CANADIAN SUPPLY MANAGEMENT and PROCUREMENT EDUCATION and PROFESSIONAL DEVELOPMENT PROGRAMS – A SYNOPSIS 2008 (Updated 2010)

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	APICS	SCMP PMAC		NIGP	UPPCC		Treasury Board of Canada Secretariat / Secrétariat du Conseil du Trésor du Canada	British Columbia / NECI	Materiel Management Institute	The Logistics Institute	CITT	CISM
Organization/ Association	**APICS The Association for Operations Management**	**Purchasing Management Association of Canada (PMAC)**		**National Institute of Governmental Purchasing, Inc. (NIGP)**	**Universal Public Purchasing Certification Council (UPPCC)**		**Procurement, Materiel Management and Real Property (PMMRP) Community Management Office, Acquired Services and Assets Sector (ASAS), Office of the Comptroller General (OCG) Treasury Board of Canada Secretariat (TBS)**	**Province of British Columbia**	**Procurement, Materiel Management and Real Property (PMMRP) Community Management Office, Acquired Services and Assets Sector (ASAS), Office of the Comptroller General (OCG) Treasury Board of Canada Secretariat (TBS)**	**Logistics Institute**	**Canadian Institute of Traffic and Transportation(CITT)**	**Canadian Institute for Supply Management (ISM)**
Full Name/ Description							Professional Development and Certification Program for PMMRP A program of mandatory and elective courses corresponding to the CGSB Standard Competencies of the Federal Government PMMRP Community from Levels I to III with the option of obtaining Certification as Certified Federal Specialists in Materiel Management (C.F.S.M.M.) or Certified Federal Specialist In Procurement (C.F.S.P.)	Province of B.C.; developed by National Education Consulting Inc. (NECI) and available to other organizations	Professional Development and Certification Program for PMMRP A program of mandatory and elective courses corresponding to the CGSB Standard Competencies of the Federal Government PMMRP Community from Levels I to III with the option of obtaining Certification as Certified Federal Specialists in Materiel Management (C.F.S.M.M.) or Certified Federal Specialist In Procurement (C.F.S.P.)	Canadian Professional Logistics Institute/L'institut canadien des professionnels de la logistique [1]		
Mission Statement	APICS builds knowledge and skills in operations management professionals to enhance and validate abilities and accelerate careers. We help our members and their organizations successfully compete and build a stronger global economy.	The mission of PMAC is to build leadership in supply chain management.		Develop, support and promote the public procurement profession through premier educational and research programs, professional support, and advocacy initiatives that benefit members and constituents.	The mission of the Council is to establish and monitor the professional standards required for success in the public purchasing profession.		The Secretariat is tasked with providing advice and support to Treasury Board ministers in their role of ensuring value-for-money as well as providing oversight of the financial management functions in departments and agencies.	NECI helps organizations build capacity in critical areas of procurement and contract management.	The Canadian Institute for Procurement and Materiel Management (CIPMM) is a not-for-profit organization open to everyone with an interest in the management of goods and services in the public sector, offering unique opportunities to explore and learn more about current initiatives, policies and best practices.	The focus of the Logistics Institute is to build the professional skills of Logistics practitioners in Canada and throughout the world. Our mandate is to establish a logistics profession, train individuals working in logistics, define logistics career opportunities, and sustain logistics HR development.	To promote professional excellence and career advancement for transportation logisticians.	The Mission of ISM is to lead supply management.
Program Name	Certified Supply Chain Professional (CSCP)	Supply Chain Management Professional (SCMP) Strategic Supply Chain Management Leadership Program (SSCMLP)	Supply Management Training - Introductory Courses and Seminars	Training and Executive Certificate in Public Procurement	Certified Public Purchasing Officer	Procurement and Contract Management Program (PCMP)	Professional Development and Certification Program for PMMRP	Professional Certification and Competency Programs in Supply Chain Logistics	Professional Development and Certification Program for PMMRP	Professional Certification and Competency Programs in Supply Chain Logistics	Professional Development and Certification Program	Certified Professional in Supply Management® (CPSM®)
Faculty/ Program Area	Supply Chain Management	Supply Chain Management	Supply Management	Public Procurement	Public Procurement		Public Procurement - Federal Government	Public Sector Procurement and Contract Management	Public Materiel Management - Federal Government	Supply Chain and Logistics Management	Supply Chain & Transportation Logistics Management	Supply Management
Contact Name	**Canadian District Manager:** Eric D. Somers esomers@stcs.ca	**President & COO:** Cheryl Paradowski		**CEO:** Rick Grimm chodes@nigp.org **Director, Education :** Carol Hodes	**Chairman:** Norma Hall **Program Administrator:** Ann Peshoff		**Senior Advisor, Procurement, Materiel Management and Real Property Community Management Office:** Susan Bridges	**President:** Maureen Sullivan National Education Consulting Inc. (NECI)	**Senior Advisor, Procurement, Materiel Management and Real Property Community Management Office:** Susan Bridges	**President**: Victor Deyglio vdeyglio@loginstitute.ca [2]	**President:** Catheryn Viglas	
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Website	http://www.apicscanada.org/ http://www.apics.org/	http://www.pmac.ca/		http://www.nigp.org/	http://www.uppcc.org/		http://www.tbs-sct.gc.ca/pd-pp	www.procurementlearning.gov.bc.ca www.neci-legaledge.com	http://www.tbs-sct.gc.ca/pd-pp	Logistics Gateway: www.loginstitute.ca	http://www.citt.ca/	http://www.ism.ws/
City/Region	Canada/U.S.A./Mexico	Canada		Canada/U.S.A	Canada/U.S.A		Canada	Canada	Canada	Toronto, Ontario, Canada; Shanghai, China; Monterrey, Mexico; Washington, DC, USA	Canada	Canada/U.S.A
Language	English	English, French		English	English		English, French	English	English, French	English, Chinese, Spanish	English	English
Educational Offering	APICS CSCP Learning System	Strategic Supply Chain Management Leadership Program	Supply Management Training									
Pre-requisites	• CPIM, CFPIM, CIRM, or C.P.M. designation plus two years of related business experience, or • Bachelor's degree or equivalent plus two years of related business experience, or • Five years of related business experience	Individuals who have successfully completed a business degree program at a Canadian university, or a business degree or diploma program at a Canadian college or technical institute will be deemed to have met the admission requirement. Other individuals will be required to complete a minimum of six and a maximum of 10 courses at a post-secondary institution in the following Business Management Knowledge areas: Introduction to Business, Accounting, Finance, Business Communication, Economics, Marketing, Organizational Behaviour	None required	Participation is open to all interested public procurement professionals. Activity may lead to the Certified Public Purchasing Officer (CPPO), the Certified Professional Public Buyer (CPPB) designation, or the Executive Certificate in Public Procurement. Course work is delivered via face to face in on site training, face to face offered by an affiliated NIGP chapter or via computer.	The UPPCC programs are designed specifically for the public procurement professionals. Only those individuals who have public purchasing experience are eligible. The programs include three essential components for eligibility: • Work experience • Coursework in procurement • Formal education		Candidates must possess the required number of years of experience in Procurement or Material Management for each level of certification;	No pre-requisites to enter program.	Candidates must possess the required number of years of experience in Procurement or Material Management for each level of certification;	TRAINING: There are no admissions requirements to take any of the 6 **standard certification programs and any individual competency-based modules**. There is a minimum of 8-10 years senior management work experience to be admitted to the executive program.	At minimum, candidates must have Grade 12 or equivalent work experience for enrolment in the Logistics Fundamentals courses.	All candidates must have: • Successfully pass three exams (exam scores valid for three years from first test date) OR the Bridge Exam for C.P.M.s in good standing • Bachelor's degree from a regionally accredited institution or international equivalent Three years of full-time professional supply management experience – nonclerical, nonsupport
Certification Requirement		In order to earn the SCMP, you must successfully complete all of the following elements of the Strategic Supply Chain Management Leadership Program: 8 Modules covering the core areas of strategic supply chain management knowledge, 6 Interactive Workshops addressing high-level business skills, an In-Residence Week, a Final Examination, and meet the Practical Experience Requirement or a minimum of three years of progressive experience in any aspect of supply chain management.	Participants can access either a single course or seminar, or can complete the entire package.		Schedule A: Holder of CPPB Designation, 144 contact hours in purchasing seminars/courses, 8 years total purchasing experience which must include 6 years of public purchasing experience, 3 of which are in a public purchasing management function. Schedule B: Bachelor's degree, 48 contact hours in purchasing seminars/courses, 3 years total purchasing experience which must include 2 years in a public purchasing management function. Schedule C: Advanced degree (Master's or Ph.D.), 24 contact hours in purchasing seminars/courses, 3 years total purchasing experience which must include 2 years in a public purchasing management function.	Completion of required courses (see Levels 100, 200 and 300 of the PCMP Model). Successful completion of pre-reading assignments and pre-reading quizzes for all courses except Level 1. Completion of pre-course assessments for all courses. Successful completion of post-course validations for all courses.	Candidates must complete mandatory and elective learning and development activities requirements for the level they wish to attain, complete a Candidate Achievement Record and pass a Knowledge Exam for Level I (case study choice) and or Level II (Case Study).	CERTIFICATION: standard [non-executive] requirements to earn the P.Log. are successful completion of one of eight certification programs + qualifying module [national exam] + a minimum of 5 years work experience in Canada or internationally. Certification requirements for the Executive Pathway include 8 to 10 years senior management work experience in Canada or internationally + successful completion of the 6-day in-residence Executive Program. [3]	Candidates must complete mandatory and elective learning and development activities requirements for the level they wish to attain, complete a Candidate Achievement Record and pass a Knowledge Exam for Level I (case study choice) and or Level II (Case Study).	CERTIFICATION: standard [non-executive] requirements to earn the P.Log. are successful completion of one of six certification programs + qualifying module [national exam] + a minimum of 5 years work experience in Canada or internationally. Certification requirements for the Executive Pathway include 8 to 10 years senior management work experience in Canada or internationally + successful completion of the 6-day in-residence Executive Program. [3]	Students must complete 10 courses from 3 consecutive levels of learning and have a minimum of five years related work experience to be eligible to use the professional CITT designation.	
Credential Earned, Certification, Accreditation	Certified Supply Chain Professional (CSCP)	Supply Chain Management Professional (SCMP)	Those who successfully complete all courses and seminars within a stipulated timeframe are eligible to receive a document recognizing completion.	Training and Executive Certificate in Public Procurement	Certified Public Purchasing Officer (C.P.P.O.)	B.C. Government PCMP Certified (PCMP Cert.); The same or custom designation/recognition is available to other organizations.	Certified Federal Specialist In Procurement (C.F.S.P.)	P.Log. [Professional Logistician]	Certified Federal Specialists in Materiel Management (C.F.S.M.M.)	P.Log. [Professional Logistician]	Canadian Institute of Traffic and Transportation (CITT)	Certified Professional in Supply Management® (CPSM®)
Program Length	Varies by individual	36 months	Full package of courses and seminars can be completed as quickly as two years.	Varies by individual	Varies by individual		Varies by individual	Total program length varies by individual and organizational needs. Minimum length is approximately 6 months; typical maximum length is 24 months. Custom delivery options available based on specific organizational needs.	Varies by individual		2-5 years depending on candidate's prior learning assessment.	The time it takes to become certified depends on each individual and the amount of time he/she is willing or able to spend in preparing for the exams. Generally, it will take a person working full time, attending classes or workshops, and taking one exam at a time, about one year to complete the CPSM® program. For someone who is extremely dedicated or who is well versed on the subject matter and doubles up on the exams the program could be completed in three to six months.
Overall Program Cost	Exam registration fee: APICS Members: $575 (US) Nonmembers: $725 (US) Retake Fee: $350 (US)	Varies by Province; the total program cost over the three-year period is currently estimated at approximately $15,000. Membership in a PMAC Provincial or Territorial Institute is mandatory; however upon payment of the program fee, a reduced membership fee may be granted to registered accreditation program candidates over the three years.	Varies by Province. Cost per course or seminar is approximately $700 each. No membership in PMAC is required.	Capstone Experience (45 contact hours): National Members - $900 (includes a $25.00 processing fee), Non-Members - $1100 (includes a $25.00 processing fee); Three-Day Seminars (24 contact hours): National Members - $575, Non-Members - $750; Two-Day Seminars (16 Contact Hours): National Members - $360, Non-Members - $500; One-Day Seminars (8 Contact Hours): National Members - $160, Non-Members - $225.	CPPO Fee: $650 (non-member), $450 (NIGP member); C.P.M. to CPPB: $450 (non-member), $350 (NIGP member). Application Submission Late Fee - Applicable for the first application deadline date under the new programs. The first published deadline date is 7/21/08 for the October 2008 exams. A late fee must be included for applications received at UPPCC within 2 weeks following the published application deadline.	The approximate total cost per learner to complete the entire PCMP Certificate Program is $14,500, negotiable depending on the committed number of learners. Customized course packaging and pricing available based on specific organizational requirements.	Different for each course.	Prices vary depending on the Certification Pathway, and are subject to change. For current pricing see www.loginstitute.ca. Most module prices are subject to discounts depending on membership categories: Professional P.Log. members and employees of Corporate members receive a 20% discount on most modules; Associate members receive a 10% discount on most modules. The total cost of all certification pathways generally does not exceed $7,000 + GST.	Different for each course.	Prices vary depending on the Certification Pathway, and are subject to change. For current pricing see www.loginstitute.ca. Most module prices are subject to discounts depending on membership categories: Professional P.Log. members and employees of Corporate members receive a 20% discount on most modules; Associate members receive a 10% discount on most modules. The total cost of all certification pathways generally does not exceed $7,000 + GST.	The fee per course is $575 plus applicable taxes. International students must pay an additional $125 plus applicable taxes per course.	Exams are USD $180 ISM members each exam/USD $265 nonmembers each exam. Other costs vary according to the study materials used and/or review classes taken.
Affiliated Post Secondary Institution(s)	Weber State University and Fox Valley Technical College.	Delivered through PMAC Provincial and Territorial Institutes across Canada, in some cases in conjunction with a post-secondary institution.		The Executive Certificate in Public Procurement is a certificate program produced by accomplished faculty from NIGP and Florida Atlantic University (FAU). Students who have successfully attained either the Certified Public Purchasing Officer (CPPO) or the Certified Professional Public Buyer (CPPB) designation or have successfully completed 144 contact hours are eligible to enroll in this program.			Courses are delivered through Canada School of Public Service (CSPS) and Public Works Government Services Canada (PWGSC) The Registrar for Certification is the Canadian General Standards Board (CGSB) PWGSC	None.	Courses are delivered through Canada School of Public Service (CSPS) and Public Works Government Services Canada (PWGSC) The Registrar for Certification is the Canadian General Standards Board (CGSB) PWGSC	Successful completion of the P.Log. Online Certification Program, which includes 3 American Public University System (APUS) modules, earns credits towards an APUS MBA Program.	BC: British Columbia Institute of Technology, University of British Columbia - Centre for Transportation Studies; AB: Grant MacEwan College; SK: Wascana Institute –SIAST; MB: Assiniboine Community College, Red River College, University of Manitoba, Transport Institute; ON: Conestoga College, Fanshawe College, Sheridan College; QC: Cégep Andre Laurendeau; NB: New Brunswick Community College; NS: Dalhousie University, School of Business Administration	
Course Testing Methodology		60% pass mark across the program: Modules - 30%; Workshops - 15%; In-Residence Week - 10%; Final Exam - 45% of final grade.	Each course features a final exam. Each seminar has a final assignment.	Lecture, Case Studies, Group Discussions and Self Directed Exercises. An evaluation form must be completed and returned to the site coordinator prior to the completion of the course.	CPPO and CPPB Candidates are required to successfully complete a 175 question computer based, multiple choice examination.		Knowledge exams covering the functional competencies will be scheduled at specific times during the year in specific geographic locations.	Online pre-course assessment and post-course validation.	Knowledge exams covering the functional competencies will be scheduled at specific times during the year in specific geographic locations.	Each module has knowledge testing and/or competency demonstration methodologies in the form of case studies, quizzes and final examinations, imbedded in the module process. The Q Module is required by all candidates for P.Log. certification except those taking the Executive Program: it is a 6-part examination with content developed by faculty from Stanford University and delivered online through an independent service provider. Participants in the Executive Program must pre-qualify for admission and present a team case analysis to an external assessment team on the last day of the program.	Each course has a series of assignments and/or case studies and a written exam.	The Exams test the ability of supply professionals to apply knowledge and skills (at a manager level and above) that surveyed executive level practitioners said they valued most in their employees. The globally recognized credential focuses on strategic supply management of the entire supply chain versus operational or tactical components.
Course Length		Modules are either 13 or 7 weeks. Interactive workshops are 2-4 days.	Courses are 13 weeks. Seminars are 2 days.	Varies with educational path selected. Executive Certificate Program requires the following professional development hour investment: Leadership: 112 hours; Planning : 88 hours; Solicitation development: 88 hours; Supply Management: 88 hours; Contract Management: 152 hours.			Courses range between one-day to four-days in duration.	Total course length is divided between online and instructor led components: total online component is approximately 15 days, total classroom component is 16.5 days. Total program length varies by individual and organizational needs. Minimum length is approximately 6 months; typical maximum length is 24 months. Custom delivery options available based on specific organizational needs.	Courses range between one-day to four-days in duration.	Module deliveries range from 3-day sessions with 1-week pre-work to 4-week facilitated online deliveries to 4-to-12 week self-directed online deliveries. The Executive Program involves a 3 week pre-work period and a 6-day in-residence session. With the exception of the Executive Program, the institute usually recommends developing a training plan over a 12-18 month time-frame.		
Modes of Instruction/ Course delivery	Online Self-study Instructor-led classes	Instructor-led classes. Instructors are senior practitioners and distinguished academics. A self-study correspondence option is also available for modules.	Instructor-led classes. A self-study correspondence option is also available for courses.	Self-study online course work Instructor-led classes [7]			Classroom, online and on-the-job learning Courses are delivered through Canada School of Public Service (CSPS) and Public Works Government Services Canada (PWGSC)	Online Blended online/classroom [6]	Classroom, online and on-the-job learning Courses are delivered through Canada School of Public Service (CSPS) and Public Works Government Services Canada (PWGSC)	There are 3 delivery methods: face-to-face sessions with a facilitator or facilitation team: 3-day sessions include Leading and Managing Change, Supply Chain Strategies, Professional Ethics; and 6-days in-residence: [4]	Internet Classroom education	Self study Assisted self study Study groups Certification workshops Local Purchasing/Supply Management certificate programs Seminars on related topics
Intended Audience	The APICS Certified Supply Chain Professional (CSCP) designation is designed for professionals interested in increasing their knowledge of supply chain management, those currently working in the field of supply chain management, professionals consulting or teaching supply chain functions; and for those individuals working with enterprise resources planning systems.	The program is taught at the management/executive development level.	Entry and mid-level practitioners who require a technical competence is supply management. The training will also be of interest to others seeking knowledge of supply management at an introductory level.	All public procurement professionals.	All public procurement professionals.		Entry, mid and Senior level Procurement Specialists.		Entry, mid and Senior level Materiel Management Specialists.			
Overview	**4 Modules:** • Module 1: Supply Chain Management Fundamentals • Module 2: Building Competitive Operations, Planning, and Logistics • Module 3: Managing Customer and Supplier Relationships • Module 4: Using Information Technology to Enable Supply Chain Management	• 8 Modules • 6 Interactive Workshops • In-Residence Week • Final Examination • Practical Experience Requirement **13-Session Modules**: • Supply Chain Management • Procurement and Supply Management • Logistics and Transportation • Operations and Process Management **7-Session Modules** : • Knowledge Management • Global Sourcing • Supply Chain Management for the	**Technical Courses:** • Introduction to Procurement • Introduction to Logistics • Introduction to Transportation • Introduction to Operations Management **Soft Skill Seminars:** • Introduction to Business Communications • Introduction to Negotiations • Introduction to Contract Law and Administration **Business Management Seminars:** • Introduction to Accounting and Finance • Introduction to Marketing • Introduction to Business Planning	**Procurement Essentials:** Introduction to Public Procurement Legal Aspects Contract Administration Sourcing the Public Sector Capital Acquisitions Course Descriptions: Procurement Essentials: Introduction to Public Procurement Legal Aspects Contract Administration Sourcing the Public Sector Capital Acquisitions Effective Contract Writing Ethics: A Survival Kit for Public Procurement **Strengthening Best Practices:** Logistics and Transportation Warehousing and Inventory Control Contracting for Public Sector Services Effective Management of				110: Procurement Foundations 201: Contract Management Planning 202: Contract Solicitation, Award and Monitoring 203: Administering and Evaluating Contract Performance 204: Laws and Ethics for Competitive Procurement 205: Procurement Management and Negotiations: Theory and Issues 210: Understanding and Drafting Contracts 301: Advanced Contract Management Planning 302: Requests for Proposals 304: Advanced Law, Ethics and Best Practices in Procurement Management 305: Advanced Negotiation Skills 310: Advanced Contract Drafting 350: Case Study and Executive		Synchronous Online with facilitators and scheduled sessions, delivered over a 4-8 week timeframe include Logistics Process Diagnostics, Team Dynamics, and all American Public University System modules. Asynchronous Online self directed modules with no facilitators or instructors, delivered over 6-12 week timeframes, and include Integrated Logistics Networks, Lean SCM, Lean Healthcare SCM, Supply Management, all 14 Frontline modules, all 5 Essentials modules. [5]	**Mandatory:** • Transportation Systems • Logistics Processes • Integrated Logistics Candidates must complete any five (5) of the following: • Business Approach to Writing • Business Law • Business Management • Business Strategy • Financial Management • Introductory Economics • Marketing: An Introduction • Organizational Behavior • Risk Assessment And any two (2) of the following: • Logistics Decision Modeling	**Exam 1**— Foundation of Supply Management **Exam 2** — Effective Supply Management **Exam 3** — Leadership in Supply Management **Bridge Exam** — Areas not covered in the C.P.M. Exams

		Public Sector • Supply Chain Management for Services, Capital Goods and Major Projects **2- or 3- Day Interactive Workshops:** • Leadership and Professionalism • Negotiation Skills • Communication and Relational Skills • Competitive Bidding, Contract Preparation and Contract Management • International Business and Multicultural Skills • Ethical Behaviour and Social Responsibility		Construction Contracts Performance Based Request for Proposals Developing and Maintaining RFP's Planning, Scheduling and Requirement Analysis **Management and Leadership:** Fundamentals of Leadership and Management. Alternative Dispute Resolution Risk Management in Public Contracting Protests and Disputes Project Management for Workgroups Adding Value to the Procurement Process World Class Procurement Practices Principles and Techniques of Problem Solving **Others:** Get What You Need Through Successful Negotiation Strategies Negotiate to Win-Win Solutions Change Management for the Procurement Professional Customer Service: The Key to success in Procurement Fixed Assets Management Managing your End Users and Suppliers Marketing 101 for the Procurement Professionals Procurements Under Grants and Other Federal Programs **On Line Classes** How to Process Bids Specification Writing Unit Cost Analysis **Exam Preparation** CPPO Preparation Class CPPB Preparation Class **On Line Classes** CPPO On Line Assessment CPPO Self Study Assessment CPPB On Line Assessment CPPB Self Study Assessment				Panel Presentations			• Transportation Economics • Transportation Law	
Course Details	**Module 1: Supply Chain Management Fundamentals** ● Understand how successful supply chain management adds value to your organization ● Learn how to develop a supply chain strategy that aligns with corporate strategy	**Supply Chain Management** The goal of this Module is to have participants appreciate the big picture and recognize the critical, strategic and dynamic nature of SCM. This Module develops the functional and institutional aspects of SCM, and lays the foundation for the remaining Modules and workshops. The focus is on matters of strategic significance, from defining supply chain management for an organization, to assessing supply chain risk and conducting a supply chain social responsibility audit. The issue of fit between organizational goals and supply chain design is an overarching theme in line with our strategic approach that there is no "one best way" to manage supply chains. You will leave equipped to analyze supply chains and make recommendations to improve supply chain performance.	**Introduction to Procurement** From recognizing a need to issuing a purchase order, participants will learn the essentials of determining quantity, specifications and price that are the cornerstone of procurement. This course covers a variety of procurement scenarios: repetitive purchases of production materials, procuring one-time low-cost items, large capital goods acquisition and securing commodities under long-term supply contracts. The opportunities and challenges of international procurement versus domestic will be discussed. Participants will gain a broad understanding of the role of procurement and the various ways it can be organized.	**Alternative Dispute Resolution** 2-Day (16 hours) Negotiation, mediation, arbitration, mini-trial – all are considered Alternative Dispute Resolution (ADR) approaches. But under what circumstances are these approaches better choices than the government dispute process or litigation? How do you begin to use them? This course addresses the long history of ADR, the elements of ADR and its advantages and disadvantages. Participants will learn the processes, procedures and appropriate uses of the four major ADR approaches. The course explores the role of ethics in the use of ADR, how to establish an ADR program in an agency and how to build ADR language into solicitations and contracts.			**Fundamentals 1: Introduction to Procurement (M718)** Offered by: CSPS This course presents the basic procurement responsibilities that enable employees to carry out all phases of the procurement process. It addresses the principles, policies, procedures and specific programs that impact the procurement process within the federal government. Content: - Guiding principles and ethics - Legal and policy framework - Roles and responsibilities of central agencies, procurement specialists, line managers and clients - Procurement planning - Sourcing strategies - Solicitation and evaluation methods - Contracting for services - Contract monitoring, dispute resolutions and file close-out Course Duration: 3 days	**110: Procurement Foundations** A self-directed online course highlighting the roles, accountabilities, key principles, and seven phases of the life cycle of the procurement and contract management process. Duration of this self-directed foundation course is three 0.5 day sessions of online learning which may be taken over a 12 week period. Course Description:The course consists of three modules:Module 1 - Introduction to Procurement provides a brief overview of the Procurement and Contract Management process and introduces related themes that participants will encounter as they progress through the PCMP courses.Module 2 - Planning, Pre-Award and Solicitation, and Award focuses on obtaining approvals in the planning phase, soliciting and evaluating offers, drawing up a contract, debriefing proponents, and the administering and monitoring of contracts and agreements.Module 3 - Administration and Monitoring, Post-Contract Evaluation, Corporate Reporting and Vendor Relationship Management examines risk assessment, post-contract evaluation, corporate reporting, and communications with vendors.Who Should Attend:- Those who require an introduction to or a refresher on procurement and contract management- Those looking for an orientation to the Procurement and Contract Management Program (PCMP)You Will Learn How to:- Improve performance in procurement and contract management activities- Identify the roles, accountabilities and principles for each phase of the life cycle of the procurement and contract management processPrerequisites: none	**Fundamentals 1: Introduction to Materiel Management (M704)** Offered by: Canada School of Public Service (CSPS) This course will provide you with basic knowledge of the functional areas within materiel management. You will also learn how federal government policies, and those related to life-cycle asset management, are integrated into each functional area. Content: - Materiel management in the federal government context - Roles and responsibilities of central agencies, materiel management specialists, line managers and clients - Functional activities - Requirements definition - Receiving, inspection and traffic - Inventory and warehouse - Use, operation and maintenance - Controlled goods - Fleet management - Disposal Course Duration: 3 days	**Integrated Logistics Networks**: This web-based module provides you with the skills necessary to promote customer value creation by optimizing each link in the supply chain. Working at your own pace, at the times most convenient to you, you will develop operational management and micro-forecasting skills. This module includes theory, a case study, quizzes with individual feedback, and a final examination.	**Transportation Systems** Provides the learner with comprehensiveknowledge of the background and current technical informationfor all the modes of transportation as well as intermodalism.Students will be able to compare the five modes of transportationand identify their strengths and weaknesses. In addition to thetransportation modes, students will also gain a foundationalunderstanding of the elements within the distribution chain,specifically warehousing, materials handling, and unitizationdevices. In addition, this course will introduce the learner tothe intermediate agencies (including freight forwarding andtransportation brokers) as they relate to the field of transportation.	**Exam 1**— Foundation of Supply Management 165 questions, two hours and 45 minutes Contracting and Negotiation | Social Responsibility | Cost and Finance | Sourcing | International Supplier Relationship Management
	Module 2: Building Competitive Operations, Planning, and Logistics ● Understand natural dynamics within the supply chain to optimize performance and profitability ● Evaluate the process constraints and choices within global logistics to establish a plan linked to overall strategy	**Procurement and Supply Management** The Module breaks down the distinctions between purchasing, procurement and supply management. In providing a comprehensive grounding in the differences between strategic and tactical aspects of purchasing, it covers the procurement process and the role of the procurement function within the organization. This Module gives you the tools to determine "make or buy decisions," and to conduct effective price and cost analysis. Critical issues in supplier selection and evaluation are addressed as are emerging and established technologies in e-procurement. The characteristics of services procurement that differentiate it from product procurement are also examined.	**Introduction to Logistics** The interconnections between procurement, operations and transportation will be explored in this course. Participants will discuss how to balance the pressures for large order sizes to achieve low unit costs with the competing pressures to keep order sizes low to minimize warehouse space and inventory obsolescence. The options of few centralized warehouses versus multiple distributed warehouses will be addressed. Among the topics covered are forecasting, uncertainty, safety stocks and customer service requirements. Computer systems such as DRP, WMS and TMS will also be presented.	**Capital Acquisitions** 2-Day (16 hours) As procurement professionals, we recognize that strategic procurement planning achieves far greater value than routine order placing. Capital expenditures represent one-third of the total expense budgets of state and local governments. Given this significant investment of government resources, how does the responsible public procurement agent ensure that a long-term best value solution is obtained? Upon successful completion of this course, participants will be able to: • Identify major types of capital acquisitions and develop a strategic acquisition process and plan • Develop and prepare effective capital acquisition specifications, Statements of Work, contract pricing strategies and contract terms and conditions • Select the appropriate source selection method and describe the components required to successfully award a contract that meets the needs of the client • Evaluate offers, make awards and/or negotiate an optimal contract solution • Develop and describe contract administration functions specifically related to capital acquisitions			**Fundamentals 1: Overview of Materiel Management (C233E)** This course is offered on-line through CSPS It provides an overview of the materiel management functions and how they interrelate with the procurement and real property functions. Participants will be introduced to the life cycle approach for the management of assets. Course content: - Policy framework for materiel management - Roles and responsibilities- Receipts, inspection and traffic - Inventory of equipment and warehouse management - Use, Operation and maintenance - Fleet management - Disposal	**201: Contract Management Planning** A fundamental course on effective procurement and contract management planning. Duration of this course is 2.5 days (2 days classroom, 0.5 day pre/post online coursework). This course focuses on understanding, selecting, and planning the appropriate procurement strategies for different procurement requirements. Topics include needs assessment, business case analysis, risk assessment, obtaining approvals, solicitation types, and the preparation of a procurement and contract management terms of reference planning document. Participants develop their practical skills using a variety of planning templates and guidelines in exercises, small and large group discussions, and case studies.	**Fundamentals 1: Overview of Procurement (C235)** This course is offered on-line through CSPS. This course will provide you with an overview of the procurement functions within the federal government. You will learn the policies relevant to procurement and the roles and responsibilities of the key players. You will also get a better understanding of the various phases of the procurement process. Content: - Procurement framework - Ministerial authorities - Roles and responsibilities of key players - Procurement planning - Methods of supply - Sourcing strategies - Solicitation, evaluation and resulting contract - Ethics and recommended practices.	**Logistics Process Diagnostics**: Gain insight into how to better manage the supply chain. By the end of this web-based module you will better appreciate the differences between "supply chain" and "logistics". You will also learn the practical skills of benchmarking, costing, and network design, and fully realize the importance of collaboration in a supply chain. An orientation component will help you gain confidence in your web skills, while building teams. You will then become involved in the core of the module, an interactive Supply Chain Simulation. The de-briefing phase will allow you to consolidate and analyze your learning experiences with team members.	**Logistics Processes** Building on the knowledge gained in the Transportation Systems course, the Logistics Processes course equips learners with knowledge and a practical understanding of physical distribution and logistics. In doing so, it addresses the specific areas of contracts, loss and damage, transportation of dangerous goods, marine insurance, Canada customs, transportation management, international trade and the transportation regulatory environment. Prerequisite: Transportation Systems	**Exam 2** — Effective Supply Management Performance 165 questions, two hours and 45 minutes Forecasting | Materials and Inventory Management | Logistics | Organization and Department • Assessment | Product and Service | Development | Quality | Planning
	Module 3: Managing Customer and Supplier Relationships ● Effectively use customer data to improve service performance and increase value to suppliers and customers ● Understand the strategic importance of purchasing and supplier relationships	**Logistics and Transportation** This Module explores the vital role that logistics plays in strategic supply chain management and its links to procurement. You will develop an understanding of the primary logistics activities of transportation, warehousing and inventory management. The Module includes a consideration of a variety of analytical and technological tools such as activity-based costing, total cost of ownership and warehouse management systems. Issues in transportation from modal choices to industry regulations are discussed as is logistics outsourcing through 3PLs and 4PLs. The Module will prepare you to chart a customized logistics strategy for your organization and make strategic logistics decisions, based on the most current concepts and transportation options.	**Introduction to Transportation** Participants will learn the advantages and limitations of the four modes of transportation: road, rail, air and water, as well as intermodal transportation. Topics covered include the role of freight forwarders, brokers and integrated transportation companies. This course will introduce participants to transportation documentation and allow them to experience basic load planning. Participants will gain an overview of contracts, insurance, customs clearance and letters of credit. The fundamentals of Incoterms 2000 and their impact on buyer-seller responsibility for transportation will also be examined.	**Change Management for the Procurement Professional** 2-Day (16 hours) Managing change – and continuing to get the job done effectively – will challenge any procurement professional. It requires understanding the latest technology, management theories, and ever-changing governing bodies. This course provides an overview of the change process and how it affects the procurement organization, presents elements of a successful transition, discusses the psychology of change and teaches methods to implement change in organizational environments. Upon successful completion of this course, participants will be able to: • Explain change management • Discuss implementation strategies • Choose strategies for implementation scenarios			**Fundamentals 1: Overview of Real Property Management (C234E)** This course is offered on-line through CSPS. This course will provide you with an overview of the management of real property within the federal government. You will learn the relevant policies and the roles and responsibilities of the key players. You will also be introduced to some of the main tools used in the management of real property. Content: - Policy framework principles for the management of assets - Relevant Treasury Board policies - Roles and responsibilities of custodian and tenant organizations - Life-cycle management of real property assets - Real property supply and demand management - Real property information and performance measurement system	**202: Contract Solicitation, Award and Monitoring** A fundamental course on best practices in pre-award, solicitation and monitoring activities. Duration of this course is 2.5 days (2 days in classroom, 0.5 day pre/post online coursework). This course focuses on the required steps for well-planned and well-executed procurements. Learn how to write clearly-defined solicitations resulting in well-written proposals. The course covers how to draft solicitation information and evaluation criteria for selecting the vendor offering the best value. Participants learn monitoring techniques to achieve both performance and quality from contractors during implementation.	**Fundamentals 1: Overview of Real Property Management (C234)** This course is offered on-line through CSPS. This course will provide you with an overview of the management of real property within the federal government. You will learn the relevant policies and the roles and responsibilities of the key players. You will also be introduced to some of the main tools used in the management of real property. Content: - Policy framework principles for the management of assets - Relevant Treasury Board policies - Roles and responsibilities of custodian and tenant organizations - Life-cycle management of real property assets - Real property supply and demand management - Real property information and performance measurement system	**Supply Chain Strategies**: The face-to-face session gives you an appreciation for the critical importance of a well-defined customer value creation strategy. It will also provide you with valuable skills that support all aspects of logistics execution within your organization and across the supply chain.	**Business Approach to Writing** Do you stare at the screen struggling with sentences? Do your readers often ask you to clarify what you wrote? Do everyday messages take up too much of your time? This course will help you improve the content and structure of a range of business documents. Your messages will be clear and easily understood and you will feel more confident about all your writing projects.	**Exam 3** — Leadership in Supply Management 180 questions, three hours • Leadership | Strategic Sourcing | Risk Compliance
	Module 4: Using Information Technology to Enable Supply Chain Management ● Understand the innovative technologies enabling collaborative commerce and global visibility ● Apply technology to enhance performance of distribution, reverse logistics, and global supply chain communications	**Operations and Process Management** The nature of operations and the transformation system whereby an organization and an entire supply chain add value to a product or service is the starting point for this Module. You will learn to use a variety of tools to manage and improve supply chain processes. Just-in-time (JIT)/lean production, process flow analysis (capacity, bottlenecks) and quality management are specific topics of interest. You will acquire a 360-degree view of planning and control requirements such as master scheduling, material requirements planning (MRP) and yield management. Project management fundamentals are also covered. This Module situates operations management within the strategic context of global operations and the exploitation of operations capabilities.	**Introduction to Operations Management** This course will familiarize participants with operations in manufacturing, distribution and services organizations. They will learn the basics of location selection and layout. Among topics covered are capacity planning and scheduling, as well as the key concepts of JIT/Lean, OPT/TOC and MRP. Participants will discuss the challenges of balancing capacity with demand and be introduced to forecasting techniques, demand planning and inventory ordering. Quality systems and continuous improvement methodologies, including Deming, Juran, ISO 9000 and Six Sigma, will also be addressed.	**Contract Administration** 3-Day (24 hours) Contract administration within the public sector is complex, involving planning, monitoring, and proactive insight into and oversight of contract performance. In this course, learn the different methods of contract administration, how to prepare a relevant plan, and how to evaluate the success of the contract. The course also presents the key considerations for the important contract terms and conditions that must be enforced during contract administration. Upon successful completion of this course, participants will be able to: • Develop an effective contract management/administration plan that can meet organizational goals • Describe the tools needed to design, develop and formulate the process • Assess how contract administration can be continually improved to enhance contract performance			**Fundamentals 2: Legal and Policy Environment for Procurement, Materiel Management and Real Property (M714)** Offered by: CSPS This course addresses the legal and policy framework associated with the management of procurement, materiel and real property in support of the delivery of government programs. It examines existing policies, laws, domestic and international agreements and government initiatives related to the work of PMMRP specialists. Content: - Foundation Framework for Treasury Board Policies - Procurement Policies - Materiel Management Policies and Directives - Real Property Policies, Directives and Standards Course Duration: 2 days **Also Fundamentals 2: PMMRP Knowledge Tool and Job Aid (C137)** This course is offered on-line through CSPS. This online course introduces the instruments that make up the legal and policy environment for the PMMRP functions of the federal government and provides an overview of related policies, laws, domestic and international agreements and ongoing government initiatives. Participants will learn how the effective management of PMMRP supports government program delivery.	**203: Administering and Evaluating Contract Performance** A fundamental course on understanding contractual relationships and the administrative processes associated with contract implementation. Duration of this course is 2.5 days (2 days in classroom, 0.5 day of pre/post online coursework). This course focuses on the last phases of a procurement and contract management process: Administration and Monitoring; Post-Contract Evaluation; Corporate Reporting; and Vendor Relationship Management. Participants will be able to incorporate the best practices identified during the classroom training into their workplace routines. Selected pre-reading scenarios highlight issues that are subsequently discussed in small and large groups.	**Fundamentals 2: Legal and Policy Environment for Procurement, Materiel Management and Real Property (M714)** Offered by: CSPS This course addresses the legal and policy framework associated with the management of procurement, materiel and real property in support of the delivery of government programs. It examines existing policies, laws, domestic and international agreements and government initiatives related to the work of PMMRP specialists. Content: - Foundation Framework for Treasury Board Policies - Procurement Policies - Materiel Management Policies and Directives - Real Property Policies, Directives and Standards Course Duration: 2 days **Also Fundamentals 2: PMMRP Knowledge Tool and Job Aid (C137)** This course is offered on-line through CSPS. This online course introduces the instruments that make up the legal and policy environment for the PMMRP functions of the federal government and provides an overview of related policies, laws, domestic and international agreements and ongoing government initiatives. Participants will learn how the effective management of PMMRP supports government program delivery.	**Team Dynamics**: Develop the practical skills needed when dealing with team dynamics and communications. The PC-based module is comprised of two phases. Phase 1, uses a Virtual Learning Environment that engages participants in a two-dimensional world of video, graphics, and experiential exercises using CD-ROM. In phase 2, participants work online as a virtual team, allowing you to put your new skills into practice and giving you the opportunity to discuss your views with other team members. Upon completion, you will have developed the skills necessary to define a team, enhance trust and interpersonal relationships, and make evaluations and team-based decisions.	**Business Law** This course offers a general study of Canadian law – both its roots and related case law, with particular emphasis on its application to business. Areas to be addressed include contracts, commercial transactions, fiduciary relationships, business organizations, torts, ecommerce, intellectual property, and real property law. Business Law is a prerequisite for Transportation Law.	**Bridge Exam** — Only for current C.P.M.s with a bachelor's degree. 180 questions, three hours • Areas not covered in the C.P.M. Exams
		Knowledge Management Knowledge management is the process of capturing and making use of collective expertise. It includes three overlapping factors (people, technology and processes). An organization can achieve competitive advantage through reusing applicable knowledge and using newly created knowledge (i.e. innovation). This Module examines the technical and behavioural aspects of knowledge management, prepares you to assess knowledge management systems, and equips you with the techniques to make improvements in knowledge management systems. Key considerations such as security, privacy, audit, project management and organizational change management are addressed. You will also learn to manage issues of information quality, sharing and overload.	**Introduction to Business Communications** Principles and guidelines for effective communications in a business environment are the focus of this seminar. Topics covered include the impact of emotion on communication, using appropriate language, how to improve listening skills and the role of non-verbal behavior. Participants will examine how to give and receive feedback, as well as how to respond to conflict. The seminar will address developing strong presentation skills and how to communicate in meetings. An overview of written communication, including e-mail etiquette, is also presented.	**Contracting for Public Sector Services** 2-Day (16 hours) Every day, public procurement professionals face the challenge of identifying best value. How can you successfully engage partners to achieve efficiency, effectiveness and the social goals of the community? Call it privatization, outsourcing, competitive tendering, or alternative service delivery, contracting for public sector services dominates contract spending at all levels of government. This course examines the entire process, and addresses special considerations of the services RFP, the contract award and contract administration. Upon successful completion of this course, participants will be able to: • Conduct a make-or-buy decision based on a scenario or case study • Identify and develop the elements of an RFP that are critical to a successful services contract and ease of contract administration • Develop and use selection committees for public sector services • Develop and negotiate a performance-based public sector services contract • Respond to protests and disputes in a fair, objective and timely way • Assume the role of contract administrator, to lead the project team members in developing a contract administration plan			**Fundamentals 3: The Machinery of Government and Life Cycle Asset Management (M716)** Offered by: CSPS This course addresses PMMRP specialists in the broader government environment. It raises awareness of how the government establishes and funds its priorities; responds to policy imperatives and management initiatives; and organizes to deliver its mandate. Content: - Machinery of government - Structure of the Canadian public sector - Legal foundations - Accountability - Values and ethics - Modern management initiatives impacting Life Cycle Asset Management Course Duration: 3 days	**204: Laws and Ethics for Competitive Procurement** A fundamental course outlining methods to handle the legal and ethical issues that can arise in routine contracting situations. Duration of this course is 1.5 days (1 day in classroom, 0.5 day of pre/post online coursework). The course develops fundamental skills in contract law, ethical procurement practices, and standards of conduct. Participants learn about Contract A and Contract B, and how to cope with typical problems such as late bids, errors in proposals, withdrawal of bids, and the assessment of damages. Case studies help to reinforce standards of conduct for fairness, disclosure, transparency, and equal treatment for bidders. The laws of FOIPPA, copyright, moral rights, and confidentiality are explored through typical contracting situations.	**Fundamentals 3: The Machinery of Government and Life Cycle Asset Management (M716)** Offered by: CSPS This course addresses PMMRP specialists in the broader government environment. It raises awareness of how the government establishes and funds its priorities; responds to policy imperatives and management initiatives; and organizes to deliver its mandate. Content: - Machinery of government - Structure of the Canadian public sector - Legal foundations - Accountability - Values and ethics - Modern management initiatives impacting Life Cycle Asset Management Course Duration: 3 days	**Leading & Managing Change:** This face-to-face module is centered around three basic areas of development: personal change, the dynamics of change, and Situational Leadership. The personal change component will give you the tools to think like the owner of your own organization. The second phase of the module explores the forces driving change, the nature and challenges of change, and the roles and responsibilities of leadership. Blanchard's model of Situational Leadership (SLII) is presented as a model or framework for developing and achieving goals.	**Business Management.** Management is, simply put, the business of getting things done. This survey course provides an introduction to the primary management disciplines used by successful business managers around the world. Emphasis is placed on current management trends and practices within a Canadian setting, with an additional focus on how real-world businesses operate within constantly changing environments.	
		Global Sourcing A critical component of any procurement strategy, global sourcing is the focus of this Module. It is especially important today to integrate global sourcing decisions with inbound logistics and to consider total cost implications of global vs. domestic sourcing. The Module examines low-cost country sourcing both from the point of view of barriers and facilitators. From Africa and Asia to Europe and Latin America, you will learn about sourcing around the world, including NAFTA sourcing in the U.S. and Mexico. This Module also deals with types of intermediaries (customs brokers, 3PLs and trading companies) as well as freight and payment terms. You will gain the ability to evaluate global sourcing alternatives and to communicate in a cross-cultural context.	**Introduction to Negotiations** This seminar begins with an exploration of the nature and causes of conflict, and the barriers to resolving conflict. Various conflict resolution approaches are then introduced. Participants will get to know their own negotiation style as the five negotiation styles are presented. Among the other topics covered in this seminar are assumptions and myths of negotiating, the elements of win-win negotiations, how to prepare for the big event and dealing with difficult people. Participants will leave with an action plan to successfully conduct their next negotiation.	**Customer Service: The Key to Success in Procurement** 2-Day (16 hours) Excellent customer service not only enhances relationships within your agency, it improves overall performance and effectiveness. For a complete understanding of the value of providing excellent service, this course provides essential guidelines and specific methods of improving service quality. Upon successful completion of this course, participants will be able to: • Define customer service • Discuss customer expectations • Identify ways to respond to customers in a variety of situations			**Bid Evaluation and Contractor Selection Methodologies (PWGSC-6201)** Offered by: PWGSC Content: - Developing the bid solicitation - Bid evaluation methods - Bid evaluation team responsibilities - Developing bid evaluation criteria - Choosing a contractor selection method Course Duration: 4 Days	**205: Procurement Management and Negotiations: Theory and Issues** A fundamental course on handling routine disputes that arise in procurement and contract management processes. Participants explore various dispute resolution options, and work through issues associated with managing poor performance as well as appropriate steps to contract termination. Duration of the course is 1.5 days (1 day in classroom, 0.5 day of pre/post online coursework). The course provides fundamental negotiation theory and skills in the context of procurement and contract management. Participants explore various dispute resolution options, and work through issues associated with managing poor performance and the appropriate steps to take when terminating a contract. Specific topics explored include negotiating with the frontrunner in an RFP process, debriefing unsuccessful proponents, and handling any vendor complaints about a procurement process. The course is focused around five segments from the Harvard Negotiation Project video: Getting to Yes.	**Green Procurement (C215E)** Offered through CSPS This course will introduce you to the Policy on Green Procurement and provide you with detailed strategies for applying its principles throughout the procurement process.	**Professional Ethics**: Do you have a personal strategy for ethical decision making? This face-to-face module will teach you how to formulate a corporate code of ethics and develop a corporate ethics program. An overall conceptual framework will guide this exploration into the many facets of ethics: the influences of values on corporate behavior; why people behave unethically; and how to balance ethics and the bottom line. By the end of the module you will have challenged yourself and your value system and will have gained the skills necessary to develop a plan of action to promote ethical conduct.	**Business Strategy** Learn to put essential business management principles into practice with this course on formulating business strategy. Examine topical, real-life case studies covering a wide range of Canadian and international business situations and issues. Gain critical management expertise in strategic planning as you work from a general management perspective to explore and integrate functional activities such as production and finance and marketing.	
		Supply Chain Management for the Public Sector The unique characteristics of procurement in the public sector are explored in this Module. The Module examines a variety of public sector settings, including the federal government, provincial and municipal governments, as well as health care and education sectors. You will learn how to undertake competitive bidding in a public sector environment and evaluate alternatives such as sole sourcing and negotiation. The Module will explain the different forms of purchasing co-operatives and consortias. Ethical issues in public sector procurement are also examined. At the end of this Module, you will be able to understand the special supply chain challenges and opportunities in the supply chain sector and make recommendations for performance improvement.	**Introduction to Contract Law and Administration** While contracts are legal documents, contract administration is also about relationships. Participants will learn the basics of effective contract management from both perspectives. Contract basics such as types of contracts, characteristics of good contracts and the contract management lifecycle are topics covered. Participants will gain a familiarity with managing service level agreements and mitigating risk. The importance of relationship management and key factors for success are discussed. Communications, trust and dispute resolution are among the issues participants will explore.	**Developing and Managing Requests for Proposals in the Public Sector** 3-Day (24 hours) Are you getting the maximum potential from your RFP process? Prepare yourself with a full understanding of the process, proposal elements and ways to use the full capability of the RFP document. By sharing success stories and pitfall warnings, this class will equip participants to incorporate RFP solicitations into their government processes. Upon successful completion of this course, participants will be able to: • Demonstrate an understanding of the RFP planning and development process • Apply proper procedures and evaluation techniques for an effective RFP • Formulate an effective process for selection and award			**Green Procurement (C215E)** Offered through CSPS. This course will introduce you to the Policy on Green Procurement and provide you with detailed strategies for applying its principles throughout the procurement process.	**210: Understanding and Drafting Contracts** An individual-based, instructor-led, e-learning course on preparing contract and solicitation documents for procurements. Duration of this course is approximately 4.5 days of online learning over a 6 week period. This course is delivered via an online forum with instructor guidance over a 6 week period. The course focuses on preparing accurate procurement documentation and highlights the practical and legal implications of these documents. Participants will gain experience customizing contract schedules, preparing for debriefings and handling transition issues. Each week, working online, participants work through modules, submit individual assignments, contribute to course discussions, and access procurement resources including sample templates and guidelines.	**Developing a Statement of Work and Selection Criteria (M711)** Offered by: CSPS Two of the most critical elements in the contracting process are the statement of work and the evaluation of proposals submitted by contractors. Learn to write requirements to get the product or service you need. Acquire the skills to set evaluation criteria that will help ensure that you select the appropriate contractor to do the work. Content: - The statement of work in the contractual process - Tools for preparing the statement of work - Linking the statement of work and evaluation criteria - Defining evaluation criteria - Designing an evaluation grid Course Duration: 3 days	**International Logistics Management** [APUS]: This course addresses the design and operation of international logistics systems. Topics include export-import issues, multi-national sourcing and distribution strategies, channel management, and comparative transportation systems and policies.	**Financial Management** In any corporation or business, financial decision-making revolves around investment, financial, and asset management. You already have a good knowledge of mathematics and accounting and now want to explore the principles of corporate finance at an intermediate level. In this challenging and highly structured course you study how finance impacts the development of an effective business strategy and examine, step-by-step, the processes that result in sound financial decisions for a range of business enterprises. This course is a prerequisite for Logistics Decision Modeling.	
		Supply Chain Management for	**Introduction to Accounting and**	**Effective Contract Writing** 2-Day (16 hours)			**Contract Management (M720)**	**301: Advanced Contract Management**	**Ethics, the Code and Decision**	**Management Ethics** [APUS]: This	**Introductory Economics** This	

		Services, Capital Goods and Major Projects Service sector supply chains can differ significantly from those that have a product focus. This Module looks at the importance of demand, capacity and yield management, as well as services spend analysis with a view to crafting or enhancing a services purchasing strategy. There is an emphasis on retail and wholesale operations where collaborative planning, forecasting and replenishment are addressed. Using financial analysis, the Module also pays special attention to acquiring and disposing of capital goods, including leasing. You will also acquire an understanding of how to manage procurement for major projects, such as building construction. Throughout, the steps in taking a green approach to supply chain initiatives are stressed.	**Finance** This seminar provides a comprehensive overview of how finance impacts supply management. Basic terminology used in finance and accounting are defined. Participants learn how to read financial statements and understand how decisions are taken. They will be introduced to using key ratios to interpret financial information. The principles of accounting and budgeting will be presented. Participants will gain an understanding of how supply management practitioners make a business case for an investment and evaluate investment opportunities.	As a purchasing professional, you may be required to organize, write and interpret contracts. Contracts have a logical sequence and specific provisions, and by learning the basics and rules for improvement, the process will become manageable for you. This practical course presents the structure and meaning of enforceable contracts and provides tips and tricks on language to use when writing contracts for any entity. Upon successful completion of this course, participants will be able to: • Define a contract • List the format components • Discuss specific contract provisions			Offered by: CSPS This course has been designed for the procurement and materiel management specialists who are involved in managing a contract. This course will provide you with practical tools and best practices you need to manage activities throughout the four phases of the procurement process. It will also help you minimize the risks associated with the procurement process by adhering to rules and regulations. Course Content: - Definition of contract management vs contract administration - Roles and responsibilities of key players - What to plan for and what to monitor - Managing the evaluation process - Early warning indicators for problems - Contract disputes and settlements - Contract and file close-out procedures Course Duration: 1 day	**Planning** An applied course on the key planning elements for non-routine and complex procurements and contracts. Duration of this course is 2.5 days (2 days in classroom, 0.5 day of pre/post online coursework). This course concentrates on preparing a business case, an essential component of a comprehensive procurement project. Participants also learn how to conduct a detailed needs assessment and prepare a contract management terms of reference. Participants develop practical procurement and contract management skills by using various planning templates and guidelines including a comprehensive contract management case study.	**Making** Offered by: various departments and organizations: Full Equivalency: Ethics Awareness (PWGSC-3501) Ethics Workshop for Correctional Service of Canada Employees (ETHICS3) Introduction to Ethics (PWGSC-3502) Fraud Awareness and Conflict of Interest (PWGSC-2270 (Creating a Respectful Workplace (T916) - Offered by: CSPS	course is a study of the moral and ethical responsibilities of managers in the conduct of daily activity inside and outside of the business enterprise. The morality of profit-making, fair and equal treatment of employees, and the responsibility of the business firm to the society in which it exists are analyzed and discussed. Equally stressed will be the idea of the individual's responsibility within the organization.	course introduces both micro and macro economic models and looks at the role of individual consumers, firms, and industries within the larger economic system. Topics include supply and demand, distribution of income, structure of competition, business cycle theory, monetary and fiscal policy, economic growth and international trade. The course applies theory to current economic issues with an emphasis on Canadian context. This course is a prerequisite for Transportation Economics.	
		Leadership and Professionalism (2 days) The goal of this Workshop is to develop the ability of SCMP candidates to become supply chain leaders and true supply chain management professionals. You will foster leadership abilities such as building and leading supply chain teams, facilitating collaboration within and between groups and organizations, as well as gain change management skills and coaching/mentoring skills. You will compare various other points of view (follower's, bureaucrat's, administrator's and contrarian's) with the leadership point of view. In addition, participants will have the chance to develop leader profiles based on their own experience. The Workshop also includes a discussion on the certification of supply chain professionals and the shift from purchasing to strategic supply chain management.	**Introduction to Marketing** Participants will learn the role and purpose of marketing with a special emphasis on how marketing affects supply management. The differences between marketing and sales, marketing products and services, as well as B2B and B2C marketing will be addressed. Market research, understanding your competition, market segmentation and market selection are key topics covered. Among the other subjects discussed are the marketing mix: the "4 Ps" of product, pricing, place and promotion. Strategies for market leaders and market followers will also be outlined.	**Effective Management of Construction Contracts** 1-Day (8 hours) Public purchasers historically have not administered construction contracts, which can represent a very significant expenditure of resources – and a heightened liability – for public agencies. Now procurement professionals can help to limit risk and liability by understanding the specifics and differences in construction contacts. Upon successful completion of this course, participants will be able to: • Identify the key differences between construction contracting and other types of formal contracting • Identify the key areas that require focus for successful completion of the contract			**Developing a Statement of Work and Selection Criteria (M711)** Offered by: CSPS Two of the most critical elements in the contracting process are the statement of work and the evaluation of proposals submitted by contractors. Learn to write requirements to get the product or service you need. Acquire the skills to set evaluation criteria that will help ensure that you select the appropriate contractor to do the work. Content: - The statement of work in the contractual process - Tools for preparing the statement of work - Linking the statement of work and evaluation criteria - Defining evaluation criteria - Designing an evaluation grid Course Duration: 3 days	**302: Requests for Proposals** An applied course providing the framework for planning, developing and preparing a Request for Proposals (RFP). Duration of this course is 2.5 days (2 days in classroom, 0.5 day of pre/post online coursework). This course focuses on preparing an effective RFP. Using a typical RFP scenario, participants explore in detail the RFP planning requirements. Topics include establishing the project requirements, analyzing risk management issues, managing performance and quality issues, and conducting proponents' meetings, debriefings and presentations.	**Introduction to Commodity Management (PWGSC-03694)** Offered by: Public Works and Government Services Canada Content: - Commodity management benefits and goals - Commodity management in the Government of Canada - Leadership and governance of commodity management - Commodity management processes - Human resources and change management Course Duration: 1 day	**Leadership & Motivation** [APUS]: This course is designed to provide students with a solid foundation about leaders, the leadership process and motivation. Topics include the theories of leadership and motivation, leadership power, leader behavior, leadership characteristics, the role of gender, substitutes for leadership, and dystunctional leadership. MGMT312 serves as a self-assessment of the student's own leadership and motivation skills, knowledge, and attitudes and addresses the questions: Who am I as a leader? What are my most distinguishing leadership traits? What leadership style am I most comfortable being around? How do I influence others? And How do I motivate others?	**Marketing: An Introduction** Bridging the gap between marketing theory and applications, this course is of particular relevance to those wishing to broaden their knowledge of the functional areas of marketing. Basic marketing concepts are carefully examined and then applied through case analysis. Topics include determining the right marketing mix, pricing policies, marketing channels, distribution theory and consumer behavior.	
		Negotiation Skills (4 days) Negotiation skills are an essential competency for any manager, and especially those responsible for supply chain management. This Workshop provides you with a roadmap for leading or participating in successful negotiations. You will focus on the entire negotiation process, and learn the activities and techniques to be used from the preparation stage to the actual face-to-face negotiations. It covers understanding the other negotiator, responding to power imbalances, as well as looking beyond the deal to building longer-term relationships. Interactive activities, including negotiation simulations and role-playing exercises, feature prominently and allow opportunities to fine-tune your own negotiating skills.	**Introduction to Business Planning** Every department has a critical role to play in delivering on an organization's strategy. This seminar provides an overview of strategic planning in an organization and the basic elements of a strategic analysis (SWOT). The Porter 5-forces model for analyzing the competitive environment will be introduced. Topics covered include critical success factors, strategic maps and company positioning, and strategic models (low-cost, differentiation, niche). Participants will discuss how to develop a strategic plan in a supply management role and the linkages between the strategic plan and a budget.	**Ethics: A Survival Kit for Public Procurement** 1-Day (8 hours) Your profession requires you to make challenging and sometimes confusing choices under economic, professional, social and political pressure. A solid grounding in ethical practices will empower you to make important distinctions. Using exercises and case studies, this practical course teaches discernment, discipline and effectiveness as vital elements of ethical decision-making. Participants will analyze both moral and business considerations. Upon successful completion of this course, participants will be able to: • Identify the foundational structure of ethical decision making • Recognize questionable ethical situations when they occur and deduce the proper ways to respond • Explain the value of ethical behavior • Formulate a process for investigating a questionable situation • Develop ethically sound procurement documents. • Recommend ethical expectations to customers and suppliers			**Ethics, the Code and Decision Making** Offered by: various departments and organizations: Full Equivalency: Ethics Awareness (PWGSC-3501) Ethics Workshop for Correctional Service of Canada Employees (ETHICS3) Introduction to Ethics (PWGSC-3502) Fraud Awareness and Conflict of Interest (PWGSC-2270 (Creating a Respectful Workplace (T916) - Offered by: CSPS	**304: Advanced Law, Ethics and Best Practices in Procurement Management** An applied course on the major ethical and legal issues facing individuals in today's procurement environment. Duration of this course is 1.5 days (1 day in classroom, 0.5 day of pre/post online coursework). This course focuses on developing advanced skills in contract law and ethical procurement practice. Participants examine Contract A and Contract B scenarios, and develop judgment in dealing with compliance issues, bid modification or clarification, and multiple stage procurements. The laws of FOIPPA, copyright, moral rights, and confidentiality are explored in more complex contracting situations. The implications of FOIPPA legislation and post-contract evaluation are also examined.	**Introduction to Risk Management (C210)** Offered by: CSPS This course introduces you to risk management and integrated risk management concepts, tools and best practices. It outlines all steps of the risk management process and it summarizes the federal government's Integrated Risk Management Framework and its direction. During this course, you will acquire the knowledge and skills necessary for you to apply a systematic risk management process. Content: - Risk concepts (descriptions, categories and key factors) - Steps in a risk management process - Tools, techniques and processes for each step - Essential elements, expected results and benefits of integrated risk management Course Duration: 1 day	**Lean Supply Chain Management**: This program gives logistics professionals the tools and practices that can help organizations increase their savings and cut costs on their supply chains. Lean SCM provides participants with a comprehensive overview of Lean Thinking and its application. Its lessons outline and demonstrate the essential lean tools and practices that can be applied to your business in order to achieve significant savings for your company. The certification content is accessed online and students will be provided with auxiliary resources, discussion forum participation, and expert mentoring.	**Organizational Behavior** Organizations today are undergoing such unprecedented change and the ability to manage people is more important than ever. In this course, you examine current theories of management and explore how organizational structure, technology, and environment influence people. Emphasis is on the role and function of management and supervisory factors such as motivation and group dynamics. Specific topics include leadership, conflict, and change management. Accredited by the HRPAO.	
		Communication and Relational Skills (3 days) Essential to the successful supply chain professional are the competencies of listening skills, spoken and written communication, persuasiveness and the ability to explain complex issues up and down the organization and around the supply chain. Another critical ability is building effective inter-organizational supply chain relationships. This Workshop covers how to create and deliver strong presentations and how to be professional in your spoken communications by looking at steak, sizzle and style. Non-verbal communication such as appearance and body language are also explored. The Workshop offers guidance on producing clear, concise and compelling reports and written communication, and examines do's and don'ts in electronic communication today.		**Fixed Assets Management** 1-Day (8 hours) Managing fixed assets raises internal issues of control and accountability for procurement directors and fixed assets managers. Learn to manage such issues with this comprehensive and practical course that is designed to increase effectiveness and communications among those involved with property management. Participants will explore inventory and reporting requisites, disposition of property and departmental performance reporting. Upon successful completion of this course, participants will be able to: • Recognize key settings in managing fixed assets • Discuss day-to-day affairs of the public sector fixed assets management function • Discuss the types of fixed assets and the fixed assets cycle • Explain surplus property classifications and identify disposal methods			**Introduction to Commodity Management (PWGSC-03694)** Offered by: Public Works and Government Services Canada Content: - Commodity management benefits and goals - Commodity management in the Government of Canada - Leadership and governance of commodity management - Commodity management processes - Human resources and change management Course duration: 1 Day	**305: Advanced Negotiation Skills** An applied course for individuals who require advanced negotiation skills to manage procurement projects, people conflicts, and contract management issues. Duration of this course is 2.5 days (2 days in classroom, 0.5 day of pre/post online coursework). This course provides participants with an opportunity to practice and develop their negotiation skills in both individual and team scenarios. The course focuses on various negotiation situations common to procurement within Canadian organizations. Topics include understanding and using different communication styles; negotiation strategies and tactics; bargaining and questioning techniques; resolving deadlocks; and formally finalizing negotiations. Participants act as both negotiators as well as observers in order to develop their individual negotiation skills.	**Disposal of Surplus Moveable Crown Assets and Investment Recovery (M715)** Offered by: CSPS As a functional specialist, you need to make informed and cost-effective decisions about asset reuse, relocation and disposal. By reducing the number of requests for new assets (recycle, reuse) and by applying an improved investment recovery strategy, you can contribute to increased organizational performance. This course teaches you a very practical approach to the disposal of surplus moveable assets in the context of current legal and policy constraints. It also provides you with a framework for developing departmental investment recovery plans. Content: - Objectives of asset management and investment recovery - Roles and responsibilities - Legal framework and policies - Environmental considerations - The concept of investment recovery - Recycling and reusing assets - Disposal of assets Course Duration: 2 days	**Lean Healthcare Supply Chain Management**: This program provides participants with a comprehensive overview of Lean Thinking and its application in healthcare. It also outlines and demonstrates the essential lean tools and practices that can be applied within the healthcare industry to decrease costs, increase efficiency and quality of service, and improve customer and employee satisfaction. Each lesson provides 3 hours of on-line content incorporating real world case study examples of Lean Healthcare applications, along with useful in-line questions and assessments to enable students to track their progress.	**Risk Assessment** Whether an enterprise is large or small, there is always risk at play. This CRM accredited course introduces you to the risk management process. Learn the techniques of analyzing exposure to property, liability, personal, and net income loss. Study forecasting, and discuss how cash flow analysis can help minimize risk. Finally, consider ways of managing the risk associated with the information systems on which your enterprise depends.	
		Competitive Bidding, Contract Preparation and Contract Management (2 days) Competitive bidding and contract management, if not handled properly, can lead to serious legal and financial consequences for any organization. This Workshop seeks to equip you with the tools required to turn this into a competitive advantage for your enterprise. The Workshop looks at the conditions for successful competitive bidding and the elements of the bidding process, including RFPs and RFQs. Electronic tendering is also addressed. The Workshop moves on to examine types of contracts and contract law. Participants also gain an understanding of writing contract terms and how to manage a contract from performance review to dispute resolution and termination.		**Fundamentals of Leadership and Management in Public Procurement** 2-Days (16 hours) Motivation, decision making, communication, conflict management, group dynamics and organizational change – you face all of these issues as a leader and manager in the public sector. This course looks at the ways in which these issues interrelate, combining discussions of theory with practical application to improve your organization's effectiveness. Upon successful completion of this course, participants will be able to: • Explore procurement's strategic role in the organization and its relationship to Finance, Human Resources, Budget, Information Technology and Legal functions • Assess opportunities to improve performance of the procurement organization • Evaluate the concepts of leadership and management in public organizations and how each contributes to the success of goals and objectives within the organization • Utilize effective communication, internally and externally			**Introduction to Risk Management (C210)** Offered by: CSPS This course introduces you to risk management and integrated risk management concepts, tools and best practices. It outlines all steps of the risk management process and it summarizes the federal government's Integrated Risk Management Framework and its direction. During this course, you will acquire the knowledge and skills necessary for you to apply a systematic risk management process. Content: - Risk concepts (descriptions, categories and key factors) - Steps in a risk management process - Tools, techniques and processes for each step - Essential elements, expected results and benefits of integrated risk management Course Duration: 1 day	**310: Advanced Contract Drafting** A group-based, instructor-led, e-learning course exploring advanced issues around drafting an effective contract. Duration of this course is approximately 4.5 days of online learning over a 6 week period. This course is delivered via an online class forum with instructor guidance over a 6-week period. The course explores tools and strategies to handle complex procurements. Participants review an actual RFP for potential problem areas, draft a performance management framework, and explore recent developments and trends in the complex area of law that governs competitive procurement in Canada. Topics also include debriefing unsuccessful proponents and other challenging communication issues. Working online in small groups, participants explore best practices and leading-edge strategies in procurement and complete weekly team assignments.	**Writing for Results (T007)** Offered by: CSPS We can all benefit from upgrading our writing skills in everyday administrative correspondence. Think what a well-written, logical memo or a letter with focused paragraphs and clear, concise sentences can accomplish! A well-written and well-presented letter can help you inform, request action and persuade; clear up misunderstandings; capture the imagination and approval of colleagues and superiors; provide control and direction for a team; and present a convincing rationale for a recommendation. If you write for someone else's signature, this course will help you satisfy the most demanding superior. Content: - Writing the plan and the first draft - Focusing on the recipient - Focusing on the purpose of the communication - Revising the final copy Course Duration: 3 days	**Supply Management** [PMMS]: A self-directed online module that covers the following topics: Supply Positioning, Market Assessment, Supplier Appraisal, Supplier Preferencing, Market Matrix, Vulnerability, Supplier Selection, Contract Award, Defining Negotiation, Negotiating for Success, Planning for Negotiation, Negotiation Tactics, The Fabric of Negotiation, Power/Interest Cycle, Shaping the Market, Defining the Business Need, Procurement Marketing, Supplier Improvement, Reverse Marketing, Contract Strategy, Monopolies/Cartels, Partnerships, Integrating Techniques, Finance Reports, Finance Ratios, Costing Methods, Pricing Policy.	**Integrated Logistics** Introduces the candidate to the challenges faced by the manager of a physical distribution and supply system. The manager will aim to coordinate the channels of distribution, the transportation and storage of products, and the communications and data processing system, in such a way that costs are cut to a minimum, while the marketing requirements are satisfied. The application of quantitative methods to the solution of these problems is emphasized. Accredited by FITT. Prerequisites: Transportation Systems and Logistics Processes.	
		International Business and Multicultural Skills (2 days Increasingly, business is being conducted around the world as supply chains expand their reach. To be an effective supply chain manager today requires the ability to function in a global and multicultural context. This Workshop readies participants to work successfully across cultures and build relationships with supply chain partners in other countries. It includes detailed discussion on the strategic role of cultural knowledge in managing global supply chains. The objectives of this Workshop are for participants to develop a deeper understanding of cultural diversity in organizations, and to deal with professional issues associated with international cultures in a sensitive and constructive way.		**Get What you Need through Successful Negotiation Strategies** 2-Day (16 hours) Do you have what it takes to be a good negotiator? You can create win-win situations that accomplish your negotiation goals. This course introduces core principles for negotiation, including characteristics of a good negotiator, critical elements in every negotiation, basic strategies, tactics used for and against you, how to overcome negative attacks and how to read the other person. Specific content may be modified slightly at the course instructor's discretion. Upon successful completion of this course, participants will be able to: • List the characteristics of a good negotiator and common negotiation errors • Discuss the principles of negotiations • Explain how to develop rapport and improve communication • Recognize the sensory channels people use			**Disposal of Surplus Moveable Crown Assets and Investment Recovery (M715)** (Elective) Offered by: CSPS As a functional specialist, you need to make informed and cost-effective decisions about asset reuse, relocation and disposal. By reducing the number of requests for new assets (recycle, reuse) and by applying an improved investment recovery strategy, you can contribute to increased organizational performance. This course teaches you a very practical approach to the disposal of surplus moveable assets in the context of current legal and policy constraints. It also provides you with a framework for developing departmental investment recovery plans. Content: - Objectives of asset management and investment recovery - Roles and responsibilities - Legal framework and policies - Environmental considerations - The concept of investment recovery - Recycling and reusing assets - Disposal of assets Course Duration: 2 days	**PCMP 350: Case Study and Executive Panel Presentations** The final requirement for certification in the Procurement and Contract Management Program. Duration of this course is 2.5 days (1.5 days in classroom, and 1 day of individual case study preparation). Prior to attending the course, participants will prepare an omnibus case study. Each case study contains issues that span the eight program elements (seven processes of Procurement and Contract Management, and general competencies across the procurement process). During the first day of the course, participants work with their colleagues and the instructor to discuss and review their case study solutions. On the second day, the participants present their solutions to a panel. In order to graduate, the participants must demonstrate that they possess the required level of basic, fundamental and applied skills across the eight program elements. NECI can work with your organization to arrange an appropriate graduation ceremony for those participants who have successfully completed all certification requirements.	**Aboriginal Considerations in Procurement (C223)** (Elective) Offered through CSPS This course is designed to acquaint you with the Government of Canada's procurement policies and obligations regarding Aboriginal peoples. It consists of two parts: The Procurement Strategy for Aboriginal Business, and Comprehensive Land Claims Agreements. Both of these are designed to improve the opportunities for Aboriginal groups and firms to develop, while doing the government's business in a fair way and giving best value. Offered online through: CSPS	**Frontline Logistics** provides the baseline training that is required to perform in your current role and serves as a foundation for a supervisory career in distribution logistics and supply chain management. It consists of 14 web-based modules that will help you improve your company's productivity by developing operating plans and procedures, controlling costs and utilizing your human and material resources. Each module only takes an average of four hours to complete. The fourteen modules can be taken individually or in bundles and include: Assembling Orders, Controlling Budgets, Controlling Inventory, Customer Complaints, Customer Service, Operations Floor Safety, Good Logistics Practices, Health, Safety & Environment, Operating Procedures, Managing Personnel Issues, Product Damage, Scheduling Carriers, Scheduling Resources, Selecting the Right Carrier	**Logistics Decision Modeling** further develops the candidates' professional logistics acumen by refining their existing managerial modeling and analysis skills. Candidates will strengthen their capacity for solving complex business problems and interpreting proficiently and reporting results using MS Excel and best industry practices in the areas of finance, marketing, production, transportation, inventory control and quality control. Candidates must display a proven familiarity with transportation systems, logistics processes and financial management. Note: Candidates must have reliable access to the internet, a computer equipped with Windows 95 or higher, MS Word and MS Excel with the Solver Add-In installed. In most cases, the Solver Add- In is installed automatically when MS Excel is loaded. A valid e-mail address is also required. Prerequisites: Transportation Systems, Logistics Processes, and Financial Management.	
		Ethical Behavior and Social Responsibility (3 days) Ethical behaviour is a key pillar of professionalism, as is the commitment of supply chain professionals to look beyond profit to the impact that their procurement and supply chain decisions have on employees, the economy, society and the environment. Presenting a variety of perspectives, this Workshop explores frameworks for ethical decision-making. Issues such as community service, society as a supply chain stakeholder and conducting environmental audits are examined. The Workshop also covers ethical issues related to gender and age, and safety and security. You will have an opportunity to review and discuss the PMAC Code of Ethics, as well as develop an ethics statement for your own organization.		**Introduction to Public Procurement** 3-Day (24 hours) The work of public procurement is no longer a clerical function performed independently by various people throughout different agencies or departments within a government entity. Instead, it is a distinct – and ever-changing – profession that adds significant value to the public sector. This program provides an overview of fundamental concepts necessary for success in a public procurement career. Upon successful completion of this course, participants will be able to: • Describe the roles, major components and functions of public procurement • Recognize how public procurement adds value to the delivery of services • Describe the cultural, social, political, economic and legal environments that impact public procurement • Recognize the importance of ethics and professionalism in public procurement			**Writing for Results (T007)** Offered by: CSPS We can all benefit from upgrading our writing skills in everyday administrative correspondence. Think what a well-written, logical memo or a letter with focused paragraphs and clear, concise sentences can accomplish! A well-written and well-presented letter can help you inform, request action and persuade; clear up misunderstandings; capture the imagination and approval of colleagues and superiors; provide control and direction for a team; and present a convincing rationale for a recommendation. If you write for someone else's signature, this course will help you satisfy the most demanding superior. Content: - Writing the plan and the first draft - Focusing on the recipient - Focusing on the purpose of the communication - Revising the final copy Course Duration: 3 days		**Fleet Management** Offered through Campus Direct (CSPS) (Elective) to be launched June 2010 - Logistics - Inventory Management - Warehousing	**Essentials in Logistics** provides the baseline training required to perform in your current role and serves as an introductory foundation for a career in logistics. By progressing through the five Essentials online modules, an integrated picture of logistics and supply chain is developed. Each module only takes an average of 6-8 hours to complete and include: *Logistics:* reviews the process that a single item goes through from its raw material stage to its final distribution to the consumer. *Warehousing & Distribution:* the movement of materials through the supply chain and the various types of documentation needed to control these movements. *Purchasing and Procurement:* differentiating between internal and external customers, the purchasing cycle, the purchase order, technology, comparing public & private purchasing, and contrasting centralized & decentralized purchasing. *Traffic & Transportation:* different modes of transportation and fastest, most dependable, and most available modes. Product requirements for transport are discussed as well as the basics of shipping documentation, map-reading, routing, and technology. *Inventory Management:* distinguish among methods of inventory control to classify and categorize materials. The module describes categories, costs and functions associated with inventory, and the inventory cycle. The participant learns how to use basic technology and how to use spreadsheets and databases to input, read and interpret inventory management and control.	**Transportation Economics** Develops the economic constructs relevant to transportation markets and then illustrates these principles with applications. The course analyzes the cost structures of various carriers and modes of transportation and the effects of such costs on the carriers' pricing decisions and resource allocations. It also includes a review of the Canadian transportation industry as well as the government legislation and policies affecting transportation. This course requires you to have a certain level of comfort with quantitative reasoning although it is not concerned with mathematical derivations. You will learn the basic quantitative concepts so that you can interpret empirical results from models developed by economists based on real-world case studies in Transportation Economics. Prerequisites: Transportation Systems, Logistics Processes, and Introductory Economics.	
		In-Residence Week The In-Residence Week (IRW) is an intensive one-week session that allows SCMP candidates to synthesize, apply and test knowledge and skills gained throughout the Strategic Supply Chain Management Leadership Program (SSCMLP). It is the capstone to the program, with participants examining issues at the highest strategic level in supply chain management.		**The Legal Aspects of Public Procurement** 3-Day (24 hours) How does the law affect your work in procurement? In this course, a procurement professional, not an attorney, helps you build a strong foundation of the principals and general concepts of the law as it applies to public procurement. Based on actual procurement situations, the course addresses issues such as the UCC, the Model Procurement Code, Sale of Goods Act, professional ethics and the legal implications surrounding solicitations, contracting and post award issues. Upon successful completion of this course, participants will be able to: • Identify the legal terms and apply basic legal concepts and principles in public procurement • Understand the role of the law in public procurement • Describe the role of the public professional in the application of procurement and contract law			**Aboriginal Considerations in Procurement (C223E)** (Elective) This course is designed to acquaint you with the Government of Canada's procurement policies and obligations regarding Aboriginal peoples. It consists of two parts: The Procurement Strategy for Aboriginal Business, and Comprehensive Land Claims Agreements. Both of these are designed to improve the opportunities for Aboriginal groups and firms to develop, while doing the government's business in a fair way and giving best value. Offered online through: CSPS		**Level II and II Certification** The requirements for Level II and Level II are currently under review.	**Q or Qualifying Module:** is a comprehensive module focused on integrated logistics processes and supply chain strategies. This online module addresses the major aspects of modern supply chain management. You will learn a variety of business strategies that will improve customer service and reduce costs and inventory levels. The Q Module is completed after all other modules in this program have been successfully completed.	**Transportation Law** Equips the CITT Designation candidate with the skills to assess the legal implications of typical problems encountered by suppliers and users of various modes of transportation. The course is based on the study of a wide range of significant cases decided by the courts, together with relevant statutes, treaties and policy statements by regulatory bodies. Prerequisites: Transportation Systems, Logistics Processes, and Business Law.	
		Final Examination The Final Examination is the last step in attaining the SCMP designation and is held once each year, at locations across Canada. The examination tests the ability of candidates to apply the knowledge that is presented in the Strategic Supply Chain Management Leadership Program (SSCMLP), as well as the skills gained through a candidate's practical experience.		**Logistics and Transportation** 2-Days (16 hours) What is the total cost of the goods you purchase – including transportation, carrying or disposal? Government agencies have learned the importance of evaluating total cost of procuring goods, and today's negotiations take these costs into consideration. Procurement professionals must be aware of the opportunities to improve negotiation terms and reduce associated expenses of contracted products. This course explores the benefits of contracting product transport services independently of the product itself. Participants gain knowledge of logistics contracting, responsibilities and legal aspects and the competitive market of transportation carriers. Upon successful completion of this course, participants will be able to: • Describe the elements of transportation and logistics and the potential opportunities for cost savings • Define freight and logistics terms and conditions with internal and external clients and vendors • Analyze the requirements for a project and determine which transportation and logistics processes provide the best solutions for the agency. • Identify the essential points for every			**Writing in Clear and Concise Language (T008)**					

				transportation contract. • Design and develop a cost-effective logistics and transportation program								
		Practical Experience Requirement Candidates are required to have at least three years of Practical Experience in supply chain management in order to obtain their SCMP. This experience can be in any aspect of the field of practice, including core and supporting areas, but must be full-time and demonstrate progressive levels of competence through applied knowledge acquired while pursuing SCMP accreditation. This growth in competence will be demonstrated by the successful performance of work activities and job functions that advance incrementally in both scope and responsibility. Career progression or advancement may typically be achieved through lateral/horizontal or vertical movement within the same organization or across multiple enterprises. No more than one year of related experience gained prior to enrolment as an accreditation candidate may be recognized. Prior to applying to sit for the Final Examination, candidates are required to report details and submit supporting documentation of having completed at least three years of progressive Practical Experience (e.g., employer reference letters, position descriptions, current resume or organizational charts).		**Managing Your End Users and Suppliers** 1-Day (8 hours) Procurement professionals face the challenge of stretching limited resources to accommodate an ever-expanding workload. But often we forget the value of investing our time and resources to reach out to our stakeholders. In this course, learn how to strengthen relationships with end users and suppliers and how such relationships can improve procurement's effectiveness. Upon successful completion of this course, participants will be able to: • Identify best practices for internal and external client outreach • Utilize tools for internal and external client outreach • Explain the value of reaching out to and using certified status (MWESBs, disabled, etc.)			**Level II and II Certification** The requirements for Level II and Level II are currently under review. **Fundamentals of Budget Formulation and Control (F002)** **Managing Public Funds (G243)** **Negotiating Skills (T006)** **Preparing a Business Case (C220)** **Project Management (R901)** **Strategic and Operational Planning (R902)** **Contracting for Services (PWGSC-6081)** **Complex Procurement (PWGSC)**					
				Marketing 101 for the Procurement Professional 1-Day (8 hours) You can make an important difference in protecting your profession: marketing. Failure to increase recognition for the value that the public procurement profession brings to our organizations will lead to continued reductions in the size of procurement staffs, annual budgets and support for training and professional certification. Privatizing the public procurement function could even become a reality. Learn how to market your profession, yourself and your value. Upon successful completion of this course, participants will be able to: • Explain the importance of marketing the procurement function • Identify target audiences for marketing messages • Define the needs and wants of the target audience • Create a multifaceted marketing plan to promote the procurement function								
				Negotiate to Win-Win Solutions 3-Day (24 hours) Do you have what it takes to be a good negotiator? You can create a win-win situation and prepare yourself to face the person on the other side of the table. This course introduces core principles for negotiation, including characteristics of a good negotiator, critical elements in every negotiation, basic strategies, tactics used for and against you, how to overcome negative attacks and how to read the other person. Listening skills and managing conflict are emphasized, as is dealing with the five generations that may be in your workplace. Specific content may be modified slightly at the course instructor's discretion. Upon successful completion of this course, participants will be able to: • List the characteristics of a good negotiator and discuss the principles of negotiations • Develop rapport, improve communication and use active listening skills • Recognize the sensory channels people use • Identify and respond effectively to conflict • Identify multigenerational factors and characteristics • Identify and avoid the common errors made in negotiations • Assess inventory and develop a game plan								
				Performance-Based Requests for Proposals 2-Day (16 hours) With pressure from the Federal Government Office of Management and Budget (OMB), more and more state and local governments are moving towards performance-based contracting. However, many public procurement organizations are not trained or equipped to effectively compete these contracts. This course provides the requisite skills and tools you need to successfully manage this new procurement methodology. Classroom activities incorporate case studies to evaluate the effectiveness and application of the process. Upon successful completion of this course, participants will be able to: • Identify when and how performance-based contracting will be able to improve the contracting process for their entity • Discuss performance requirements and standards • List RFP performance contracting models								
				Planning, Scheduling and Requirement Analysis 3-Day (24 hours) An organization's strategic planning is intrinsically related to procurement planning. Developing key partnerships within the organization is crucial to requirements determination and leads to development of accurate specifications. Course participants learn to build those relationships and explore planning models, public sector budgeting and pricing strategies employed in the public sector such as cost analysis and life cycle costing. Upon successful completion of this course, participants will be able to: • Recognize procurement's role in the organizational strategic planning process • Evaluate and apply the tools available for comprehensive procurement planning • Discuss how planning, scheduling and requirement analysis impacts the budget process								
				The Principles and Techniques of Problem Solving 1-Day (8 hours) In the information age, we are all challenged to find creative and effective solutions to problems, both new and old. The creative process taught in this course can be applied in work or personal situations. Questions to ask at each step in the process help you learn how to awaken your own creative energy and how to get others to buy into new ideas. This fun, interactive class is full of ideas and practical tips. Upon successful completion of this course, participants will be able to: • List the steps of problem solving • Discuss techniques for developing creative solutions • List five steps for effective decision making								
				Project Management for Workgroups 2-Day (16 hours) When you find yourself in charge of a project, a solid foundation of good project management habits will make all the difference. Whether your project is simple or complex, you will need to plan and manage both your team and project with care. This course helps the new or part-time manager in holding vendors responsible, achieving high-quality results, avoiding schedule changes and cost overruns, and other useful topics. Upon successful completion of this course, participants will be able to: • Understand what defines a project • List the elements of a Project Schedule • Discuss the Project Life Cycle • Describe the Project Manager's role								
				Protests and Disputes: What's a Buyer to Do? 1-Day (8 hours) You followed every policy, regulation and procedure in determining a contract award. But in spite of this, you are experiencing a protest! Take it one step at a time to understand the nature of a protest and its nuances, which are contributing factors. This lively seminar will provide an opportunity to discuss real examples, determine root causes, predict opinions and execute improved processes. Upon successful completion of this course, participants will be able to: • Understand the definition of a protest • Reduce the probability of a protest • Respond to a protest								
				Risk Management in Public Contracting 2-Day (16 hours) Risk is a critical consideration in the contracting and procurement process, and is directly related to the successful achievement of targeted goals and objectives. How can you take a thoughtful and proactive approach to risk to support the success of contract performance? This course teaches procurement professionals to identify, assess and mitigate risks to the maximum practical extent, while also considering costs and other factors. Participants will develop a solid understanding of the complexities of risk management and learn how best to plan, monitor and apply proactive insight and oversight to relevant risk areas. Upon successful completion of this course, participants will be able to: • Identify and develop risk management strategies for implementation, monitoring and surveillance of the inherent risks in the contract • Identify types and levels/degree of risk (contract type, internal and external factors, procurement cycle) • Evaluate the levels of risk (conduct risk assessment) and associate mitigation techniques/risk handling alternatives. • Develop a risk management plan using the four phase process (Pre- and post-award activities) • Integrate risk management elements into contract administration								
				Sourcing in the Public Sector 3-Day (24 hours) Gain a comprehensive overview of the sourcing process within the public sector by exploring the essential elements. These include pre-sourcing planning, needs assessment, specifications, scope of work, deliverables, procurement strategies, value analysis, and internal control processes. The course will address sourcing methods and invitation documents, the acquisition process, evaluation of response submissions, and contract awards. It will also explore the effects of relevant trends and technological developments. Upon successful completion of this course, participants will be able to: • Identify how sourcing can engage the internal/external community in the acquisition process • Examine the processes, apply the correct procedures and identify the appropriate mechanisms for the acquisition of specific goods and services • Apply the essential elements of sourcing within the acquisition process in a logical and transparent manner								
				Train the Trainer - 3-Day (24 hours) Learn the fundamentals of adult education, methodology, best practices and delivery skills in this intensive and in-depth program. Applicable to anyone that may train others in their own work place or for those who want to improve their presentation skills. This course is required for professionals seeking to become a qualified NIGP instructor. Participants gain knowledge of core concepts and techniques of education and instruction, effective use of audio/visual aids, and ways to incorporate tools and technologies into the classroom. A short presentation by each participant will demonstrate their learning and capabilities in a practical situation. Participation in this seminar does not ensure								

				selection for the instructor consortium.								
				Warehousing and Inventory Control 2-Day (16 hours) Don't neglect your organization's largest investment, second only to personnel. Course participants will build a strong foundation in management of inventory, warehouse and information systems. Upon successful completion of this course, participants will be able to: • Explain the nature of the inventory and management job • Describe the steps and procedures for inventory management • Identify types of warehouses • List different management information systems								
				World Class Procurement Practices 1-Day (8 hours) What is meant by "world class" in procurement for the public and private sectors? Explore the practices that public agencies are adopting to achieve such a status. Case studies shared in the class illustrate many common practices of agencies and procurement professionals that are considered among the best and most successful. Upon successful completion of this course, participants will be able to: • Identify and explain the procurement practices of leading agencies • Assess the value and practicality of these practices • Identify procurement methods that are considered world class								
				On Line Specification Writing 6 contact hours Provide new buyers with an understanding of how to develop clear, concise specifications that will ensure a quality level suitable for the intended use of the item. This course is presented in a conversational question and answer format. The questions are asked by a student who has no experience in specification writing but needs to learn how in order to do his or her job better. The instructor answers the questions, occasionally gives short lectures, and helps the student learn the material by having him or her apply it in a series of exercises. The student assesses his or her mastery of the course material at the end of the course by completing an open-book quiz.								
				On Line Bid Processing 8 contact hours To acquire a working knowledge of the procedures that one should follow to process sealed bids correctly, identify and resolve mistakes in bids, determine a bidder's responsibility, and award a contract. The course will provide a substantial amount of detailed information about bidding procedures. This course is presented in a conversational question and answer format. The questions are asked by a student who has no experience in processing and evaluating bids but needs to learn how in order to do his or her job better. The instructor answers the questions, occasionally gives short lectures, and helps the student learn the material by having him or her apply it in a series of exercises. The student assesses his or her mastery of the course material at the end of the course by completing an open-book quiz.								
				Unit Cost Analysis 4 Contact Hours How to use unit cost measurements, use of unit cost measurements in performance-based budget and external benchmarks. Upon successful completion of this course, participants will be able to: • Identify appropriate outputs for an organizational unit or program component, • Determine and apply the costs estimated to produce those outputs, and • Calculate a cost per unit of output.								
				CPPO Prep Class 2-Day (16 hours) In an effort to prepare candidates for the computer based CPPO exam containing 175 questions, this course provides a review that addresses key information on topics identified in the 2008 UPPCC Body of Knowledge. Considered as a tool to help the student in assessing their own strengths and weaknesses as they relate to the subject matter, this course is only a part of the candidates overall study plan for preparation. Participation in this class does not guarantee success on the examination. Highly recommended for any candidate planning to take the CPPO Exam issued by the Universal Public Purchasing Certification Council (UPPCC)								
				The CPPO Online Assessment Package allows you to experience the value of both the CPPO Self-Study Online Assessment and the CPPO Simulated Online Assessment. Use the self-study to access domains independently, utilize a resource library, and print personalized feedback on your responses. Take the simulated assessment for a 100 question, two (2) hour timed test that offers the candidate the experience of the UPPCC testing environment. User can take the self-study and simulated assessments multiple times. Purchase the self-study for a seven (7) day access and the simulated assessment for a two (2) day access window.								
				The CPPO Self-Study Online Assessment is a self-paced and self-guided online preparation tool that enables candidates to access sample tests for each of the 10 domains (knowledge areas) of the UPPCC Body of Knowledge. Review material and create a personalized resource based on your strengths and weaknesses within a domain including resources and feedback on user responses. Includes resource library with documents to assist your study activity. Become familiar with the type of scenario-based questions that may appear on the UPPCC examinations. All 10 domains (knowledge areas) are covered. User can take the self-study assessment multiple times.								
				CPPB Prep Class 2-Day (16 hours) In an effort to prepare candidates for the computer based written CPPB exam containing 175 questions, this course provides a review that addresses key information on topics identified in the 2008 UPPCC Body of Knowledge. Considered as a tool to help the student in assessing their own strengths and weaknesses as they relate to the subject matter, this course is only a part of the candidates overall study plan for preparation. Participation in this class does not guarantee success on the examination. Highly recommended for any candidate scheduled to sit for the CPPB Exam issued by the Universal Public Purchasing Certification Council (UPPPC)								
				The CPPB Online Assessment Package allows you to experience the value of both the CPPB Self-Study Online Assessment and the CPPB Simulated Online Assessment. Use the self-study to access domains independently, utilize a resource library, and print personalized feedback on your responses. Take the simulated assessment for a 100 question, two (2) hour timed test that offers the candidate the experience of the UPPCC testing environment. User can take the self-study and simulated assessments multiple times. Purchase the self-study for a seven (7) day access and the simulated assessment for a two (2) day access window.								
				The **CPPB Simulated Online Assessment** is a timed online preparation tool that allows the user to experience the UPPCC testing environment. Candidates access a 100 question exam with an allotted time of two (2) hours to complete the exam. The timed test provides the user with a raw result (number of correct and incorrect answers) rather than a "passing" or "failing" score. Receive an indication of your strengths and weaknesses and create a personalized resource in the 10 areas that comprise the test and analyze your overall preparedness to guide future study activity. User can take the simulated test multiple times.								

[1] The Logistics Institute was founded 20 years ago by 12 industry organizations, including APICS, CALM (now SCL), CIFFA, CILT, CITA, CITT, CSCB + CICB, CMH&DS, CWA, IMMS, SOLE, with the mandate to establish the P.Log. logistics profession, develop and deliver certification training, define career opportunities for logistics practitioners, and sustain HR development in logistics worldwide. Federally incorporated as a not-for-profit company, the Logistics Institute declared financial self-sufficiency as a national sector council in 2000.

[2] **Executive Program Lead**: Jackie Denholm, jdenholm@loginstitute.ca; **Certification Programs Lead**: Catherine Murray, cmurray@loginstitute.ca; **Online Competency Training Modules:** Bonny Petrovsky, bpetrovsky@loginstitute.ca

[3] **7 Career Path Options to Earn the P.Log.**:
1. *Executive Certification Program*: 6 days in-residence focused on strategic change and supply chain issues, limited to 25 participants, offered 4 times a year: April in Ontario, May in BC, September in Quebec, November in Alberta
2. *Process Management Program*: 6 standard modules [Integrated Logistics Networks, Logistics Process Diagnostics, Supply Chain Strategies, Team Dynamics, Leading and Managing Change, Professional Ethics] + Qualifying Module
3. *Process Management Online Program*: 3 standard modules [Integrated Logistics Networks, Logistics Process Diagnostics, Team Dynamics] + 3 American Public University modules [equivalent of Leadership, Ethics, Supply Chain Strategies] + Qualifying Module
4. *Lean Supply Chain Program*: Lean SCM or Lean Healthcare SC module + 4 standard modules [Professional Ethics, Leading and Managing Change, Supply Chain Strategies, Team Dynamics] + Qualifying Module
5. *Supply Management Program*: 4 Supply Management modules + 4 standard modules [Supply Chain Strategies, Team Dynamics, Leading and Managing Change, Professional Ethics] + Qualifying Module
6. *Frontline Certification Program;* 14 Frontline mini-modules [Orders, Logistics Practices, Personnel, Budgets, Inventory, Customer Service, Customer Relations, Forklift Safety, Carrier Selection, Health & Safety, Product Damage, Scheduling Resources, Operations, Scheduling Carriers] + 5 standard modules [Leading and Managing Change, Supply Chain Strategies, Professional Ethics, Team Dynamics, Logistics Process Diagnostics] + Qualifying Module
7. *Essentials Certification Program*: 5 introductory modules [Logistics, Traffic & Transportation, Inventory Management, Warehousing/Distribution, Purchasing/Procurement] + 5 Frontline Logistics mini-modules + 5 standard modules [Supply Chain Strategies, Leading and Managing Change, Professional Ethics, Team Dynamics] + Qualifying Module

[4] Executive Program. Synchronous Online with facilitators and scheduled sessions, delivered over a 4-6 week timeframe include Logistics Process Diagnostics, Team Dynamics. Asynchronous Online self directed modules with no facilitators or instructors, delivered over 6-12 week timeframes, and include Integrated Logistics Networks, Lean SCM, Lean Healthcare SCM, Strategic Procurement 1, Strategic Procurement 2, all 14 Frontline modules, all 5 Essentials modules.

[5] **Supply Chain Logistics Team**: Heather Cartwright, CMC, PMP, P.Log. , CEO and Consulting Practice Leader for Logixsource Ltd. (Toronto); Stephen Shepherdson, P.Log., Regional VP [Western Canada], Schenker International (Calgary); Irvin Varkonyi, President, Supply Chain Operations Preparedness Education, LLC (Washington, DC); Ing Tomas Galvez, Centro ejecutivo de logistica (Monterrey, Mexico) + Faculty members from APUS. **Leadership and Ethics Team**: David Simmonds, President, Simmonds & Associates (Victoria, BC); Deborah Hurst, Ph.D., Centre for Innovative Management, Athabasca University (Edmonton); Christine Cooper, Ph.D., Faculty of Business, Susquehana University (Pennsylvania); Joni White, VP Education, APICS-Metro (Washington, DC); Victor Deyglio, Ph.D., President, Logistics Institute (Toronto); Chen yangling, President, International Training Center/SFSC (Shanghai, PRC) + Faculty Members from Athabasca University.

[6] Instructors have a combination of legal, procurement and adult education knowledge and experience.

[7] Every NIGP training session is staffed by an instructor who maintains a current CPPO or CPPB designation. Each instructor has successfully completed the NIGP Train the Trainer Seminar as well as completing a rigorous NIGP Student Training experience that is a pre-qualifier for becoming an NIGP certified instructor. Certified Instructors are monitored on a regular basis and must achieve specific numerical ratings in order to continue to serve in this capacity. Customer feedback is an important element of the evaluation criteria, with each classroom participant given the opportunity to evaluate and assess the learning environment. All instructors are continuously required to demonstrate established performance criteria. Each instructor possesses work-related experience in the specialties of the subject matter and has a broad range of information and understanding of the content. Instructors have the ability to communicate the subject matter through various teaching methods in such a manner as to facilitate the student's ability to gain insight, knowledge, skill, and/or ability in the area of concentration.