policy on (TB)
Duty to Accommodate Persons with Disabilities in the Federal Public Service, Policy on the (TB)
Employment Equity Act
Employment Equity Policy (TB)
Enhanced Framework for the Management of Information Technology Projects, An (TB Policy)
Estimates for the Government of Canada and Other Supporting Documents (TB Policy)
Expenditure Management System of the Government of Canada, The (TB)
External Charging Policy (TB)
Financial Administration Act (FAA) (Sections 32, 33, 34, 40, 41, 61 and 89)
Financial Management (TB Policies and regulations)
Government Security Policy (TB)
Guide to Preparing Treasury Board Submissions (TB)
Harassment in the Workplace (TB Policies)
Indemnification of and Legal Assistance for Crown Servants, Policy on the (TB)
Industrial and Regional Benefits Policy, The (Industry Canada)
Integrated Risk Management Framework (TB)
Internal Disclosure of Information Concerning Wrongdoing in the Workplace, Policy on the (TB)
Losses of Money and Offenses and Other Illegal Acts Against the Crown, Policy on (TB)
Management of Government Information, Policy on the (TB)
Management of Information Technology (TB Policy)
Management of Major Crown Projects (TB Policy)
Manager's Guide to Operating Budgets (TB)
National Archives of Canada Act
Occupational Safety and Health (TB Policies, directives and standards)
Official Languages Act
Official Languages Policy Framework (TB)
Parliament of Canada Act
Payables at Year-End (PAYE), Policy on (TB)
Payment of Interest and Sales Tax on Services (TB Regulations)
Payment Requisitioning and Payment on Due Date, Policy on (TB)
Payments in Lieu of Taxes Act and Regulation
Prevention and Resolution of Harassment in the Workplace, Policy on the (TB)

Withdrawn/Retirée

Privacy Act
Privacy and Data Protection (TB Policies)
Project Approval (TB Policy)
Project Management (TB Policy)
Public Service Employment Act and Regulation
Security Policy (TB)
Staff Relations (TB Policies)
Title to Intellectual Property Arising Under Crown Procurement Contracts, Policy on (TB)
Transfer Payments, Policy on (TB)
Values and Ethics Code for the Public Service (TB)
Workforce Adjustment Directive (TB)

F2. FUNCTIONAL COMPETENCIES

Accounting for Costs and Liabilities Related to Contaminated Sites, Policy on (TB)
Accounting for Inventories, Policy on (TB)
Acquisition Cards, Policy on (TB)
Aeronautics Act
Agreement on Internal Trade (AIT)
Alternative Fuels Act
Alternative Service Delivery, Policy on (TB)
Canada Health Act
Canadian Environmental Protection Act (CEPA) (and federal and departmental environmental procurement policies)
Common Services Policy (TB)
Contracting Policy (TB)
Controlled Drugs and Substances Act
Comprehensive Land Claims Agreement
Customs and Duties Regulations
Decision Making in Limiting Contractor Liability in Crown Procurement Contracts, Policy on (TB)
Defence Industrial Preparedness (DIP) (National Defence)
Defence Production Act
Department of Public Works and Government Services Act
Disposal of Surplus Moveable Crown Assets (TB Policy)
Executive Vehicle Policy (TB)
Explosives Act
Expropriation Act
Federal Identity Program Policy (TB)
Federal Real Property and Federal Immovables Act
Federal Real Property Regulations
Financial Administration Act
Firearms Act
First Nations Land Management Act
Fisheries Act
Government Contracts Regulations
Grants and Contributions (TB Policy)
Indian Act
International Shipping Regulations
International Traffic in Arms Regulations (ITAR)
Long-term Capital Plans, Policy on (TB)
Mackenzie Valley Resource Management Act
Manitoba Treaty Land Entitlement Framework Agreement
Materiel Management Policy (TB)
Motor Vehicle Operations Directive (TB)
North American Free Trade Agreement (NAFTA)
Nuclear Safety and Control Act
Nunavut Act
Procurement Review Policy (TB)

Withdrawn/Retirée