

PUBLIC PROCUREMENT WORKFORCE ROLES AND COMPETENCIES

An Initiative of Public Spend Forum

As part of Public Spend Forum’s commitment to driving long-term, sustainable improvements in public procurement, we worked with the **Volcker Alliance** to draft a public procurement workforce competency model that would serve to guide workforce development activities within public procurement.

Since the original version of the model was published in 2016, we have worked in collaboration with **UPPCC** (the Universal Public Procurement Certification Council) and member procurement leaders from **NASPO** (National Association of State Purchasing Officials), **NIGP** (The Institute for Public Procurement), and **CPPC** (Canadian Public Procurement Council), practitioners, academics and other leaders from all levels of government to develop **Public Procurement Workforce Competency Model Version 2.1**. In addition, we have furthered our collaborative efforts with **UPPCC** and the mentioned participating procurement leaders to identify “Major Public Procurement Roles and Corresponding Responsibilities”.

We are now seeking to gather critical input on alignment of roles and required skills critical to delivering outcomes through this survey effort.

This summary document presents the following as supporting materials for the survey:

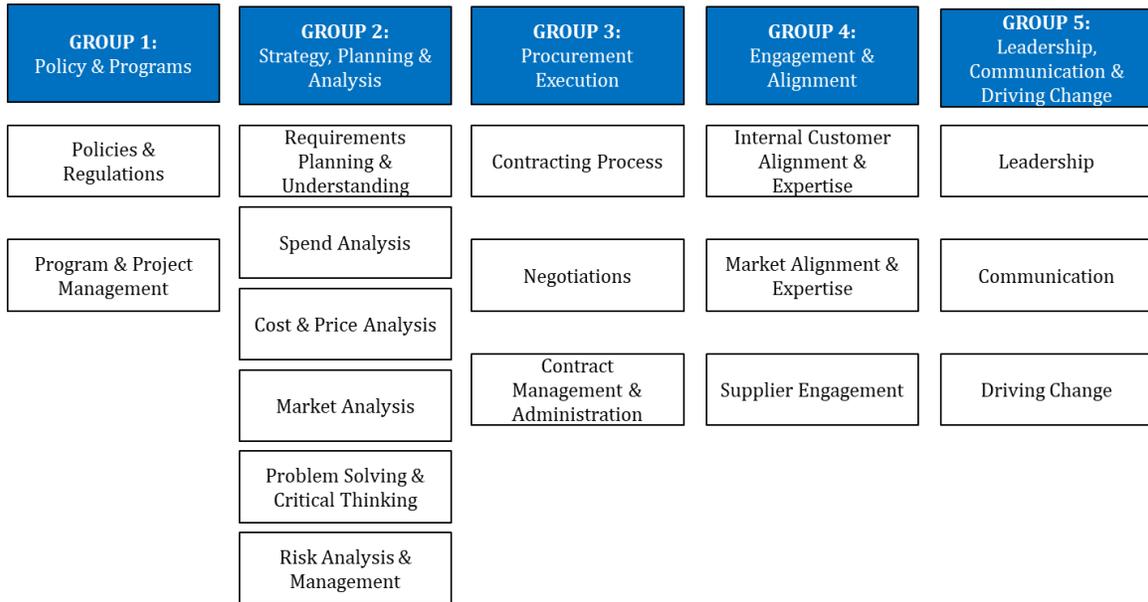
1. Major Public Procurement Roles and Corresponding Responsibilities
2. High Level Pictorial Overview of Key Public Procurement Competencies
3. Description of Public Procurement Competencies

1. Major Public Procurement Roles and Corresponding Responsibilities

1 Planning, Policy & Oversight	<ul style="list-style-type: none"> • Overall goal setting and strategic planning for the procurement function; alignment with overall Entity goals and goals of Clients that Procurement supports. • Overall procurement policy setting and Entity procurement procedures 	<ul style="list-style-type: none"> • Identifying metrics, setting specific targets, and managing performance • Delegation of authority; oversight and compliance • Emergency response support and continuity of operations planning
2 Procurement Programs	<ul style="list-style-type: none"> • Program definition and administration - coops, small business, minority suppliers, environmental sustainability, p-card, materials mgmt, surplus, and other relevant procurement programs 	<ul style="list-style-type: none"> • Support meeting Clients' needs while ensuring the goals of the program are being realized • Supplier relationship mgmt (SRM)
3 Procurement Operations Mgmt	<ul style="list-style-type: none"> • Sustainable procurement operations, including operating budget mgmt and organizational structure • Procurement workforce mgmt - hiring, succession planning, retention, staff development & training • Procurement function performance mgmt (dashboard, KPIs ...) 	<ul style="list-style-type: none"> • Utilization of technology and tools (such as templates and contract methods) that enable efficient and effective procurement • Procurement audit and compliance (e.g. procurement file reviews) • Continuous process improvement
4 Contracting Process	<ul style="list-style-type: none"> • Procurement planning and source selection (such as solicitations, cooperative procurements, reverse auctions) • Contracting process mgmt 	<ul style="list-style-type: none"> • Contract development and execution • Protest processes and procedures
5 Contract Administration	<ul style="list-style-type: none"> • Supplier and contract performance mgmt • Contract close out; asset disposition & mgmt 	<ul style="list-style-type: none"> • Contract modification support • Contract dispute mgmt and resolution
6 Sourcing & Category Mgmt	<ul style="list-style-type: none"> • Sourcing strategies development based on key analyses • Requires significant input into requirements planning and development (input from Clients and Suppliers) 	<ul style="list-style-type: none"> • Also includes enterprise-wide sourcing planning & execution • Enterprise-wide spend mgmt

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2. High Level Pictoral Overview of Key Public Procurement Competencies



3. Description of Public Procurement Competencies

COMPETENCY AREAS		BRIEF DESCRIPTION
Group 1: POLICY & PROGRAMS		
1A)	POLICIES & REGULATIONS	Understand the policies, procedures, rules, and regulations that govern procurement decisions and contract design. Apply these policies in a manner that enables innovative solutions to achieve desired outcomes rather than imposes constraints. Understand and ensure compliance with public policy mandates, such as procurement-related socioeconomic goals and support for disadvantaged businesses.
1B)	PROGRAM & PROJECT MANAGEMENT	Provide effective coordination for the purchase of public goods and services through project planning, developing and executing programs inclusive of managing schedules and timelines, and managing for outcomes.
Group 2: STRATEGY, PLANNING & ANALYSIS		
2A)	REQUIREMENTS PLANNING & UNDERSTANDING	Comprehend internal customer needs and desired outcomes; structure requirements for solicitations and contracts to support overall mission. Work collaboratively with customers in requirements development.
2B)	SPEND ANALYSIS	Understand past, current, and future projected spending. Leverage analysis of spend to inform procurement & sourcing strategies.
2C)	COST & PRICE ANALYSIS	Ensure that government is getting the best value in exchange for its investment, and understand alternative cost and price strategies and how they are influenced by requirements. Develop a total cost understanding of procurements and how procurement and broader supply chain decisions (e.g. inventory and warehousing) affect total costs.
2D)	MARKET ANALYSIS	Understand supplier capabilities, costs, pricing, product and service trends, and overall supplier market dynamics.
2E)	PROBLEM SOLVING & CRITICAL THINKING	Apply critical thinking skills to develop innovative solutions that balance internal customer needs, best practices, core mission objectives, and procurement regulations. Demonstrate creativity, flexibility and adaptability in developing procurement strategies and solutions, and driving efficiencies to address mission needs.
2F)	RISK ANALYSIS & MANAGEMENT	Analyze and manage all aspects of financial, time line, performance, and legal risk associated with complex procurements.
Group 3: PROCUREMENT EXECUTION		
3A)	CONTRACTING PROCESS	Understand the mechanics of contracts and the contracting process, including the acquisition life cycle, elements of a contract, method and strategy, pricing techniques, competition, and principles of contract management. Understand electronic contract management systems and reporting tools that support contract workflow and data reporting.
3B)	NEGOTIATIONS	Develop and execute effective negotiation approaches based on a strong understanding of supplier costs and pricing strategies, and of product capabilities.
3C)	CONTRACT MANAGEMENT & ADMINISTRATION	Work with internal customers to ensure suppliers are meeting agreed-on deliverables. Manage contract change orders with appropriate justifications. Ensure government is providing suppliers with appropriate feedback and resources. Close out contracts efficiently and effectively, inclusive of asset disposition and management.
Group 4: ENGAGEMENT & ALIGNMENT		
4A)	INTERNAL CUSTOMER ALIGNMENT & EXPERTISE	Serve as a business adviser and manager throughout the procurement life cycle, and demonstrate a firm grasp of business goals. Collaborate with internal customers to understand the mission or program objectives and requirements. Use influence to assist with defining and shaping procurement strategy, resolve disagreements, and obtain buy-in across departments and groups. Demonstrate a keen sense of organizational acumen and awareness. Maintain a clear customer service mind-set. Engage with customers in promoting and marketing the function and providing training on procurement principles, processes, and procedures.
4B)	MARKET ALIGNMENT & EXPERTISE	Possess deep expertise in targeted industry sectors, including market trends, innovations, pricing and cost, competition, and best practices for structuring relationships. (Examples of targeted sectors common to public agencies include information technology, facilities management and services, and professional services.)
4C)	SUPPLIER ENGAGEMENT	Partner with suppliers throughout the procurement process to ensure proper understanding of internal customer requirements and needs. Provide ongoing management of relationships with suppliers through the entire process to ensure performance against requirements and alignment with broader mission goals.
Group 5: LEADERSHIP, COMMUNICATION, & DRIVING CHANGE		
5A)	LEADERSHIP	Focused on achieving results for the broader organization through team work and management, promoting the function both internal to the organization and thru community and public engagement, demonstrating integrity, and continually seeking out opportunities for individual and team learning and development. Apply keen understanding of jurisdiction and public policy goals, impacts and constraints to procurement strategy development and implementation.
5B)	COMMUNICATION	Communicate ideas, logic, and recommendations clearly, concisely, and effectively through both written and verbal communications. Develop effective presentations appropriately targeted for the audience with an emphasis on articulating key messages, and recommended actions supported by logic and fact base.
5C)	DRIVING CHANGE	Work collaboratively across the organization in supporting mission goals through developing effective working relationships, and the ability to influence and persuade based on competence and professional value contribution. Work effectively within a context of facilitating and teaming/partnering with cross-functional teams from across the organization.