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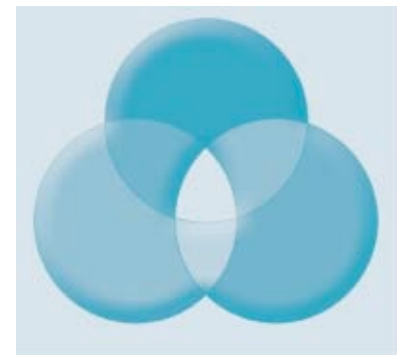
REAL PROPERTY COMPETENCIES: *THE FOUNDATION FOR PROFESSIONAL DEVELOPMENT*

**Presentation to RPIC National Workshop,
Gatineau, Quebec
November 25, 2009**

Canada 

Presenters

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RP Competencies Working Group



National Defence / Défense nationale



Public Works and Government Services Canada

Travaux publics et Services gouvernementaux Canada



Correctional Service Canada / Service correctionnel Canada



Canadian Food Inspection Agency

Agence canadienne d'inspection des aliments



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Royal Canadian Mounted Police / Gendarmerie royale du Canada



Health Canada / Santé Canada



Canada Revenue Agency / Agence du revenu du Canada



Natural Resources Canada

Ressources naturelles Canada



Parks Canada / Parcs Canada



Fisheries and Oceans Canada

Pêches et Océans Canada



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Presentation Outline

- Context
- Why Develop Competencies?
- Defining Competencies
- Development and Validation Process
- Use of Matrix
- Demo of Core Competency Assessment Tool
- Next Steps
- Useful links and contacts
- Q & A



Context: CGSB Standard

- CGSB Standard 192.1-2005
Competencies of the Federal Procurement, Materiel Management and Real Property Community
- RP Functional Competencies
- Amendment to the Standard



Context: Functional Community

A functional community:

- shares work purpose;
- functions; and
- professional interests across departments and agencies.



Context: The Real Property Community

Large and Diverse

- Estimated 5,000 public servants (larger PMMRP community is estimated at 10,000)
- All employees involved in life-cycle asset management functions
- Comprised of different occupational groups: AS, ENG, CR, EG, GL, ES, CO ...

Impact

- Real property holdings valued at over \$35 billion

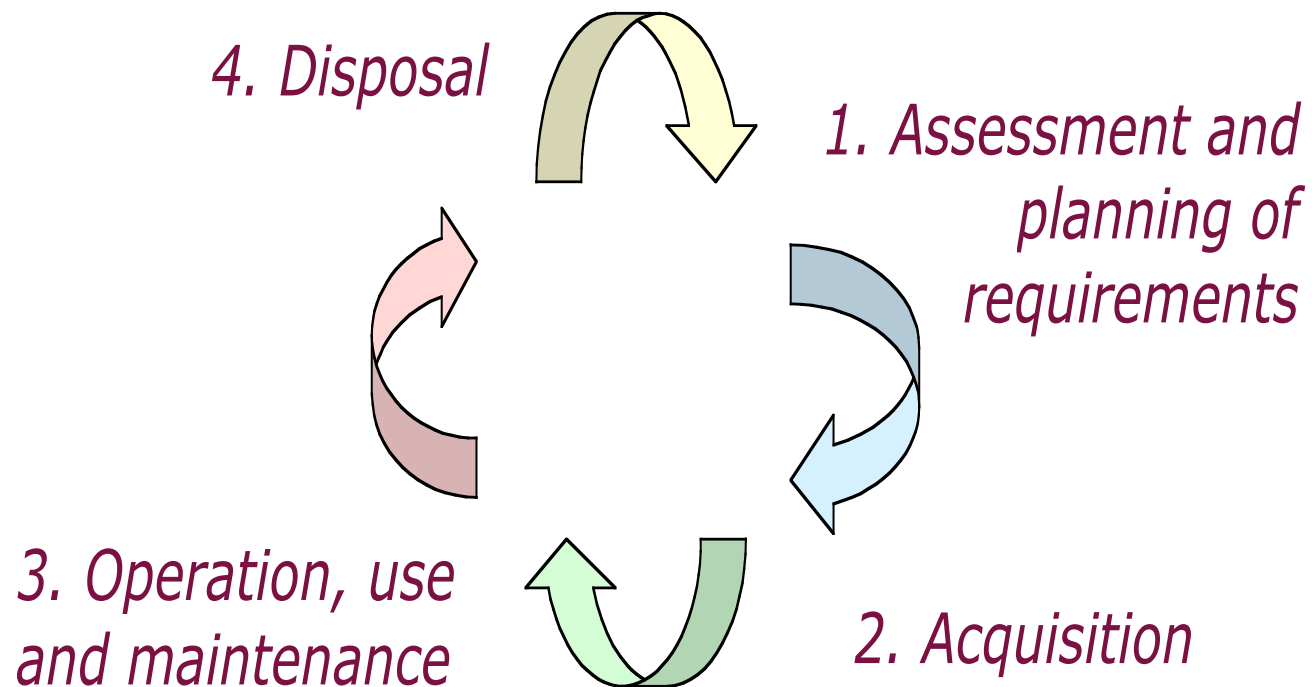


Context: Real Property Specialist

- One who is involved in 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
- Focus on behaviours unique to managing RP assets in a government setting.



Life-Cycle Management of Assets





Rationale: Why develop competencies?

- In keeping with:
 - TB Policy on Learning, Training and Development (2006)
 - Framework for Competency-Based Management in the Public Service of Canada
- Transition from a transaction-based community to a more strategic, knowledge-based one (better life-cycle management of government assets)
- Foundation for employee development, staffing, recruitment.



Defining Competencies

Competencies: identify the knowledge, skills and attributes necessary to perform successfully in a particular business role.

- **Core** – common to Procurement, Materiel Management and Real Property
- **Functional** - function specific

Competency Clusters

Personal & Interpersonal Competency Cluster

Communication • Creative/Innovative Thinking •
Effectiveness and Stress Management • Insight/Judgement
• Integrity/Ethics and Values • Negotiating/Persuading •
Self-Confidence • Service Orientation • Teamwork

Business Perspective Competency Cluster

Business Analysis/Cognitive Capacity • Organizational
and Public Sector Knowledge • Processes, Procedures and
Technology • Risk Management • Strategic
Thinking/Visioning

Leadership/Management Competency Cluster

Change Management • Developing Self and Others •
Problem Solving/Decision Making • Work Management

Functional Competency Cluster

Assessment and Planning of Requirements • Acquisition •
Operations, Use and Maintenance • Disposal



Elements

Behavioural Indicator Statement:

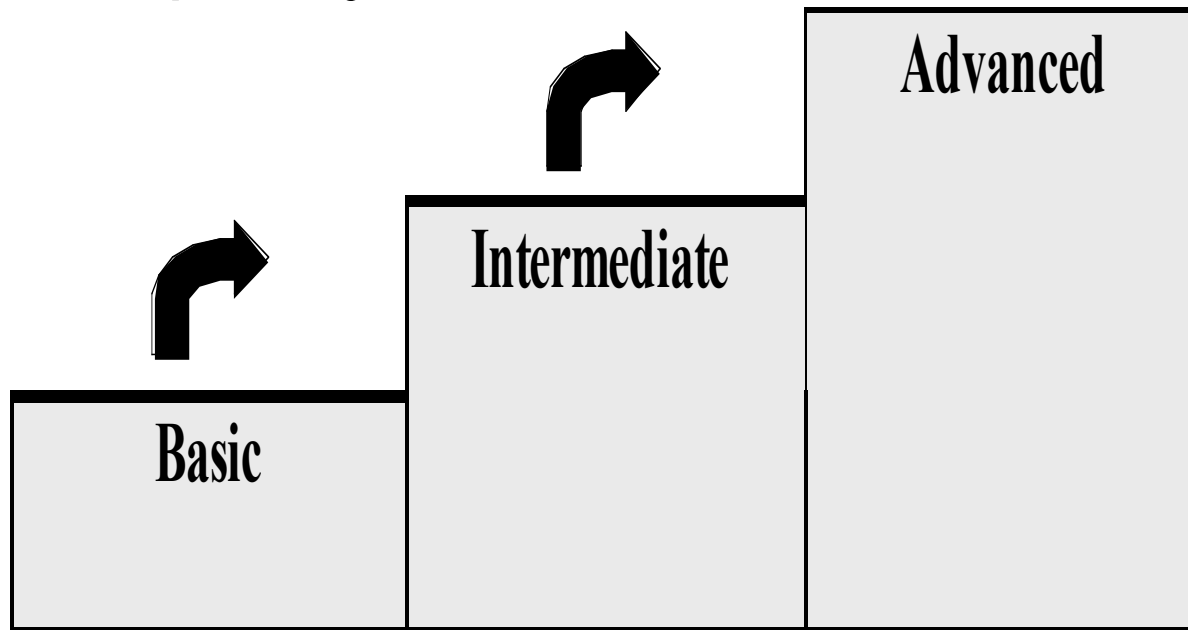
- Description of observable behaviours required to demonstrate a competency

Knowledge and Experience Requirements:

- Support the Behavioural Indicator Statements for each competency;
- Explain the type of knowledge and experience an employee would expect to have in order to demonstrate the BIS

3 Proficiency Levels

- Progressive and Cumulative Degrees of Complexity









Development Process

- RP Competencies Working Group:
 - Used existing Behavioural Indicator Statements (BIS) as a guide
 - Discussed and reviewed by the WG until consensus was reached
 - Reviewed by the Personnel Psychology Centre (PSC)
 - On-going validation throughout process



Validation Process

- Used DND RP Competencies as a tool to provide a **structured** approach :
 -  Validated the DND RP Competencies
 -  Created “sub-competencies”
 -  Mapped the BIS to the sub-competencies in a matrix
 -  Used the matrix as a tool for creating the Knowledge and Experience Statements

REAL PROPERTY COMPETENCIES

Plan

Behavioural Indicator Statements

- 1.1.1 Describes how real property supports program delivery.
- 1.1.2 Applies the concepts of life-cycle management into investment planning
- 1.1.3 Discusses requirements with clients and stakeholders
- 1.1.4 Assesses the ability of the market sector to meet requirements
- 1.1.5 Determines the appropriate solution to meet Real Property requirements.
- 1.1.6 Determines the appropriate contractual, financial and real property transactional authorities.

RP Management Framework	RP Strategies	RP Policy Framework	RP governance (Delegation of authorities)	RP policies, regulations, standards, guidelines & processes	Demand, supply & gap analysis industry research (best practices, new innovations, etc.)	Options Analysis (Business Case)	RP Planning	Risk management framework includes Risk Assessment	RP Performance Management Framework

		REAL PROPERTY COMPETENCIES												
		Plan												
Behavioural Indicator Statements		RP Management Framework	RP Strategies	RP Policy Framework	RP governance (Delegation of authorities)	RP policies, regulations, standards, guidelines & procedures	Demand, supply & gap analysis	Industry research (best practices, new innovations, etc.)	Options Analysis (Business Case)	RP Planning	Risk Management Framework/Process Risk Assessment	RP Performance Management Framework	Knowledge & Experience Statements	
												Not linked to particular BI Statements		
		Level I												
1.1.1 Describes how real property supports program delivery.													Knowledge of:	Experience:
1.1.2 Applies the concepts of life-cycle management into investment planning													Definition and purpose of a Real Property Management Framework	Prepares and conducts real property planning in accordance with the relevant legislation, regulations, policies, principles, and processes
1.1.3 Discusses requirements with clients and stakeholders													The four phases of life cycle asset management (plan, acquire, use and dispose) as part of the planning process	Identifies requirements through consultation with clients and stakeholders
1.1.4 Assesses the ability of the market sector to meet requirements													Real Property strategies and principles and how they are applied to acquisition, use and disposal	Identifies authorities and their requirements in consultation with clients and stakeholders-contracting and financial
1.1.5 Determines the appropriate solution to meet Real Property requirements.													Real Property transaction authorities and project approval authorities	Prepares Real Property analysis such as supply/demand and life cycle management considerations
1.1.6 Determines the appropriate contractual, financial and real property transactional authorities.													Legal and policy framework affecting real property including treaties, legislation, regulations and policy instruments	Explores and proposes the most appropriate method of acquisition taking into consideration the life cycle of assets
1.1.7 Collects data and information required for real property reporting obligations													Concepts of supply and demand	Incorporates life cycle management principles into Real Property planning
													The marketplace, trends and economic conditions affecting Real Property Options analysis and methodology	Plans Real Property requirements in accordance with relevant legal, policy, social, economic and environmental considerations
													The impact of RP decisions on stakeholders when planning requirements	
													Roles and responsibilities of common service providing departments, clients and stakeholders	
													The appropriate questions to ask in determining departmental programs, client and stakeholder requirement	



Use of Matrix

- Use the matrix (previous slide) as a tool that Departments can layer their needs on top of the PMMRP Standard

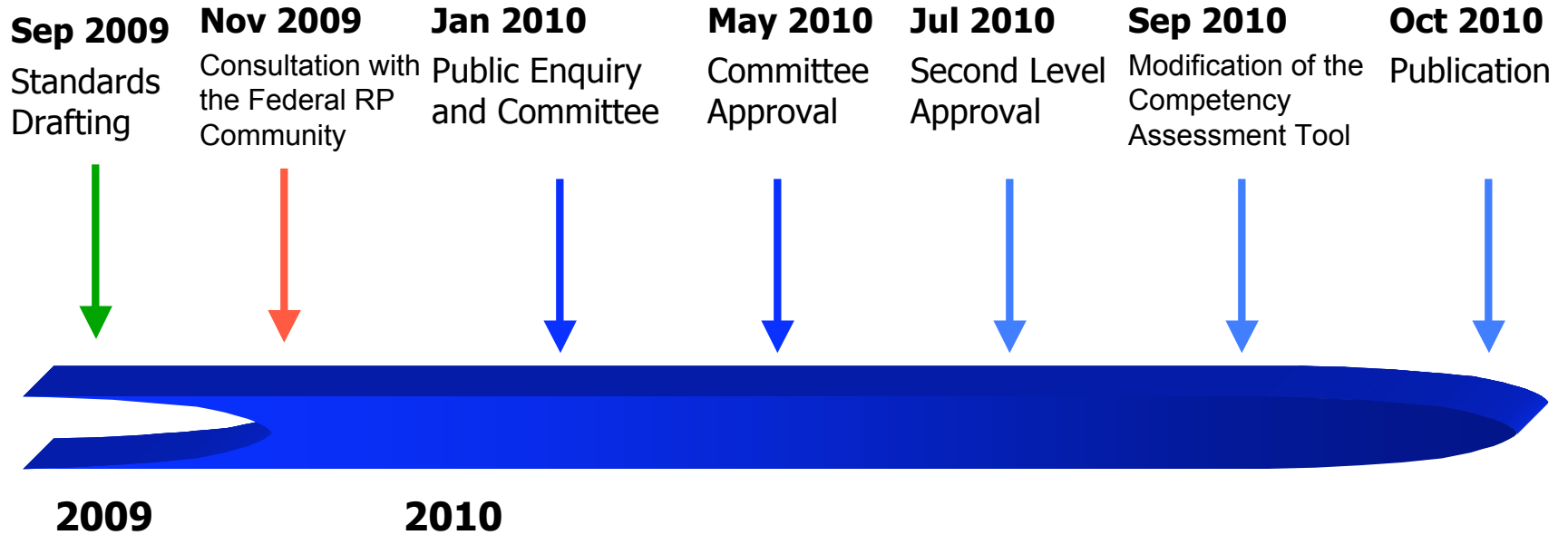


PMMRP Competency Assessment Tool

The Competency Assessment Tool enables employees and managers to determine:

- the competencies required for your responsibilities
- your individual competency strengths and gaps
- the learning solutions required to address the gaps.

Next Steps



- Communication to broader RP Community (ongoing)
- Identification of sources of RP training to address competency requirements (ongoing)



Useful Links and Contacts

CGSB Standard “*Competencies of the Federal Government PMMRP Community*” (CGSB-192.1-2005)

- <http://publiservice.tbs-sct.gc.ca/pd-pp/doc/competency-competence/competency-competence-eng.pdf>

Core Competency Assessment Tool

- http://publiservice.tbs-sct.gc.ca/pd-pp/site/home_accueil-eng.aspx?id=096

For a copy of the Draft Real Property Functional Competencies, please contact:

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Questions?

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