

# **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 **UPPCC** (Universal Public Procurement Certification Council) and member procurement leaders from **NASPO** (National Association of State Purchasing Officials) and **NIGP** (The Institute for Public Procurement), practitioners, academics and other leaders from all levels of government to develop **Public Procurement Workforce Competency Model Version 2.1**.

This summary document presents the:

- Key competencies within the latest version of the model
- Description of each competency

Additionally, we have launched a **national survey** in collaboration with 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](mailto:ash@publicspendforum.net) should you have any questions or if you are interested in further insights.

## **PSF Public Procurement Workforce Competency Model v2.1**

<b>GROUP 1: Policy &amp; Programs</b>	<b>GROUP 2: Strategy, Planning &amp; Analysis</b>	<b>GROUP 3: Procurement Execution</b>	<b>GROUP 4: Engagement &amp; Alignment</b>	<b>GROUP 5: Leadership, Communication &amp; Driving Change</b>
Policies & Regulations	Requirements Planning & Understanding	Contracting Process	Internal Customer Alignment & Expertise	Leadership
Program & Project Management	Spend Analysis	Negotiations	Market Alignment & Expertise	Communication
	Cost & Price Analysis			
	Market Analysis	Contract Management & Administration	Supplier Engagement	Driving Change
	Problem Solving & Critical Thinking			
	Risk Analysis & Management			

## Description of Key Competencies of Public Procurement

COMPETENCY AREAS		BRIEF DESCRIPTION
<b>Group 1: POLICY &amp; PROGRAMS</b>		
1A)	<b>POLICIES &amp; REGULATIONS</b>	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)	<b>PROGRAM &amp; PROJECT MANAGEMENT</b>	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.
<b>Group 2: STRATEGY, PLANNING &amp; ANALYSIS</b>		
2A)	<b>REQUIREMENTS PLANNING &amp; UNDERSTANDING</b>	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)	<b>SPEND ANALYSIS</b>	Understand past, current, and future projected spending. Leverage analysis of spend to inform procurement & sourcing strategies.
2C)	<b>COST &amp; PRICE ANALYSIS</b>	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)	<b>MARKET ANALYSIS</b>	Understand supplier capabilities, costs, pricing, product and service trends, and overall supplier market dynamics.
2E)	<b>PROBLEM SOLVING &amp; CRITICAL THINKING</b>	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)	<b>RISK ANALYSIS &amp; MANAGEMENT</b>	Analyze and manage all aspects of financial, time line, performance, and legal risk associated with complex procurements.
<b>Group 3: PROCUREMENT EXECUTION</b>		
3A)	<b>CONTRACTING PROCESS</b>	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)	<b>NEGOTIATIONS</b>	Develop and execute effective negotiation approaches based on a strong understanding of supplier costs and pricing strategies, and of product capabilities.
3C)	<b>CONTRACT MANAGEMENT &amp; ADMINISTRATION</b>	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.
<b>Group 4: ENGAGEMENT &amp; ALIGNMENT</b>		
4A)	<b>INTERNAL CUSTOMER ALIGNMENT &amp; EXPERTISE</b>	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)	<b>MARKET ALIGNMENT &amp; EXPERTISE</b>	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)	<b>SUPPLIER ENGAGEMENT</b>	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.
<b>Group 5: LEADERSHIP, COMMUNICATION, &amp; DRIVING CHANGE</b>		
5A)	<b>LEADERSHIP</b>	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)	<b>COMMUNICATION</b>	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)	<b>DRIVING CHANGE</b>	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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