

PUBLIC PROCUREMENT WORKFORCE COMPETENCY MODEL

An Initiative of Public Spend Forum

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

Since the original version of the model was published in 2016, we have worked in collaboration with public procurement leaders, practitioners and academics from all levels of government to develop **Public Procurement Workforce Competency Model Version 2.0**.

This summary document presents the:

- Key competencies within version 2.0
- Description of each competency

Additionally, we have launched a **national survey** in collaboration with the National Institute of Government Purchasing (NIGP) to develop a national baseline of the state of the procurement workforce. We are also working with local governments to conduct **workshops** to help them leverage the model in their workforce planning activities.

Please email Ash Bedi at ash@publicspendforum.net should you have any questions or if you are interested in further insights.

Public Procurement Workforce Competency Model v2.0

Process and Policy Comprehension	Functional Requirements and Analytical Skills	Engagement & Alignment	Leadership, Communication and Driving Change
Policies and Regulations	Requirements Planning & Understanding	Internal Customer Alignment & Expertise	Leadership
Program & Project Management	Spend Analysis	Market Alignment & Expertise	Communication
Contracting Process	Cost & Price Analysis	Supplier Engagement	Driving Change
	Market Analysis		
	Problem Solving & Critical Thinking		
	Risk Analysis & Management		
	Negotiations		
	Contract Management & Administration		

Description of Key Competencies of Public Procurement

COMPETENCY AREAS		BRIEF DESCRIPTION
Group 1: PROCESS & POLICY COMPREHENSION		
1A)	POLICIES AND 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. Comply with public policy mandates, such as procurement-related socioeconomic goals and support for disadvantaged businesses.
1B)	PROGRAM AND PROJECT MANAGEMENT	Provide effective coordination for the purchase of public goods and services through project planning, developing and executing schedules and time lines, and managing for outcomes.
1C)	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.
Group 2: FUNCTIONAL REQUIREMENTS & ANALYTICAL SKILLS		
2A)	REQUIREMENTS PLANNING AND UNDERSTANDING	Comprehend internal customer needs and desired outcomes; structure requirements for solicitations and contracts to support overall mission.
2B)	SPEND ANALYSIS	Understand past, current, and future projected spending. Leverage analysis of spend to inform procurement & sourcing strategies and inform compliance management to organization procurement policies.
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.
2D)	MARKET ANALYSIS	Understand supplier capabilities, costs, pricing, product and service trends, and overall supplier market dynamics.
2E)	PROBLEM SOLVING AND CRITICAL THINKING	Apply critical thinking skills to develop innovative solutions that balance internal customer needs, best practices, core mission objectives, and procurement regulations.
2F)	RISK ANALYSIS AND MANAGEMENT	Analyze and manage all aspects of financial, time line, performance, and legal risk associated with complex procurements.
2G)	NEGOTIATIONS	Develop and execute effective negotiation approaches based on a strong understanding of supplier costs and pricing strategies, and of product capabilities.
2H)	CONTRACT MANAGEMENT AND 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.
Group 3: ENGAGEMENT & ALIGNMENT		
3A)	INTERNAL CUSTOMER ALIGNMENT AND 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. Maintain a clear customer service mind-set.
3B)	MARKET ALIGNMENT AND 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.)
3C)	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 4: LEADERSHIP, COMMUNICATION, & DRIVING CHANGE		
4A)	LEADERSHIP	Focused on achieving results for the broader organization through team work and management, promoting the function, demonstrating integrity, and continually seeking out opportunities for individual and team learning and development.
4B)	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.
4C)	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.

Reference Original Study: [Doing the People’s Business – Key Competencies for Effective Public Procurement](#)

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