

Working Title Procurement Manager	Name
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Position Number 50005235	Reports to Position No., Class & Level 50082646 / SM2	Division, Branch/Unit Procurement Services, Business Services, Financial Services	Ministry Justice
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Present Class Manager (M41Z2) Zone 2	Requested Class	Levels to Deputy Minister (Not including incumbent level) 3
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Cost Centre 600905	Project Code (if applicable)
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POSITION SUMMARY: Briefly describe the main purpose of the position, and why it exists for the most part (See PP [Slides 27-31](#)).

Justice Procurement Services provides fair, open, and transparent procurement services; presents options to meet complex procurement requirements and build relationships while working closely with all divisions in the Ministries to meet their needs for cost-effective, high-quality procurement services in a fair and equitable manner, while achieving the business needs for the program area.

Within Procurement Services, the procurement responsibility is divided into two critical areas (Strategic and Operational) which are both responsible for the procurement of goods and services in accordance with the *Government Organization Act*, the Direct Purchase Regulation, and the Direct Purchase Administrative Practices. Procurement Services execute roughly 140 contracts for the Ministry, valued at approximately 20 million dollars. Standing offers related to services are developed and managed within the Ministry through extensive discussions with various program areas, including other Ministries and the private sector community. The majority of standing offers for services are also available for use by other ministries and potentially various sectors including Agencies, Boards and Commissions and other jurisdictions and other stakeholders.

Reporting to the Director, the Procurement Manager has responsibility for:

- developing strategic direction for Procurement Services through establishing relationships with Executive Directors and ADMs;
- developing and managing the procurement process, policies, guidelines, for all aspects of procurement requests for goods and services and developing the standard for technical and the procurement/contract terms;
- acting as a knowledge expert by providing advisory services to all the program areas for the Ministry and in meetings related to procurement processes and policies;
- being the knowledge expert when developing and managing policies and procedures related to urgent or emergency purchases for the Ministry;
- contract award and monitoring policies, as well as the related resources, which include developing templates, training resources and management systems that have been developed in the GoA, are being utilized efficiently;
- ensuring recommendations and suggestions for improvement identified by Corporate Internal Audit or by the Auditor General are reviewed and action plans are established and implemented within the Ministry;
- establishing general practices, policies and guidelines for contract management which can be used internally within the Ministry and can assist other Ministries as required;
- ensure applicable SharePoint Sites are maintained as required and that the SharePoint Site evolves to include information as identified in the Procurement Accountability Framework Manual (PAF);

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- the six elements of the PAF, and where applicable, the corresponding policies, procedures, and process requirements of the Ministry. The six elements of the PAF involve processes relating to decision to acquire, solicitation, review and approval, contract administration, contract completion, and continuous improvement;
- leading a team of specialized procurement professionals to achieve the strategic procurement needs within the Ministry;
- managing the procurement and general contract management process;
- providing leadership and specialized expertise to staff, project teams, GoA ministries, cross-jurisdictional contacts and vendors, and Agencies, Boards and Commissions;
- identifying opportunities which will lead to a less cumbersome procurement process with more flexibility and more capabilities internally;
- identifying and mitigating change risks on an ongoing basis;
- transforming the existing understanding and relationships with the clients into a relationship which is more effective and efficient by informing and training clients/team members so they can learn the basic and critical framework related to procurement;
- developing a collaborative effort that involves the project team and the client so the team can be mobilized behind a common goal;
- convincing clients and senior management of the benefits of undertaking a proper procurement through the utilization of qualitative terms and to determine what really matters being high initial savings, reliability, ongoing results year after year;
- developing an approach which will strengthen the procurement organization's skillset over time which will result in the Ministry having a group of talented individuals, providing continuous learning and improvements;
- developing a plan to attract top procurement talent from inside and outside of the Ministry;
- determining and establishing a clear set of guiding principles and processes which can be updated as a living document;
- establishing and enforcing decisive responsibilities at all stakeholder levels related to the project so well-framed decisions can be swiftly and effectively implemented.

SPECIFIC ACCOUNTABILITIES: List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described (See PP [Slides 19-26](#)).

1. The Procurement Manager is responsible, either individually or as the manager for a team of specialized procurement professionals, and directly accountable for all procurement activities.
 - a. Managing the procurement and general contract process for the acquisition of goods or services on behalf of the Ministry as mandated and in accordance with the applicable trade agreements;
 - b. Managing the procurement process for purchases for goods and services, including but not limited to:
 - i. assignment of the requirement/Sourcing Request;
 - ii. development of the appropriate tender document (Request for Quotes, Request for Proposals, Notice of Proposed Procurement, Pre-Qualification Request, Request for Comment, Request for Information, etc.) utilizing specifications which Procurement Services develops to meet the specific needs of the program area/client;
 - iii. posting of the tender document on Alberta Purchasing Connection and dealing with vendor inquiries while ensuring transparency of the process and conducting site visits, if applicable;
 - iv. conducting a detailed evaluation of the responses and/or facilitating the process where the evaluation is done through an evaluation team;
 - v. conducting vendor debriefings and short-list presentations;

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- vi. reviewing files and approval of the award in accordance with defined signing authority levels;
 - vii. developing, negotiating and executing the contract and obtaining any other applicable documentation (e.g. criminal record checks, certificate of insurance, etc.);
 - viii. for standing offer/blanket contract, contract/vendor management, project management, maintenance, processing of formal amendments and resolution of contract issues over the life of the contract and taking appropriate action if required for contractual non-compliance, including termination.
2. The Procurement Manager provides consultative and advisory services to the Ministry and other jurisdictions, these can range from general inquiries pertaining to contract law, procurement and contracting relative to the *Government Organization Act*, the Direct Purchase Regulation, Direct Purchase Administrative Practices to project specific inquiries and sharing of documents, principles and standard. The Procurement Manager is named as a knowledge expert within the Ministry and participates in discussions and developing/updating internal documents and policies for the Ministry and making recommendations for updates/changes/additions to the Procurement Resource Centre (PRC) documentation and associated GoA templates;
 3. The Procurement Manager responds to vendor inquiries and providing consultative services and advice on how to do business with the Ministry. This includes offering vendor information sessions to educate vendors on the Ministry and GoA tendering processes and requirements in order to enhance vendor participation, compliance and performance;
 4. The Procurement Manager will recognize changes in policy, best practices or identified efficiencies, and will be responsible for:
 - a. the development and maintenance of standard procurement templates;
 - b. identifying and leading discussions pertaining to updates for the procurement Terms and Conditions, Policy & Procedures Manuals and other procurement related documents which are managed by Service Alberta and Red Tape Reduction (SARTR);
 - c. develop and identify changes/updates/additions related to the Ministry's Procurement and Contract Policies;
 - d. identification, design, and delivery of educational/instructional material within Procurement Services and within the Ministry, relating to procurement/contracting best practices and the tendering process through conducting information sessions, communications, Ministry's websites and the SharePoint site; and
 - e. proactively applying experiences from previous procurements to provide insight and improve subsequent procurements within the Ministry.
 5. The Procurement Manager provides supervision, direction, leadership, staff development/mentoring and assignment of specific procurement projects to a team of specialized procurement professionals and acting as the first escalation point with the ability to act freely and with professionalism and respect to manage contract dispute and vendor resolution.
 6. The Procurement Manager prepares or provides input for Briefing Notes for Senior Management/Executive.
 7. The Procurement Manager has the authority to approve and sign-off procurement documents for the Ministry and is fully accountable for the procurement, evaluation and award processes and ensures each procurement adheres to all the trade agreements and internal Ministerial policies.
 8. The Procurement Manager can be named as co-defendants in lawsuits against the Ministry or GoA, regardless if the procurement activities followed proper procedures. During the first court appearance, the GoA would normally ask the Manager's name be removed from the suit. However, the facts in the specific situation could have an impact on the Manager's liability depending on the evidence and outcome of the case.

KNOWLEDGE/EXPERIENCE: Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position (See PP [Slides 32-36](#)).

This position requires a strong understanding of public procurement, including theories and principles of this specialized professional discipline and the ability to clearly communicate and provide direction/advice to staff, program areas, executive directors, and numerous stakeholders at various levels. While various projects focus on practices internal to the GoA, the manager must also understand the procurement activities and contract practices within the private sector. Extensive familiarity with contract/competitive bid law, risk management and insurance, as well as all applicable trade agreements is critical in developing the Procurement Manager's knowledge. The Ministry has areas with specialized business/programs so it is critical for the manager to have knowledge in these areas and to understand the business operations within each division.

Knowledge required:

- applicable Acts and regulations; FOIP, *Lobbyist Act*, and how it impacts public procurement processes;
- contract/competitive bid/business law;
- understanding the role, responsibilities and authority of the Corporate Purchasing body within Service Alberta (e.g. Direct Purchase Regulation and Direct Purchasing Administrative Practices) and how to apply this knowledge and processes;
- in-depth understanding of applicable trade agreements and areas of contention within the GoA and within the private sector (e.g. CFTA, NWPTA, WTO-GPA);
- purchasing/materials management methods and practices;
- understanding the supply chain management process/practices in the private sector and how it has a direct impact on the Ministry's procurement of goods;
- project management and how to apply this knowledge to numerous projects and internally within the program;
- concepts of leasing, software licensing and what constitutes a license as a good or as a service;
- understanding of the business requirements of the Ministry to achieve the goals of the GoA;
- general knowledge of information technology concepts;
- extensive understanding of administrative practices in managing all aspects of public procurement responsibilities (e.g. use of ERP, electronic tendering system);
- when it is appropriate to develop and use the fairness/and process monitor when initiating a project.

Skills required:

- extensive working knowledge of public procurement, including theories, principles and methodologies;
- analytical/problem solving and decision-making skills;
- strategic thinking;
- leadership/supervisory/performance management;
- excellent communication – verbal, written and presentation;
- negotiation;
- consultation;
- project management, contract management/vendor management/performance management;
- conflict management;
- mentoring/training/educating;
- ability to influence others;
- time management/multi-tasking/attention to detail;
- business acumen;
- client-service focused.

Education/Training required:

- University degree or equivalent combination of education and work experience;
- Education, training, or work experience related to government or private sector procurement and contracting practices.

Work Experience required:

- leadership and management experience in a service-oriented procurement environment where there are constant demands and changing priorities, including extensive experience in major and complex projects;
- experience leading a team of specialized professionals.

LEADERSHIP AND BUSINESS KNOW-HOW: Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples (See PP [Slides 37-39](#)).

The Procurement Manager leads a team of specialized procurement professionals; therefore, the Procurement Manager must have a solid background in both procurement and management skills and leadership. The job requires the Procurement Manager to coordinate their work, as well as the work of others in the branch, working group, unit or a specific project so the specific outcome is achieved. This will require the following leadership know-how:

- coordinating the work of staff, clients, legal/risk management in the procurement process from the development of tender documents (e.g. RFI, RFQ, RFC, NPP, PQR, RFP, etc.) up to execution of contracts for goods and/or services as well as contract maintenance and vendor management;
- knowing when to think outside of the standard procurement process and when to lead others in an uncharted area/process so you and the project team can achieve the desired results for the program area. This could involve developing unique procurement procedures, guidelines, and methodologies;
- providing consultative services utilizing extensive specialized procurement and contracting expertise to internal procurement staff, Ministry staff from other program areas, Agencies, Boards and Commissions; other jurisdictions and vendors;
- creating and improving standard and non-standard procurement and contracting documents;
- coordinating work/staff teams focused on government-wide initiatives related to procurement and contracting and ensuring they are fully engaged in achieving a common goal;
- providing advisory services as a knowledge expert supporting the PRC team and to SARTR; and
- leading, motivating, mentoring, and developing staff to ensure all they achieve their full potential, procurements are in accordance with legislation, applicable trade agreements, and that any risk to the GoA is balanced with meeting customer's/program area's business needs while achieving best value for the GoA.

This position is a key position that performs the acting director role when the director is away as the incumbent has extensive knowledge, experience, and foresight in assessing the risk and outcome when making a decision or providing advice.

PROBLEM SOLVING: Describe difficult or challenging situations the position is typically expected to solve and the assistance available (See PP [Slides 40-42](#)).

Working within established procurement policies and procedures, the Procurement Manager must:

- provide unstructured and creative approaches to complex problems and challenges;
- provide situational analysis and development of solutions to address specific challenges to meet objectives;
- apply professionalism and influence when dealing with clients, technical experts, knowledge experts, business management and subject experts during the procurement process;
- use common sense and good judgement to ensure that procurements are managed in accordance with legislation, applicable trade agreements, GoA policies and procedures, while still offering sufficient flexibility to ensure that the client's business needs are being met, balanced with fairness to the vendor community, transparency, accountability, mitigation of risk and ensuring best value to the GoA;
- manage continuous pressure from clients and vendors to develop more timely and effective means of contracting; in this demanding environment, value-added services, innovation in procurement methods and working on client/vendor relationships is continually required; and
- as the first escalation point, recommend the direction or action to be taken in response to client or vendor questions or complaints, resolve any contractual issues with vendors, either formally or informally, as well as provide advice/information to Senior Management addressing unpredictable inquiries or comments from the public. While resolution is generally achieved at the Manager level, Senior Management, legal services, risk management, knowledge experts and clients are available to consult, when deemed appropriate.

RELATIONSHIPS/CONTACTS: Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken) (See PP [Slides 43-45](#)).

Clients	Frequency	Nature and Purpose of Contact
<p>Internal</p> <p>GoA ministries/client teams GoA agencies, boards & commissions</p> <p>Legal and Risk Management advisors</p> <p>Senior Management</p>	<p>Multiple contacts daily via telephone, email and in person</p>	<p>Assessment of needs Advisory services Commitment to approach Information exchange/sharing Issue/problem resolution Response evaluation</p> <p>Issue resolution Information exchange Risk assessment Coordination of outcomes</p> <p>Information sharing including preparation and or input to Briefing Notes and responses to Action Requests Advice/recommendations</p>
<p>External</p> <p>Suppliers/Contractors</p> <p>Manufacturers</p>	<p>Multiple contacts daily via telephone, email and in person</p>	<p>Understanding the economics, market and procurement conditions within Alberta and North America</p> <p>Information exchange</p> <p>Confirmation of compliance/authorization Problem resolution/contract management Debriefing</p>

IMPACT AND MAGNITUDE OF JOB (SCOPE): Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples (See PP [Slides 46-48](#)).

The GoA as a whole, individual ministries; stakeholders outside of the GoA, including MASH Sector entities, other jurisdictions, Albertans, and the vendor community are all affected by the outputs resulting from this position. This is achieved by issuing and developing standing offer agreement, which are utilized by the various sectors including Agencies, Boards and Commissions and other jurisdictions and other stakeholders.

Resource intensive procurement projects resulting in long terms contracts for the government-wide provision of goods and associated services affects GoA ministry financial situations (by impacting their costs) as well as their productivity and efficiency in delivery of their programs (e.g. Human Services, AHRC).

Procurements involving the enhancements of standard contract and other procurement documents affect the risk position and liability of the Ministry or GoA.

CHANGES SINCE LAST REVIEW: What significant changes have occurred in your job, from the last review (See PP [Slides 49-50](#)).

N/A

COMPARABLE POSITIONS: List comparable GoA benchmarks (See PP [Slide 51](#)).

M410-30 Manager, Agreements Procurement Services, Alberta Health & Wellness is the closest benchmark to this position (see comments below).

ORGANIZATION CHART: A current organization chart that includes supervisor, peers and staff **MUST** be attached. Include whether employee is permanent, wage, temporary or contract and indicate position numbers (See PP [Slide 52](#)).

Signatures

The signatures below indicate that the manager (incumbent) and division director/ADM have read, discussed and agreed that the information accurately reflects the work assigned (See PP [Slide 53](#)).

Procurement Manager

Name

Signature

Date

Director,
Procurement
Services

Name

Signature

Date

Executive Director,
Business Services

Name

Signature

Date

ADM, Financial
Services Division

Name

Signature

Date

This information is being collected under the authority of Section 10 of the Public Service Act and will be used to allocate positions within a classification plan and to manage the Alberta government human resources program. If you have any questions about the collection of this information, contact the Job Evaluation Unit, 6th Floor, Peace Hills Trust Tower, 10011 - 109 Street, Edmonton, Alberta T5J 3S8, phone 780/408-8400 or contact your Ministry Human Resource Office.