



Canadian
Supply Chain
Sector Council

Conseil canadien
sectoriel de la chaîne
d'approvisionnement

OCCUPATIONAL STANDARD

(For use in the development of supply chain related job descriptions, performance evaluations, career development plans, etc.)

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| Position: | PURCHASING MANAGER |
| Description of Position (As defined by the CSCSC Stakeholder Community) | <i>Purchasing Managers plan, organize, direct, manage, evaluate, and are responsible for the budget, purchasing activities, purchasing policies and strategy of an organization, including the identification of opportunities for operational improvements.</i> |
| Position Development | Advancement to more senior management positions is possible through progressively responsible positions and management experience. |
| Required Qualifications: | (Education, Training, Related Work Experience) |
| Education | A bachelor's degree or college is usually required; however, a combination of related supply chain training and considerable experience may be considered an equivalent. Purchasing managers responsible for units purchasing specialized materials, commodities, or business services may require a related degree, diploma, or certification. For example, a bachelor's degree or college diploma in engineering, mathematics, or statistical analysis may be required for purchasing managers responsible for purchasing industrial products. |
| Training | A certified professional purchasing designation or equivalent is usually required. Candidates generally need some on-the-job training, but typically organizations require that the individual will already have the required skills, knowledge, work-related experience, and/or training. |
| Related Work Experience | Several years of experience as a purchasing agent or officer and familiarity operating computerized supply chain systems are required. |
| Tasks: | |
| Purchasing Managers perform some or all of the following tasks | <ul style="list-style-type: none"> • Plan, organize, direct, manage, and evaluate the purchasing activities and budget of an organization • Develop and manage the organizations purchasing policies, procedures, standards, and strategies in order to ensure process |

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transparency, fairness, impartiality, and confidentiality

- Develop and manage the proposal, bidding, and negotiation process while adhering to applicable legal standards and codes of ethical conduct
- Comply with and maintain knowledge of applicable rules, regulations, standards, and best practices
- Ensure all purchasing activities support and strengthen the strategic objectives of the overall organization
- Ensure the adequacy of specifications for purchasing purposes
- Negotiate major purchases, develop blanket or master agreements with suppliers, and engage in all aspects of contract management
- Review supplier financial statements/reports and evaluate overall supplier health (supplier risk assessment)
- Review and assess total supply chain risk and identify opportunities to minimize and eliminate risk
- Confer with management and staff coordinating purchasing activities
- Develop and measure key performance indicators to determine and improve the effectiveness of the purchasing function
- Maintain current technical skills and apply new knowledge to management tasks for the improvement of purchasing activities
- Analyze purchasing related information and evaluate the results to choose the best resolution and alternatives to supply challenges
- Prepare or oversee the preparation of reports and statistics related to the purchasing function for upper management
- Identify, qualify, and select vendors of materials, equipment, products, or services, and conduct overall supplier management
- Evaluate cost and quality of materials, equipment, products, or services
- Manage purchase requisitions/orders
- Review records of materials, equipment, products, or services ordered and received
- Generate and/or review invoices, work orders, consumption reports, and demand forecasts
- Analyze market and delivery systems to assess present and future material availability and alternative sources of supply
- Participate in make or buy decisions
- Interview, select, coach, train, manage, and appraise the performance of associated personnel and mentor select staff
- Design and implement team building exercises
- Develop and maintain constructive and cooperative working

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| | <p>relationships with all stakeholders</p> <ul style="list-style-type: none"> • Perform and/or direct day to day administrative tasks • Communicate information to all stakeholders using the appropriate communication method |
| Tools and Technology: | |
| | <ul style="list-style-type: none"> • Computer Hardware and Associated Software and Systems (i.e. tender management, electronic procurement, database user interface and query, electronic mail, enterprise resource planning, project management, spreadsheet, word processing, presentation, human resources, financial planning) • Communication Devices |
| Required Competencies: | (Knowledge, Skills, Personal Attributes) |
| Knowledge | A Purchasing Manger should have knowledge of supply chain, applicable laws and regulations, the English language, other languages as required, administration and management, production and processing, mathematics, personnel and human resources, economics and accounting, relevant tools and technology, customer and personal service, and education and training. |
| Skills | A Purchasing Manager should have the following skill sets: negotiation, persuasion, supervisory, active listening and learning, critical thinking, analytical thinking, judgment and decision making, reading comprehension, management of material resources, project management, mathematics, time management, presentation, and operations analysis. |
| Personal Attributes | (Abilities, Work Values, Work Styles) |
| Abilities | The following abilities are important to the role of Purchasing Manager: oral expression and comprehension, speech clarity and recognition, written expression and comprehension, inductive and deductive reasoning, and problem sensitivity. |
| Work Values | <p>Individuals who will succeed in this position:</p> <ul style="list-style-type: none"> • embrace progressive opportunities and good working conditions that are health and safety conscious, • adhere to a strict code of ethical conduct, • offer supportive management, and • empower employees to work independently and make decisions. |

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| Work Styles | The following work styles are attributable to a Purchasing Manager: integrity, dependability, stress tolerance, attention to detail, persistence, initiative, leadership, adaptability/flexibility, and cooperation. |
| Essential Skills Profile: | <p>Essential Skills are the skills needed for work, learning and life. They provide the foundation for learning all other skills and enable people to evolve with their jobs and adapt to workplace change. For more detailed essential skills profiles please refer to the HRSDC website: http://www.hrsdc.gc.ca/eng/workplaceskills/LES/index.shtml</p> <p>The Human Resources and Skills Development Canada (HRSDC) Essential Skills Research Project focused on occupations requiring a secondary school diploma or less and on-the-job training. As such a formal Essential Skills Profile for the occupation of Purchasing Manager has not yet been created by HRSDC.</p> <p>The following section contains essential skills information identified in existing occupational standards and classified using the nine Essential Skills categories. Note that the content is not associated with HRSDC and the Essential Skills Research Project.</p> |
| Reading Text | <ul style="list-style-type: none"> • Frequently read text in both print and non-print media <ul style="list-style-type: none"> ✓ trade magazines ✓ newsletters ✓ periodicals ✓ purchasing documentation ✓ collective agreements and contracts ✓ resumes ✓ performance reports ✓ staff schedules ✓ meeting minutes ✓ requests or complaints • Read and interpret dense and complex texts, and have ability to make high-level inferences using specialized knowledge <ul style="list-style-type: none"> ✓ financial statements and reports ✓ policies and procedures ✓ trade terms ✓ international standards ✓ regulations (e.g. labour, health and safety, dangerous goods, spill incidents, other purchasing related) ✓ instructional and managerial technique products • Frequently read paragraph length text in charts, tables and graphs |
| Document Use | <ul style="list-style-type: none"> • Documents produced and/or used may include price tables, stock lists and tables, purchase requisition/order forms, back order lists, |

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| | <p>product labels, warehouse location labels, inventory sheets, invoices, order forms, work schedules, databases, accounting and financial statements, various administrative forms, etcetera, in both print and non-print media</p> <ul style="list-style-type: none"> • May create graphs and charts using purchasing and inventory information on items, suppliers, prices, purchases, etcetera • Must be able to read simple to complex documents in which considerable inference may be required • Specialized knowledge of the content of the document may be required; multiple pieces of information from multiple sources are synthesized; the quality of information may be evaluated for accuracy and omissions |
| Writing Skills | <ul style="list-style-type: none"> • Write notes to management regarding purchasing performance, to document problems requiring attention, requests for resources, health and safety reports, etcetera • Write purchasing policies and procedures, and ensure compliance with all applicable regulations • Write on a variety of topics including company policy, purchasing management, as well as responses to complaints • Write agreements and performance evaluations • Revise writing of others for factual accuracy, grammar, spelling and effectiveness • Write reports to stakeholders – reports may contain, for example, the monthly evaluation or a situation analysis and recommendations |
| Numeracy | <ul style="list-style-type: none"> • Apply financial math/money math • Apply scheduling, budgeting and accounting math • Apply measurement and calculation math • Apply data analysis math • Utilize numerical estimation |
| Oral Communication | <ul style="list-style-type: none"> • Provide clear and concise direction and instructions to staff and other departments, sometimes during high stress situations • Professional communications with clients, customers, staff, and colleagues using a variety of communications devices and media • Exchange information with other managers and senior management • Communicate on staffing related matters • Conduct staff meetings and make presentations |
| Thinking Skills | (Problem Solving, Decision Making, Job Task Planning and Organizing, Significant Use of Memory, Finding Information) |

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| Problem Solving | <ul style="list-style-type: none"> • Engage in vendor dispute management • Investigate irregularities between physical inventories and records • Respond to complaints by discussing the details with staff and recommending solutions • Address purchasing related challenges using the appropriate problem-solving and investigation methods • Identify problems with the implementation of procedures, and take the appropriate action to deal with them • Adapt negotiation strategies to cope with new circumstances or issues that arise • Identify and verify suspected errors by tracing paperwork • Identify practical solutions when work is backlogged through prioritization and rationalization exercises |
| Decision Making | <ul style="list-style-type: none"> • Decisions are made in line with the procurement strategy of the organization • Participate in 'make or buy' and/or 'lease or buy' decisions • Make decisions with market, economic, social, and political environments taken in to account • Make strategic purchasing and partnership decisions • Establish supplier evaluation criteria and methods of analysis • Make staffing decisions • Allocate specific work activities to self, employees, and others such as contractors or subcontractors |
| Job Task Planning and Organizing | Liaison with staff, other management, suppliers, and customers is needed to co-ordinate purchasing activities. |
| Significant Use of Memory | <ul style="list-style-type: none"> • Remember product and supplier information for regularly purchased stock items and the contractual details of preferred suppliers • Remember details of special and/or custom orders • Remember the policies and procedures of the organization • Remember applicable regulatory requirements |
| Finding Information | <ul style="list-style-type: none"> • Refer to supplier lists to find out what items are available, on sale, discontinued, and temporarily unavailable • Search systems to find quantities in stock, product or service numbers and specifications • Obtain information about products by speaking with suppliers, reading brochures and trade publications • Obtain information on legislation and regulations that may impact purchasing decisions |

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| Working with Others | Purchasing Managers are generally self-directed and work as part of a broader team. They provide encouragement and support to team members and assist them in achieving their personal work objectives, the team work objectives, and provide recognition when objectives have been achieved. They often will consult with relevant colleagues for their views, concerns and issues related to purchasing. |
| Continuous Learning | Enhanced learning may be acquired as part of regular work activity, through training offered in-house, through reading or other forms of self-study, or through off-site training. Ongoing learning occurs through participation in professional organizations, seminars, courses, conferences and trade shows. In addition, skills may be upgraded by taking management classes through educational institutions and training providers. |
| Additional Information | (Physical Aspects, Attitudes) |
| Physical Aspects | A Purchasing Manager works extensively in an office environment however may also be required to partake in outside travel – sitting for long periods of time, with repetitive computer and telephone use. Typically there is no heavy lifting, bending, or stooping required by a Purchasing Manager. A Purchasing Manager may be required to move around facilities in order to satisfy visual management functions. |
| Attitudes | Attitudes of a Purchasing Manager include a strong commitment to leadership, management, transparency, and a code of ethical conduct. A Purchasing Manager should have excellent interpersonal skills, negotiation skills, and conflict resolution skills. Furthermore, excellent planning and organizational abilities are required. Flexibility and an exhibited awareness of, and sensitivity to other cultures are considered important as a Purchasing Manager works with diverse groups, individuals and interests. |
| Future Trends Affecting Essential Skills: | Purchasing Managers will be required to have enhanced computer skills in order to work with more complex software and systems, and to engage in on-line procurement activities. Knowledge of international trade law, and new and emerging financial instruments and tools is and will continue to be essential in a growing global economy. Furthermore, the ability to speak more than one language, and an awareness of and sensitivity to the diversity of international cultures is considered a growing need in the face of increasing globalization. An understanding of the principles of sustainable procurement as they relate to environmental, social, and corporate governance issues is of increasing importance. |

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| Government of Canada Defined - Related NOC Code & Description | 0113 Purchasing Managers Purchasing Managers plan, organize, direct, control and evaluate the activities of a purchasing department and develop and implement the purchasing policies of a business or institution. They are employed throughout the public and private sectors. |
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| Document Management: | | | | |
|-----------------------------|--------------------|----------------|------------------|------------------------|
| Activity # | Activity Type* | Replaces | New Version Name | Responsible Individual |
| 1 | Document Created | Not Applicable | January 16, 2009 | C. Sellar (CSA) |
| 2 | Document Modified | Jan 16, 2009 | April 28, 2009 | C. Sellar (CSA) |
| 3 | Document Modified | April 28, 2009 | May 22, 2009 | C. Sellar (CSA) |
| 4 | Document Modified | May 22, 2009 | June 29, 2009 | C. Sellar (CSA) |
| 5 | Document Finalized | June 29, 2009 | July 29, 2009 | C. Sellar (CSA) |
| 6 | Document Modified | July 29, 2009 | April 30, 2011 | B. Myers (CSCSC) |

***Activity Types:**

- ✓ Document Created
- ✓ Document Modified (Minor Corrections & Editorial Changes)
- ✓ Document Updated (Complete Review)
- ✓ Document Finalized
- ✓ Document Retired

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