

OPPR

THE OFFICE OF
PROCUREMENT REGULATION

ACCOUNTABILITY | INTEGRITY | TRANSPARENCY | VALUE FOR MONEY

TRAINING
STANDARDS,
COMPETENCE
LEVELS
&
CERTIFICATION
REQUIREMENTS

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Accountability
Integrity
Transparency
Value for Money

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1.0 INTRODUCTION

Public Procurement has a tremendous impact on the economic, social, legal and political environment in Trinidad and Tobago. Public bodies exert significant influence on the size, structure, and performance of domestic industries, whilst simultaneously playing a key role as an economic instrument for achieving a country's developmental and security objectives.

According to estimates from the Ministry of Finance, Central Government procurement expenditure accounts for approximately 6.5% of Gross Domestic Product (GDP) in 2020, with an average of 6.6% of GDP in the last five (5) years¹. This comprises goods, services and capital expenditure but represents only a subset of procurement expenditure by public bodies defined by section 4 of the Public Procurement and Disposal of Public Property Act, 2015 (as amended) (hereinafter referred to as 'the Act').

Through the public procurement system and its activities, governments acquire the inputs for the achievement of developmental objectives and to improve the wellbeing of its citizenry. It is the outcome of these processes that deliver social, infrastructural, security, education and health care needs. Therefore, public procurement done right has the potential to significantly impact a country's development. Building a cadre of procurement practitioners can translate into real financial benefits. Once equipped with the technical capability to effectively manage public procurement activities, they can incorporate value adding activities such as planning, cost control, collaborative purchasing and effective contract management. Additionally, allowing for re-allocation of resources to the acquisition of critical goods, works or services results in cost savings as well as reduced wastage.

The public procurement system established by the Act is principle-based and duly adapted to meet the economic, social and political landscape of Trinidad and Tobago as well as best practice procurement trends². The Act facilitates the achievement of the central principles of value for money, transparency and accountability. Additionally, the Act envisions the development of a decentralised system of procurement establishing, pursuant to section 61(2) of the Act, a Procurement Officer in each public body, who shall be "responsible for public procurement and the disposal of public property for that body"³. Of note, the strength of a principle-based procurement system lies in the governance structure, the institutional framework, the individuals and their ability to discharge their responsibilities prescribed by the Act and the Public Procurement and Disposal of Public Property

¹ Data obtained from the Economic Management Division, Ministry of Finance, 2020

² "Reform of the Public Sector Regime – A White Paper", *Critical Review of the System*, Accessed September 17, 2020, <https://www.finance.gov.tt/2005/09/30/reform-of-the-public-sector-procurement-regime-a-white-paper/>

³ "The Public Procurement and Disposal of Public Property Act 2015", *Offence and Penalty, Section 61 (2)*, Accessed September 14, 2020, <https://www.finance.gov.tt/wp-content/uploads/2019/07/The-Public-Procurement-and-Disposal-of-Public-Property-Act-2015.pdf>

Regulations (hereinafter referred to as ‘the Regulations’) as custodians of public moneys. This system requires the individuals and the institutions involved in executing the procurement function to be highly skilled and capable for the full benefits to be derived. Consequently, capacity remains a key pillar in a sound public procurement system.

Guided by section 13 (1) (b) of the Act, The Office of Procurement Regulation (hereinafter referred to as ‘the OPR’) is empowered to “set training standards, competence levels, and certification requirements to promote best practice in procurement⁴” (hereinafter referred to as ‘the Standard’). In setting the Standard the OPR’s goal is to support the development of public procurement capacity, training and dissemination of information, ensuring the effective application of public procurement rules through appropriate mechanisms. The Standard will identify the knowledge, skills and competencies required of procurement practitioners in pursuit of workforce development, improved public confidence and a globally competitive public procurement system.

In this context, **Section 2** of the report provides an outline of the institutional framework for public procurement as envisaged by the Act.

Section 3 provides an analysis of the challenges, an overview of the historical context presented in the White Paper (2005) on public procurement as well as the general challenges faced within Trinidad and Tobago using the Auditor General Department’s report on Public Accounts of Trinidad and Tobago (2019). Additionally, this section highlights specific capacity needs of procurement practitioners identified from a survey of participants at the OPR’s Capacity Building Workshops, 2019 and the gaps identified by ‘named’ Procurement Officers in public bodies in response to a ‘Procurement Capacity Assessment Form’.

Section 4 presents the training standards, competence levels and certification requirements for procurement in Trinidad and Tobago. The competence framework for public procurement was developed based on existing frameworks established by international counterparts in keeping with international best practice and professional bodies. For regional consistency, the section draws upon the CARICOM Qualifications Framework which was approved in March 2017.

Section 5 outlines the way forward. It provides concluding remarks and highlights the dynamic nature of the external business environment and the requirements for updating the Standard over time. This will ensure that the profession continues to recruit and retain competent individuals.

⁴ “The Public Procurement and Disposal of Public Property Act 2015”, *Functions of the Office, Section 13 (1b)*, Accessed September 15, 2020, <https://www.finance.gov.tt/wp-content/uploads/2019/07/The-Public-Procurement-and-Disposal-of-Public-Property-Act-2015.pdf>

2.0 INSTITUTIONAL FRAMEWORK FOR PUBLIC PROCUREMENT

The institutional framework and actors in public procurement are key to developing a Standard that is fit for purpose. There are several institutions in Trinidad and Tobago that play key roles in the management and supervision of the public procurement process. Some institutions provide or support financial or human resources, while others act as control bodies that execute ex-ante and ex-post controls of the public procurement process. This section provides an overview of these key institutions and their roles.

2.1 Main Actors in Public Procurement

The Office of Procurement Regulation

The OPR is an independent body established pursuant to the Public Procurement and Disposal of Public Property Act, 2015 (as amended). The Act aims to provide for public procurement and the retention and disposal of public property, in accordance with the principles of good governance. These principles included accountability, integrity, transparency, and value for money and to promote local industry development, sustainable procurement and sustainable development. The functions of the OPR as prescribed by the Act⁵ are *inter alia* as follows:

- Establish a comprehensive database of information on public procurement;
- Set training standards, competence levels and certification requirements to promote best practices in procurement;
- Issue and review guidelines in relation to public procurement and the retention and disposal of public property, including model guidelines for special guidelines;
- Prepare, update and issue model handbooks, incorporating standardised bidding documents, procedural forms and relevant documents for use in public procurement and the retention and disposal of public property;
- Approve, in respect of each procuring entity, special guidelines and handbooks in relation to public procurement and the retention and disposal of public property;
- Promote the use of technology in public procurement and the retention and disposal of public property;
- Provide best practice advice in the conduct of procurement activities, including the promotion of electronic transactions;

⁵ “The Public Procurement and Disposal of Public Property Act 2015”, *Functions of the Office, Section 13 (1a-1s)*, Accessed September 15, 2020, <https://www.finance.gov.tt/wp-content/uploads/2019/07/The-Public-Procurement-and-Disposal-of-Public-Property-Act-2015.pdf>

- Audit and review the system of procurement and disposal of public property to ensure compliance with the objectives of the Act;
- Harmonise policies, systems and practices in relation to public procurement activities and the disposal of public property;
- Review procurement practices and delivery systems on an annual basis to identify best practices;
- Determine, develop, introduce, maintain and update related system-wide databases and technology;
- Promote the awareness of public bodies and the public to issues relating to public procurement and disposal of public property;
- Undertake research and surveys with respect to public procurement and disposal of public property;
- Investigate, on its own initiative or upon complaint from any party involved in public procurement or disposal of public property or any member of the public, any alleged or suspected breach of the Act;
- Act for, in the name and on behalf of the State to dispose of real property owned by the Government in such manner as the Government may consider appropriate and desirable;
- Create and publish standard form contracts for public procurement and disposal of public property;
- Prepare and maintain a database of pre-qualified contractors and suppliers;
- Prepare and maintain a list of pre-qualified mediators, arbitrators and experts for the purposes of alternative dispute resolution under the Act; and
- Provide advice on best practice on the aggregation of the procurement or disposal of goods for the purpose of obtaining value for money

As illustrated by the broad range of functions and powers defined by the Act, the OPR plays a critical supporting role in establishing the procurement function as a professional one in Trinidad and Tobago and in promoting best practices in procurement. As such, the OPR in fulfilling these functions, has utilised various strategies including:

- The establishment of training standards, competence levels and certification requirements for procurement. This is a foundational pillar for establishing procurement's place as a strategic function.
- The OPR has issued guidance material in the form of twenty-five (25) draft handbooks and guidelines and seven (7) procedural templates on its website.
- The OPR has developed the capacity of eight hundred and thirty (830) participants through its capacity building initiatives. Additionally, as at September 17, 2020 one hundred and ninety-six (196) one-on-one sensitisation sessions were held with stakeholders, the content of which were tailored to suit specific requests and circumstances. Most of these sessions were held

with public bodies. Given the role of other regional stakeholders in this transition, presentations were also delivered to professional associations and bodies locally, regionally and internationally.

- Advice and guidance were provided in response to three hundred and eighty-eight (388) stakeholder queries as at September 17, 2020.
- The OPR has leveraged the current pandemic to introduce the use of electronic platforms via webinars to seven hundred and twenty-eight (728) procurement practitioners and suppliers or contractors by:
 - Delivering ‘The Supplier Code of Ethics Training and Understanding the United Nations Standard Products and Services Code’; and
 - Launching its Procurement Depository via a ‘Procurement Depository Solution Training’ geared towards apprising public bodies and suppliers or contractors in the proper use of same. The Procurement Depository is the central registry for suppliers or contractors to upload information demonstrating that they have satisfied the minimum standards to be pre-qualified by public bodies.
- As a mechanism to support stakeholders and for reference purposes, presentations, video recordings and frequently asked questions (FAQs) on procurement, retention and disposal of public property are available on the OPR’s website.
- Radio and television appearances have been made and newspaper articles have been published to promote awareness of the Act and its requirements.

The OPR has established multiple avenues and tools to disseminate knowledge and training to procurement practitioners. Request for guidance and information can also be submitted using the following tools:

- OPR webpage
- Facebook
- Instagram
- LinkedIn
- Twitter
- Feedback/Support links

Public Bodies

There are approximately four hundred fifty-four (454) public bodies in Trinidad and Tobago as defined by section 4 of the Act⁶. Upon full proclamation of the Act the public procurement system will be

⁶ Refer to *Section 4*, “The Public Procurement and Disposal of Public Property Act 2015”, <https://www.finance.gov.tt/wp-content/uploads/2019/07/The-Public-Procurement-and-Disposal-of-Public-Property-Act-2015.pdf>

restructured to a de-centralised system where all bodies using public moneys will be responsible for their own procurement.

Since public bodies falling under the Central Tenders Board (hereinafter referred to as ‘the CTB’) were not previously responsible for their own procurement, there is a lack of human resources with the required technical competence to deliver effectively in the procurement role. Traditionally, as the procurement function was viewed mainly as an administrative role, procurement actors may possess limited operational purchasing experience, knowledge, training and relevant expertise to deliver in compliance with the Act. As we move toward a de-centralised system, the legislative requirement for public bodies to name a Procurement Officer with responsibility for public procurement and disposal of public property comes to the forefront. Public bodies will now be required to recruit and retain adequately trained personnel with the necessary competence to fulfil and support this role in keeping with section 61 (2) of the Act.

Ministry of Public Administration and Digital Transformation (MPADT) and The Public Service Academy (PSA)

The Ministry of Public Administration and Digital Transformation (hereinafter referred to as ‘the MPADT’) is charged with the task of continually improving the way work is done in the public service. The MPADT partners with other Government Ministries and Agencies to provide human resource development interventions and to build human resource capacity through the Public Service Academy (hereinafter referred to as ‘the PSA’), a Department under its ambit⁷. The PSA serves as a key player in capacity building in the public service, and public procurement by extension, as it is required to ensure the highest training standards are maintained by monitoring the quality of training to public servants⁸.

Ministry of Finance and The Central Audit Committee of the Ministry of Finance

The Ministry of Finance is responsible for revenue collection and management, budget planning, preparation and management and plays a key role in the formulation and promotion of national fiscal and economic policy, trade facilitation and border control, debt management and the management of the State Enterprises Sector⁹. In addition to their role as distributor of revenue to public bodies, the Ministry of Finance is a key collaborating partner with the OPR to make the Regulations to give effect

⁷ “About Us – Ministry Of Public Administration”, *Mpac.Gov.Tt*, Accessed September 23, 2020, <http://www.mpac.gov.tt/about%20mpa>

⁸ “Public Service Academy – Ministry Of Public Administration”, *Mpac.Gov.Tt*, Accessed September 29, 2020, <http://www.mpac.gov.tt/node/83>

⁹ “Our Ministry – Ministry Of Finance”, *Finance.Gov.Tt*, Accessed September 28, 2020, <https://www.finance.gov.tt/our-ministry/>

to the provisions of the Act, conducting challenge proceedings¹⁰ and for adding and removing suppliers or contractors to the ineligibility list.

Through the Central Audit Committee established by Cabinet Minute #1266 of September 2001, the Ministry of Finance exercises control over the funds disbursed to State Enterprises. By monitoring the performance of State Enterprises the Ministry ensures that funds are spent in accordance with the intended purpose, that they are functioning efficiently and are adhering to the directives of the Line Ministries and the Minister of Finance as Corporation Sole. This monitoring function is facilitated through their position on the Audit Committees of State Enterprises, reviewing the award of contracts by State Enterprises and conducting audits where required to ensure compliance with established procurement procedures¹¹.

The Ministry of Finance will also play a key role in ensuring that public bodies build the required capacity and undertake the necessary institutional modifications for the full implementation of the Act¹². The Ministry also plays a role in establishing transitional arrangements for the dissolution of the CTB.

The Auditor General's Department

The Auditor General, empowered by the Constitution of the Republic of Trinidad and Tobago Act No. 4 of 1976, (as amended), is required to “examine and report annually to Parliament on the accounts of Ministries, Departments, Regional Health Authorities, Regional Corporations and such State Controlled Enterprises and Statutory Boards for which the Auditor General is the statutory auditor. The audit services take the form of financial audits, compliance audits and value for money audits intended to promote accountability, adherence to laws and regulations, economy, efficiency and effectiveness in the collection, disbursement and use of funds and other resources¹³” (“Appointment Role and Function – Auditor General” 2020).

The duties and powers of the Auditor General as defined by Part III, section 9 of the Exchequer and Audit Act Chapter 69:01 are to “examine, inquire into and audit the accounts of all accounting officers and receivers of revenue and all persons entrusted with the assessment of, collection, receipt, custody,

¹⁰ Section 58 (4) & 63 (1), “The Public Procurement and Disposal of Public Property Act 2015”, <https://www.finance.gov.tt/wp-content/uploads/2019/07/The-Public-Procurement-and-Disposal-of-Public-Property-Act-2015.pdf>

¹¹“Investments Division – Ministry Of Finance”, *Finance.Gov.Tt*, Accessed September 30, 2020, <https://www.finance.gov.tt/divisions/investments-division>

¹² The Joint Select Committee on Finance and Legal Affairs, “6th Report- Joint Select Committee On Finance And Legal Affairs Inquiry Into The Implementation Of The New Public Procurement System”, Accessed September 28, 2020, http://www.ttparliament.org/committee_business.php?mid=19&id=239&pid=28

¹³“Appointment Role And Function – Auditor General's Department”, *Auditorgeneral.Gov.Tt*, Accessed September 30, 2020, <http://www.auditorgeneral.gov.tt/content/appointment-role-and-function>

issue of payment of public moneys, or with the receipt, custody, issue, sale, transfer or delivery of any stamps, securities, stores or other State property¹⁴ (2020).

The Auditor General in executing his role must satisfy himself that all reasonable precautions have been taken to safeguard the collection of public moneys and that the laws, directions and instructions relating to same have been duly observed; all money expended have been applied to the purpose or purposes for which the same was granted by Parliament and that such expenditure conforms to the authority which governs it and has been incurred with due regard to the avoidance of waste and extravagance and that essential records are maintained and the rules and procedures framed and applied are sufficient to safeguard the control of stores and other State property¹⁵.

The Auditor General will continue to play an important role in safeguarding public funds following proclamation of the Act. The outcomes of their reports will serve as indicators of success and as a foundation for development of future capacity building initiatives.

¹⁴ "Exchequer and Audit Act", *Auditorgeneral.Gov.Tt*, Accessed September 30, 2020, <http://www.auditorgeneral.gov.tt/sites/default/files/Exchequer%20and%20Audit%20Act-69.01.pdf>

¹⁵ "Exchequer and Audit Act", *Auditorgeneral.Gov.Tt*, Accessed September 30, 2020, <http://www.auditorgeneral.gov.tt/sites/default/files/Exchequer%20and%20Audit%20Act-69.01.pdf>

3.0 GAP ANALYSIS (Assessment of the Challenges)

An assessment of the capacity gaps within the public procurement workforce in Trinidad and Tobago is an important first step in understanding the needs of the procurement practitioners. In this section, the current capacity of the public procurement workforce of Trinidad and Tobago is assessed. The analysis is based on the historical context, current statistics and data obtained through the OPR's stakeholder engagements and requests, the findings of a capacity assessment report and a report of the Auditor General's Department. More specifically, the following methods and documents were used to assess the challenges related to the capacity of the public procurement workforce:

- Reform of the Public Sector Procurement Regime, A White Paper, 2005;
- Report of the Auditor General on the Public Accounts of the Republic of Trinidad and Tobago for the Financial Year, 2019;
- Consolidated Event Survey Report, arising out of a survey of participants at the Capacity Building Workshops, 2019; and
- A questionnaire issued to 'named' Procurement Officers in public bodies, entitled 'Procurement Capacity Assessment Form' the results of which were documented in a Procurement Capacity Assessment Report, 2020

3.1 Overall Assessment of the Gaps

The White Paper, Reform of the Public Sector Procurement Regime, provides a historical context to the reform agenda highlighting the reasons for the reform initiative. Apart from the weaknesses in the regulatory framework, the White Paper identified shortcomings in the form of poor data collection and reporting, lack of an electronic public information system, lack of a national registry, absence of uniformity in the tendering process and a shortage of skilled procurement staff in public bodies¹⁶.

Additionally, general weaknesses existing in the wider public service were identified by the Auditor General's Department in its 2019 report on the Public Accounts of the Republic of Trinidad and Tobago. Gaps included poor internal controls; non-adherence to regulatory, financial guidelines and directives; poor document management systems (electronic and manual); limited human resources; poor asset management; lack of adequate segregation of duties; lack of collaboration between Ministries and Departments particularly in the acquisition of information systems; and no Business Continuity

¹⁶ "Reform of the Public Sector Regime – A White Paper", Accessed September 30, 2020, <https://www.finance.gov.tt/2005/09/30/reform-of-the-public-sector-procurement-regime-a-white-paper/>

Management System (BCMS)¹⁷. These deficiencies are of grave concern as they directly impact the execution and management of public procurement.

Arising out of a survey of participants at the Capacity Building Workshops, 2019, a Consolidated Event Survey Report revealed:

- Concerns about the lack of understanding by public bodies of the urgency and importance of having proper procurement measures implemented;
- The need for sensitisation on the Act and the Regulations;
- The requirement for training of staff and the recruitment of additional staff to efficiently execute procurement functions; and
- Concerns about the quality of procurement training being offered by local institutions¹⁸.

Interest was also expressed in collaborative purchasing initiatives and the value that can be added from such programmes. With the aim of informing on the requirements of the Act and building capacity in public procurement, the OPR hosted a series of workshops which brought together procurement practitioners, Accounting Officers, educators and civil society, to understand the specific issues existing across public bodies

In addition to the survey of participants, a procurement capacity assessment form was issued to 'named' Procurement Officers who attended the 2019 workshops. The results informed a procurement capacity assessment report which identified various capacity gaps and the absence of basic skills and knowledge required for compliance with the Act and necessary for public procurement practitioners to successfully execute functions within public bodies.

The findings from the assessment form highlighted that although public bodies identified 'named' Procurement Officers as required, the varying designations of these Officers and levels of some, illustrated that a significant number of public bodies have not yet understood the importance of the role of the 'named' Procurement Officer as required by the Act. Additionally, the segregation within the role was absent in some instances, where persons responsible for finance were assigned as 'named' Procurement Officers.

Only 31.3% of the responding public bodies have procurement and disposal staff that are qualified, possess the requisite theoretical knowledge and analytical skills to execute this critical function. Of note, the staff in the Procurement Units within public bodies appeared deficient in the key skills,

¹⁷ "Report of the Auditor General on the Public Accounts of the Republic of Trinidad & Tobago for the Financial Year 2019", *Auditorgeneral.Gov.Tt*, Accessed September 30, 2020, <http://138.128.179.50/sites/default/files/Auditor%20General%20Report%202019.pdf>

¹⁸ OPR, 2019, Procurement Capacity Building Workshop 2019, "Consolidated Event Survey Report"

expertise and competencies required to effectively contribute to the procurement and disposal function. This highlights the limited importance placed on the procurement and disposal roles within the public bodies in terms of the need for appropriate qualifications and skills to achieve a strategic impact.

A substantial (77%) of responding ‘named’ Procurement Officers revealed that they possessed limited decision-making authority to undertake procurement and disposal actions. This absence of control over the procurement and disposal functions allows a limited scope for ensuring that the procurement and disposal processes are compliant with the objects of the Act and threatens the independence of the function.

The analysis of responses also showed that 44% of procurement practitioners were not provided with capacity building opportunities by public bodies, highlighting the absence of the basic skills and knowledge identified for successful execution of the procurement and disposal functions.

Based on this analysis and the capacity requirements identified by ‘named’ Procurement Officers and procurement and disposal staff have been consolidated and the traffic light system was used to prioritise the capacity requirements. ‘**High priority areas**’ with a frequency of ten (10) and above are highlighted in green, ‘**medium priority areas**’ with frequency ranging from five (5) to nine (9) are illustrated in amber and red was used for ‘**low priority areas**’ with a frequency range from one (1) to four (4). **Figure 1** refers¹⁹.

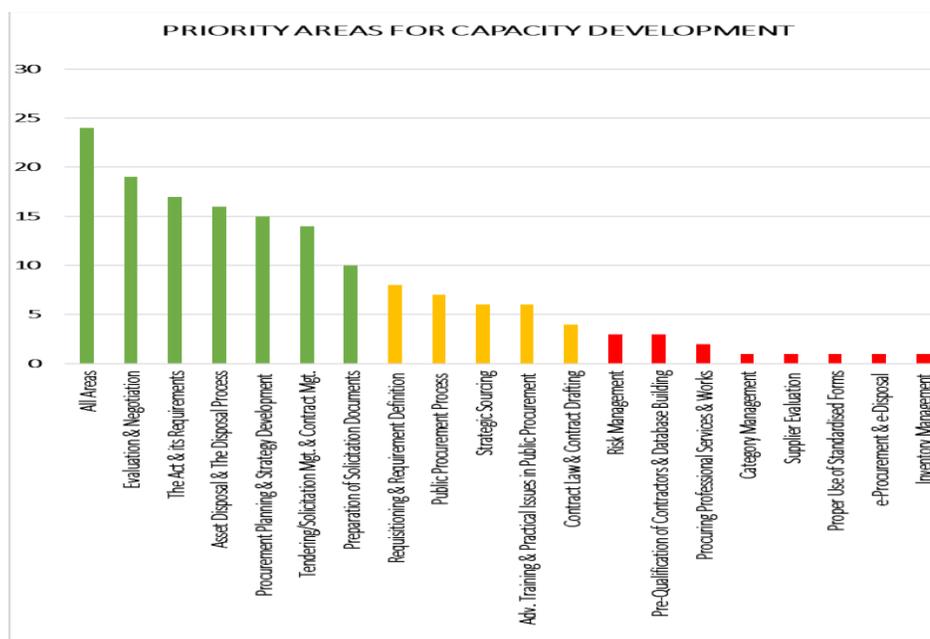


Figure 1 – Priority Areas for Capacity Development

¹⁹ OPR, 2020, “Procurement Capacity Assessment Report”

4.0 TRAINING STANDARDS, COMPETENCE LEVELS AND CERTIFICATION REQUIREMENTS FOR PUBLIC PROCUREMENT IN TRINIDAD AND TOBAGO

4.1 Rationale for Developing the Standard

The findings from the Procurement Capacity Assessment Form highlighted a substantial gap in the skills of 'named' Procurement Officers as well as their staff. It revealed the importance of capacity building initiatives, setting training standards, competence levels and certification requirements to promote best practices in public procurement and disposal of public property by the OPR.

The 'named' Procurement Officer would be accountable and responsible for overseeing and managing the procurement function within the respective public body. All public bodies would be directly responsible for complying with the Act, the Regulations, handbooks and guidelines whilst ensuring the achievement of its strategic mandate. As such, procurement practitioners must be well equipped to handle the increasing complexity of procurement, in the context where they are required to purchase in order to maximise value for money whilst simultaneously taking into account socio-economic and environmental considerations in their purchasing decisions.

Currently there are no formal training standards, educational requirements and competence frameworks for procurement practitioners in Trinidad and Tobago. Establishing said standards and requirements are critical to promoting the professionalisation of the public procurement function, as it contributes to certifying the competences acquired through training. The detailed educational requirements are elaborated in the Competency Framework Infrastructure and is supported by the Competence Framework for Procurement illustrated in **Section 4.4**.

4.2 Benefits of the Standard

As capacity is a key pillar to ensuring a transparent, efficient and effective public procurement system in Trinidad and Tobago, the Standard aims to establish a transparent qualifying threshold for public procurement practitioners.

Public bodies utilising the Standard as a means of measuring procurement teams should see results in improved organisational performance. Individuals can use the Standard to measure their knowledge and capabilities against the required competency levels. The Standard ensures that the design of high quality procurement programmes by education and training providers that prepare public service

professionals are directly linked to legislative requirements, the needs of the public sector and overall the economy of Trinidad and Tobago.

4.3 How the Standard is Structured

This section outlines the training standards, competence levels and certification requirements for procurement.

Training Standards

Training standards can be used to define curricula in education and training institutions and is an essential link between legislative and employment requirements and human capital development. Training standards ensure the quality and consistency of training, the core knowledge and capabilities that public procurement practitioners should possess. It includes elements that education and training institutions should ensure are included in public procurement training programmes.

Competence Levels

Competencies are the skills, knowledge and behavioural characteristics that are enablers for high performance in a particular field. The competence level will enable individuals and employers to better understand and compare the different levels of competence that exist and allow for mobility of practitioners across public bodies. It will give training providers an understanding of the requirements of practitioners in public procurement when linked to the levels of qualification and capabilities of practitioners holding a particular qualification.

Certification Requirements

These certification requirements set the **minimum** qualification levels for practitioners operating at each competence level. They are designed to standardise the level of qualifications for public procurement practitioners operating in Trinidad and Tobago.

The Standard has been developed using the three (3) competence levels outlined in the OPR's Developing Procurement Capacity Guideline²⁰ from Basic to Advanced illustrated in [Figure 2](#). These levels represent the core skills and tasks that individuals should be capable of at each advancing stage of the profession.

²⁰ OPR, 2020, "Special Guidelines: Developing Procurement Capacity"

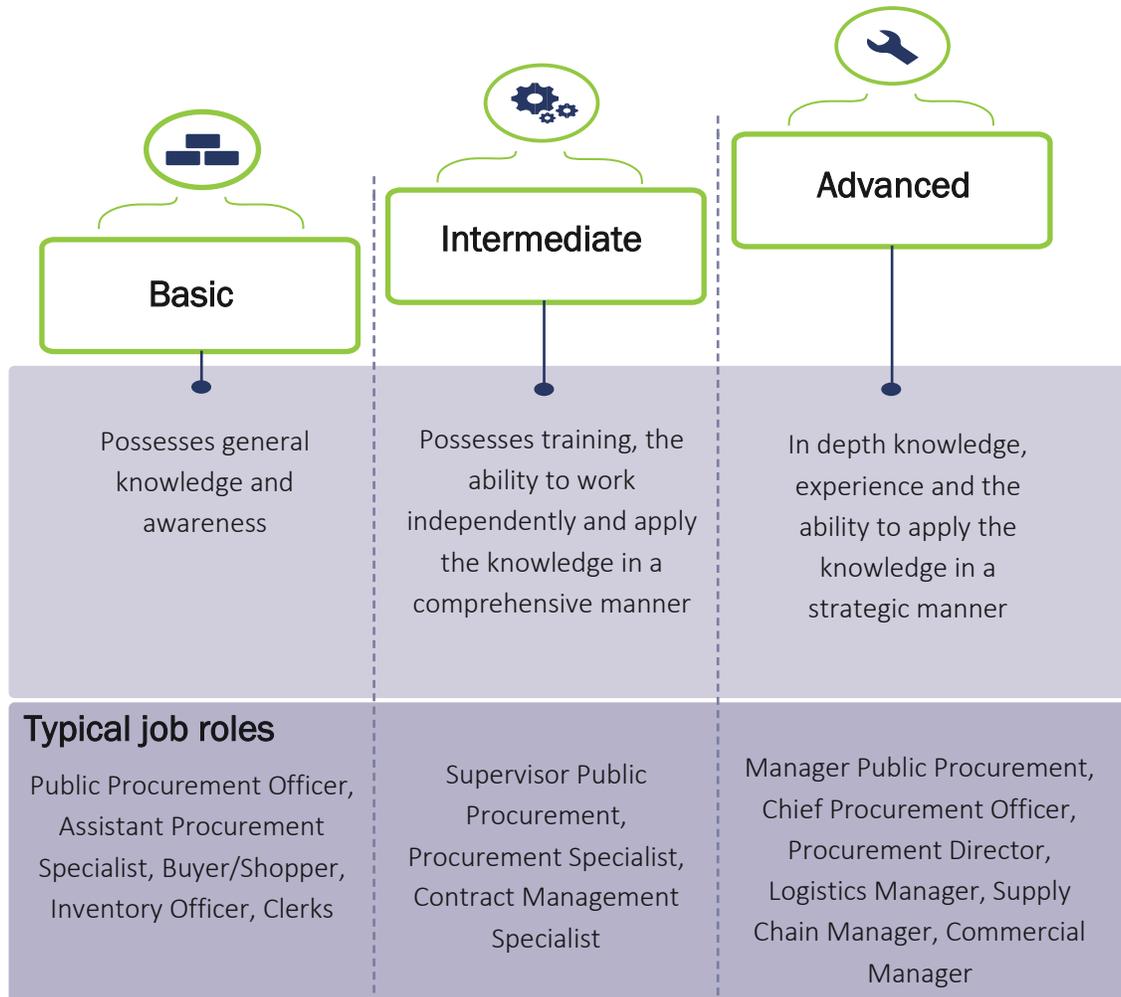


Figure 2 – The Three Levels of Competence

The knowledge and capability requirements were developed in keeping with the five (5) pillars of procurement capability and performance assessment as enablers of procurement capacity,²¹ the details of which are illustrated below.

²¹ OPR, 2020, "Special Guidelines: Developing Procurement Capacity"



Procurement
Leadership &
Governance

*How the procurement function is coordinated
and managed*



Significant
Procurement
Planning

*This has two aspects: (1) Planning how to
manage the total portfolio of significant
procurement and disposal actions; and (2)
Planning for individual categories of goods and
services*



Managing
Supply

*How well supply arrangements are managed
over their life to optimise performance
and realise expected benefits*



Performance
Management

*The collection, collation and analysis of
information on targets set and results achieved
as well as its application to support good
procurement performance*



People

Relates to the staff resources undertaking procurement activities, people development and the expertise of those staff

4.4 Competence Framework & Certification Requirements for Procurement

The competence framework for procurement identifies the subjects to be addressed; the topics, skills and competencies that should be taught in a training session for procurement practitioners at different functional levels. It outlines the expected outcomes of training sessions in the various subject areas in procurement. The certification requirements would in turn provide the academic qualifications, level of experience and the duration of programmes to correspond with the competence levels.

Competence Framework & Certification Requirements for Procurement

Procurement Leadership and Governance	Significant Procurement Planning and Managing Supply				Performance Management	People
	Planning	Solicitation of Tenders	Evaluation and Award of Contract	Contract Management to Close-out		
Legislative Framework for Public Procurement	Procurement Planning and Strategy Development	Preparation of Solicitation Documents	Evaluation and Negotiation	Contract Management	Performance Measurement and Management	Stakeholder Relationship Management
Governance and Compliance	Market Analysis	Managing the Solicitation Process	Contract Law and Contract Drafting	Inventory Management	Continuous Improvement	Effective Communication
Internal Controls in Procurement	Pre-qualification			Supplier or Contractor Management		
Standards and Conduct	Requisitioning and Requirements Definition			Asset Disposal		
Document Management	Selection of Procurement Methods					
Use of Standardised Forms	Risk Management					
Advanced	<p>Electronic Procurement</p> <p>Collaborative Purchasing</p> <p>Strategic Sourcing</p> <p>Procuring Specialist Services and Works</p> <p>Category Management</p> <p>Practical Issues in Procurement</p>					

Competency Framework Infrastructure			
LEVELS	Levels of Competency Defined and Described	On the job experience	Desirable qualifications
Basic LEVEL 1	Possesses general knowledge and awareness of procurement methods and procedures, laws, rules and regulations governing public procurement and the purchasing of items from local and foreign sources. Supports the procurement process at a transactional level. Prepares customer and stakeholder communications and manages the procurement process for low risk/low value procurements; manages or supports routine contract management activity in the procurement process.	Three (3) years related work experience in a procurement support role and undergoing training.	Diploma in Business Management or related field AND Level 4 Diploma in Procurement and Supply, Chartered Institute of Purchasing and Supply (CIPS) and or equivalent certification would be an asset.
Intermediate LEVEL 2	Possess training, the ability to work independently and apply the knowledge of procurement methods and procedures, laws, rules and regulations governing public procurement in a comprehensive manner. Manages the procurement and disposal efforts related to the high risk/high value categories of goods, works and services, and monitors the procurement and disposal of low risk/low value items.	Five (5) years of experience in executing procurement of high risk/high value. Possesses and effectively uses project management skills.	First Degree in Management or a related field. AND Level 6 Professional Diploma in Procurement and Supply, CIPS or equivalent procurement certification.
Advanced LEVEL 3	In-depth knowledge, experience and the ability to apply the knowledge in a strategic manner. Leads the procurement and disposal function and supports the achievement of the public body's strategic mandate in keeping with the Public Procurement Legislation and makes recommendations for improvements in the performance of the functions.	Strategic procurement experience and expertise illustrated by eight (8) years of progressive experience in the field and from managing high risk/high value procurement projects that are of strategic significance to operations.	Postgraduate Degree in Procurement, Supply Chain Management, Management or related field.

Coordination and Management of the Procurement Function	
Legislative Framework for Public Procurement	
Why it matters	Legislative Framework for Public Procurement Is to provide public procurement practitioners with the knowledge and understanding of the legislative framework that governs public procurement in Trinidad and Tobago. Being able to understand the regulatory and legislative framework is an essential requirement for any procurement professional.
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ Has general knowledge and awareness of procurement-related legislation (the Act and Public Procurement and Disposal of Public Property Regulations), handbooks and guidelines and their practical application. ▪ Understands the purpose and objectives of the Act and Public Procurement and Disposal of Public Property Regulations. ▪ Understands the implications and effects of the Act and Public Procurement and Disposal of Public Property Regulations on the procurement function.
2	<ul style="list-style-type: none"> ▪ Understands the role of key players in the public procurement system. ▪ Understands the process required for good practice and to operate within the legislative framework. ▪ Undertakes risk assessments on procurement activities and ensures compliance with objects of the Act. ▪ Secures advice and support from the legal department about the impact of the legislation on procurement and compliance matters. ▪ Ensures that the applicable legislation and its principles is being adhered to in all aspects of the procurement cycle. Has working knowledge of the Act and Public Procurement and Disposal of Public Property Regulations and their impact on procurement activities.
3	<ul style="list-style-type: none"> ▪ Uses expert knowledge of legislative framework to interpret legislation and assesses the impact upon the procurement function and the range of activities undertaken. ▪ Demonstrates knowledge of the legal principles in procurement and assesses its effect on procurement procedures. ▪ Drafts, reviews and signs off on contracts, working with the legal team and is able to negotiate non-standard terms. ▪ Makes recommendations for future procurement requirements, policy, governance and compliance implications of legislation to ensure full and effective communication and management of implementation. ▪ Provides leadership and direction on cross-cutting and/or escalated issues and risks.

Procurement Leadership and Governance	
Coordination and Management of the Procurement Function	
Governance and Compliance	
Why it matters	Governance and Compliance Provides the basis for the development of procedures which governs a public body's day-to-day procurement activities. Public procurement practitioners should understand governance requirements for procurement and how these requirements can be implemented within their public bodies.
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ Complies with policies and procedures and operates using a pre-defined set of rules and guidance. Monitors adherence to compliance requirements when required. ▪ Complies with professional and other applicable codes of conduct and ethical standards. ▪ Understands the impact of government compliance with legislation and policy and how these impact the public body.
2	<ul style="list-style-type: none"> ▪ Actively monitors compliance (within control) to relevant governance requirements. ▪ Makes recommendations for improvement in internal control procedures and general operations to ensure compliance. ▪ Takes responsibility for ensuring adherence to compliance requirements.
3	<ul style="list-style-type: none"> ▪ Leads compliance reviews to assess opportunities and risks associated with the given legislation and standards on current public procurement practices and processes. ▪ Models behaviour through the development of a governance and compliance approach that shapes the culture of public procurement. ▪ Ensures that the procurement function's approach aligns with the wider government mandate for public procurement in Trinidad and Tobago.

Procurement Leadership and Governance

Coordination and Management of the Procurement Function

Internal Controls in Procurement

Why it matters	Internal Controls in Procurement Guides public bodies in achieving their goals, it provides a framework of accountability for their activities. It is a key aspect of procurement governance that can be established to mitigate against risks.
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ Understands the use of internal controls in procurement. ▪ Understands the use of mitigation strategies and controls activities to prevent breaches of the internal control process.
2	<ul style="list-style-type: none"> ▪ Communicates and monitors the use of the internal control framework for procurement. ▪ Ensures management directives to mitigate risks to the achievement of procurement objectives. ▪ Carries out internal controls activities to support the achievement of procurement objectives.
3	<ul style="list-style-type: none"> ▪ Establishes and monitors the use of an effective internal control system. ▪ Develops a mechanism for ensuring adequate segregation of duties in the procurement function. ▪ Implements appropriate control activities for the procurement function. ▪ Ascertains whether the internal controls components are present and functioning.

Procurement Leadership and Governance

Coordination and Management of the Procurement Function

Standards and Conduct

Why it matters	Standards and Conduct Defines the way that public procurement practitioners act when undertaking procurement activities. It includes some key aspects of the legislation and supporting guidelines that guide and define the behaviours of stakeholders in the procurement process.
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ An awareness of ethical conduct throughout the procurement cycle and adheres to the organisational standards, conduct and values relevant to the level of responsibility. ▪ An awareness of common examples of conflicts of interest, declares any conflicts of interest, and understands and advises on how to report any deviations from these principles.
2	<ul style="list-style-type: none"> ▪ Understands the impact of non-compliance on organisational behaviours, standards and values, and exemplifies compliance in their day-to-day conduct, promoting it in all tasks. ▪ Has a strong working knowledge of standards and business conduct and takes responsibility for ensuring they are adhered to. ▪ Maintains internal reports and guidance documents on standards and business conduct, and updates these regularly to ensure compliance.
3	<ul style="list-style-type: none"> ▪ Applies standards of business conduct and leads on the identification of key issues and breaches across the function. ▪ Leads by example while ensuring that other staff members take personal responsibility for adhering to established standards. ▪ Manages the development of standards of business conduct for procurement. Ensures alignment with these standards, and their application within the public body.

Procurement Leadership and Governance

Coordination and Management of the Procurement Function

Document Management

Why it matters	<p>Document Management</p> <p>Is a critical aspect of Public Procurement. The files maintained should include the complete record relating to every procurement transaction whether electronically or manually (paper based). Well-organised records provide a reliable, legally feasible source of evidence of decisions and actions taken by a public body over time.</p>
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ An awareness of the importance of records management and the requirements for maintenance of appropriate procurement records and information retrieval to justify procurement decisions. ▪ Maintains appropriate records of procurement proceedings in accordance with established procedure. ▪ Preserves records and ensures that they are easily accessible. ▪ Retrieves records for review by internal and external stakeholders or Regulatory Agencies as required.
2	<ul style="list-style-type: none"> ▪ Reviews documents and records pertaining to procurement proceedings for compliance with established guidelines. ▪ Maintains appropriate records of procurement proceedings in accordance with established regulatory requirements and internal procedures. ▪ Ensures that reliable records are created. ▪ Retrieves records for review by internal and external stakeholders or Regulatory Agencies as required.
3	<ul style="list-style-type: none"> ▪ Develops an effective document management system (electronic and paper based). ▪ Identifies the appropriate conditions, environment and media for maintenance and storage of procurement records. ▪ Safeguards the integrity of records.

Procurement Leadership and Governance

Coordination and Management of the Procurement Function

Use of Standardised Forms

Why it matters	<p>Use of Standardised Forms</p> <p>Are enablers of efficiency and effectiveness in public procurement management. Standardised frameworks underpin transparency in information and reduce the potential for inconsistent practices.</p>
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ An awareness of the appropriate standardised forms to be used for low risk/low value procurement activities. ▪ Completes forms where applicable.
2	<ul style="list-style-type: none"> ▪ Understands the use of appropriate standardised forms for high risk/high value procurement and has the ability to complete these forms. ▪ Assists stakeholders in using appropriate forms and provides guidance when required. ▪ Identifies shortcomings in the forms and puts forward recommendations for improvements.
3	<ul style="list-style-type: none"> ▪ Develops standardised forms for use by the public body based on minimum established requirements. ▪ Monitors compliance with approved standardised forms. ▪ Sensitises and trains stakeholders in the use of standardised forms. ▪ Assesses shortcomings identified in standardised forms and approves modifications in consultation with relevant stakeholders.

Significant Procurement Planning and Managing Supply

Planning Significant Procurements, Disposal Actions and Optimising Supply Arrangements

Planning – Procurement Planning and Strategy Development

Why it matters	<p>Procurement Planning and Strategy Development Sets direction for the procurement function to ensure alignment with the public body's strategy and gives consideration to policy requirements for effective implementation of plans. Procurement planning identifies the need and defines objectives in measurable terms to proceed with procurement.</p>
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ Awareness of strategic issues and ability to support the procurement function in executing strategic procurement activities and seek advice. ▪ Understands the public body's procurement strategy and internal handbooks and guidelines. ▪ Undertakes research (in collaboration with the appropriate departments) and obtains information to support the procurement planning process.
2	<ul style="list-style-type: none"> ▪ Identifies where value and risk require a strategic approach. ▪ Creates strategies and influences a departmental culture that values effective procurement input, innovation and procurement best practice. ▪ Experience in operating in strategic procurement as part of a cross-functional team. ▪ Develops business cases, project plans and manage risk. ▪ Develops and completes the procurement strategy form for both low value and high value procurement. ▪ Coordinates and analyses research undertaken and consolidate the procurement needs. ▪ Develops initial draft of the annual procurement plan.
3	<ul style="list-style-type: none"> ▪ Leads cross-functional team in handling strategic procurement. ▪ Identifies and implements appropriate procurement and contracting strategies. ▪ Formulates strategic approaches to meet the procurement needs of the public body, e.g. Framework Agreements. ▪ Reviews and approves procurement strategy forms and the annual procurement plan. ▪ Guides the overall procurement planning process. ▪ Consults with subject matter experts as required. ▪ Evaluates previous procurement and makes recommendations for improvements.

Significant Procurement Planning and Managing Supply

Planning Significant Procurements, Disposal Actions and Optimising Supply Arrangements

Planning – Market Analysis

Why it matters	<p>Market Analysis Is understanding the market forces and economic factors arising in the marketplace for products or services and how these impact your procurement. An in-depth understanding of the level of competition and the pricing structure is critical to determining the appropriate procurement strategy and achieving value for money.</p>
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ Understands the information that must be collected during a market research. ▪ Understands the do's and don'ts in conducting market research. ▪ Undertakes market research and has the experience to know when to seek advice.
2	<ul style="list-style-type: none"> ▪ Understands the importance of market research and analysis during the procurement process. ▪ Collects the necessary information to undertake a market analysis using an appropriate market analysis tool, e.g. SUPREM. ▪ Uses the outcome of the market research and analysis to define technical specification and award criteria. ▪ Identifies appropriate strategies depending on the nature of the market.
3	<ul style="list-style-type: none"> ▪ In-depth understanding of situations where conflicts of interest arise and the ability to address these situations during market research and analysis. ▪ Formulates and implements strategic tactics based on the market analysis.

Significant Procurement Planning and Managing Supply	
Planning Significant Procurements, Disposal Actions and Optimising Supply Arrangements	
Planning – Pre-qualification	
Why it matters	Pre-qualification Identifies suppliers or contractors that are capable to participate in a procurement process prior to the solicitation.
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> Understands the pre-qualification requirements specified in the Act and the use of the Procurement Depository. Assists in reviewing suppliers' or contractors' provisions for pre-qualification.
2	<ul style="list-style-type: none"> Assesses financial capacity and technical competence of suppliers or contractors based on the pre-qualification record on the Procurement Depository. Undertakes due diligence checks in keeping with the information gathered on the Procurement Depository and the requirements of the Act. Advises when a pre-selection process is appropriate and recommends appropriate criteria.
3	<ul style="list-style-type: none"> Leads the pre-qualification process for suppliers or contractors and provides appropriate justification when making a recommendation for pre-qualification. Reviews and approves the assessment of suppliers or contractors against the pre-qualification criteria. Develops the criteria for pre-selection of suppliers or contractors in collaboration with subject matter experts.

Significant Procurement Planning and Managing Supply	
Planning Significant Procurements, Disposal Actions and Optimising Supply Arrangements	
Planning – Requisitioning and Requirements Definition	
Why it matters	Requisitioning and Requirements Definition Is the basis upon which the procurement process is initiated. Failure to clearly define requirements can cause significant risks and impact the procurement practitioner's/public body's ability to deliver optimal outcomes.
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> Understands the key principles and practical methods for defining requirements in procurement. Reviews requisitions to ensure all the required documents and information are provided. Works with predetermined requirements formulated by the User Departments and develops basic requirements to ensure clear and objective statements. Clarifies aspects of requirements for low risk/low value procurements.
2	<ul style="list-style-type: none"> Reviews and controls the quality of requirements to ensure that they are clear and non-discriminatory. Develops and reviews high risk/high value requirements and complex infrastructure or capital-related requirements. Advises and/or supports the development of more complex requirements. Ensures requirements align to procurement-related legislation (the Act and Public Procurement and Disposal of Public Property Regulations), handbooks and guidelines.
3	<ul style="list-style-type: none"> Approves and assigns requisition to the relevant procurement practitioner for execution. Advises on the development of major, complex infrastructure or capital-related requirements. Drives and establishes specification practice in line with procurement-related legislation (the Act and Public Procurement and Disposal of Public Property Regulations), handbooks and guidelines. Has expert market knowledge and influences the developments of requirements to drive innovation.

Significant Procurement Planning and Managing Supply

Planning Significant Procurements, Disposal Actions and Optimising Supply Arrangements

Planning – Selection of Procurement Methods

Why it matters	<p>Selection of Procurement Methods</p> <p>Is a complex process and has a direct effect on the effectiveness of the procurement activity. Selection of the appropriate procurement method would ensure that the delivery of outcomes best meets the needs of the stakeholders.</p>
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ Understands the various procurement methods from best practice and procurement-related legislation (the Act and Public Procurement and Disposal of Public Property Regulations), handbooks and guidelines. ▪ Researches historical data on similar low risk/low value procurements. ▪ Selects the appropriate procurement method for low risk/low value procurement activities and justifies selection of same.
2	<ul style="list-style-type: none"> ▪ Researches historical data on similar high risk/high value procurements. ▪ Determines subject matter experts and other experts required to support the selection of procurement methods. ▪ Decides on appropriate procurement method and contract type for high risk/high value procurement activities and justifies selection of same.
3	<ul style="list-style-type: none"> ▪ Recommends and approves procurement methods and contract types based on requirement definition and market analysis to ensure best practice and in keeping with procurement-related legislation (the Act and Public Procurement and Disposal of Public Property Regulations), handbooks and guidelines. ▪ In-depth understanding of procurement methods and tools to maximise competition to the extent that is practical. ▪ Has expert knowledge in complex procurement methods and their application.

Significant Procurement Planning and Managing Supply

Planning Significant Procurements, Disposal Actions and Optimising Supply Arrangements

Planning – Risk Management

Why it matters	<p>Risk Management</p> <p>Identifies potential risks and strategies to mitigate same in accordance with the public body's risk management framework.</p>
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ Gathers information from established risk management tools (e.g. SUPREM)/ risk assessment matrices or checklists. ▪ Prepares risk management register for low risk/low value procurements and researches alternatives to address the identified risk. ▪ Identifies basic risks with respect to supplier or contractor performance and conflict of interest.
2	<ul style="list-style-type: none"> ▪ Researches market and public body's position on risk and quantifies the risk, providing recommendations to internal stakeholders. ▪ Develops and implements appropriate procurement strategies for bottlenecks and unique procurement requirements. ▪ Prepares risk management register for high risk/high value procurement and recommends associated mechanisms to facilitate appropriate actions to minimise procurement and supply disruption. ▪ Develops preliminary risk analysis in accordance with the public body's risk management framework.
3	<ul style="list-style-type: none"> ▪ Reviews and approves preliminary risk analysis and uses risk assessment and management approaches to control the impact of risk on procurement activities. ▪ Develops approaches to mitigate the impact of risk on the procurement function that can adversely affect the reputation of the public body. Contributes to the use of appropriate risk mitigation strategies and resolves issues arising from risk assessment. ▪ Monitors the risk management register and other associated mechanisms to facilitate appropriate actions to minimise procurement and supply disruption and associated cost. ▪ Using expert market knowledge develops and communicates risk management strategies to address potential and emerging risks from external influences such as procurement fraud.

Significant Procurement Planning and Managing Supply	
Planning Significant Procurements, Disposal Actions and Optimising Supply Arrangements	
Solicitation of Tenders – Preparation of Solicitation Documents	
Why it matters	Preparation of Solicitation Documents Is required to clearly define the requirements, evaluation criteria, pricing requirements, instruction to tender, and terms and conditions of contract that will be applied, which are critical to successful procurements.
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ Prepares solicitation documents and is able to do compliance checks. ▪ Supports, under guidance, the preparation of solicitation documents for low risk/low value procurements using appropriate templates. ▪ Differentiates between selection and award criteria and demonstrates the correct application to achieve the objects of the Act.
2	<ul style="list-style-type: none"> ▪ Provides guidance on the preparation of solicitation documents for low risk/low value procurements. ▪ Evaluates the best selection and award criteria for complex, high risk/ high value procurements and prepares solicitation documents accordingly. ▪ Ensures that all solicitation documents are compliant, transparent and avoids potential for challenge and reputational damage.
3	<ul style="list-style-type: none"> ▪ Defines best practice in preparing solicitation documents, ensuring that the public body is compliant with the objects of the Act. ▪ Understands and endorses procurement strategies and/or key documents according to good governance practices. ▪ Reviews and/or develops solicitation templates for use by the public body. ▪ Approves all solicitation documents prior to issuance to suppliers or contractors. ▪ Demonstrates expertise on specific goods, works or services resulting in market leading/innovative solutions.

Significant Procurement Planning and Managing Supply	
Planning Significant Procurements, Disposal Actions and Optimising Supply Arrangements	
Solicitation of Tenders – Managing the Solicitation Process	
Why it matters	Managing the Solicitation Process Is being able to understand and demonstrate adherence to the solicitation process. It is critical to ensuring that the objectives of the Act are achieved.
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ Applies and manages basic procurement processes for low risk/low value procurement situations. ▪ Understands the solicitation procedures with some experience of negotiations but requires support. ▪ Has the experience to determine when to seek advice.
2	<ul style="list-style-type: none"> ▪ Familiar and comfortable with all aspects of the solicitation process/procedures and capable of providing guidance to internal and external stakeholders when required. ▪ Provides guidance on the management of low risk/low value procurements when required. ▪ Experience in managing high risk/ high value procurement and negotiation processes. ▪ Ensures that the solicitation process is compliant with the public body's handbooks and guidelines.
3	<ul style="list-style-type: none"> ▪ Has expert knowledge in all aspects of the solicitation process and is capable of resolving issues that arise. ▪ Applies judgment to determine how best to apply processes to secure best value in any procurement circumstance. ▪ Directs and coaches others and commands credibility with suppliers or contractors. ▪ Approves all related documents and approaches in the management of the solicitation process.

Significant Procurement Planning and Managing Supply

Planning Significant Procurements, Disposal Actions and Optimising Supply Arrangements

Evaluation and Award of Contract – Evaluation and Negotiation

Why it matters	Evaluation and Negotiation Must be supported by a transparent and structured process that can withstand scrutiny by stakeholders and suppliers or contractors if the process and/or public body is not to be brought into disrepute. The evaluation committee must have a clear understanding of their role and responsibility and have the required competence to execute their function. Negotiation drives value, gains the appropriate policy outcomes and provides an opportunity for added value and to enhance delivery.
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ Contributes, under guidance, to the assessment of low risk/ low value procurements and contributes to the preparation of the evaluation report. ▪ Evaluates potential suppliers or contractors using pre-determined evaluation criteria, scoring/weighting and makes recommendations to support decision to award. ▪ Understands the principles, tools and techniques of basic negotiations and may be involved in negotiation processes under close supervision. ▪ Helps prepare for the negotiation process and provides support for the analysis of data and information to support negotiation planning under specific guidance. ▪ Influences negotiations on routine and low risk purchases on an ad hoc basis under guidance, including expediting or meeting of key performance indicators. Assists with the preparation of reports as required.
2	<ul style="list-style-type: none"> ▪ Evaluates high risk/ high value tender submissions by suppliers or contractors on the basis of pre-determined evaluation criteria, agreed weighting and using the agreed scoring process and contributes to the preparation of the evaluation report. ▪ Provides guidance and close supervision on the assessment management of low risk/low value procurements and negotiations. ▪ Ensures appropriate scoring is defined against the weighting criteria to ensure transparency in decision making. ▪ Undertakes ratio analysis and its application to determine financial capability of suppliers or contractors. ▪ Provides expert guidance to the evaluation committee on the selection of preferred supplier or contractors with clear and justifiable rationale to support any award and debrief. ▪ Develops and documents detailed negotiations plans and targets in consultation with internal stakeholders in the planning and execution of negotiation to ensure that roles and responsibilities are understood, documenting the outcomes and agreements as required. ▪ Understands when and how to negotiate in keeping with procurement-related legislation (the Act and Public Procurement and Disposal of Public Property Regulations), handbooks and guidelines.
3	<ul style="list-style-type: none"> ▪ Has ultimate accountability for the evaluation process and any challenges arising. ▪ Leads the development of a robust, transparent and structured process for evaluation reflecting good governance and compliance requirements. ▪ Reviews and signs off on evaluation and negotiation reports for all procurement processes and prepares documentation for submission to Procurement and Disposal Advisory Committee (PDAC) ▪ Holds discussions with evaluation committees and PDAC when required to manage points of clarification. ▪ Ensures full risk assessments are undertaken prior to award. ▪ Ensures that lessons learned from the contract and supplier management process feed into the selection and/or award criteria development, where relevant. ▪ Demonstrates extensive experience in complex negotiations across multiple projects and programmes. Leads on complex and strategically important negotiations. ▪ Sets objectives and establishes tactical approaches for the negotiation, provides advice and direction to the procurement team and others within the organisations.

Significant Procurement Planning and Managing Supply

Planning Significant Procurements, Disposal Actions and Optimising Supply Arrangements

Evaluation and Award of Contract – Contract Law and Contract Drafting

Why it matters	<p>Contract Law and Contract Drafting Are critical to ensuring an understanding of key performance indicators that define expectations of both parties to the contract to allow better measurement and management of risks, service and performance supported within a legally binding framework.</p>
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ Has a sound knowledge of the basics of contract law and understands when to seek guidance in relation to contractual issues. ▪ Contributes and supports the preparation of contract terms and conditions, key performance indicators and contract documentation for low risk/ low value procurements. ▪ Validates with guidance that contracts for the supply of goods, works and services (low risk/low value) comply with procurement-related legislation (the Act and Public Procurement and Disposal of Public Property Regulations), handbooks and guidelines.
2	<ul style="list-style-type: none"> ▪ Has a sound knowledge of the nature, application and implications of contract law. ▪ Prepares contract terms and conditions, key performance indicators and contract documentation for high risk/ high value procurements. ▪ Interprets and advises on key regulations/legislation and is able to interpret legal and commercial implications relating to the formation of contracts. ▪ Understands and addresses key contractual aspects, interprets and revises key terms and conditions and recommends appropriate actions in event of any default of breach of contract in consultation with the Legal Department. ▪ Advises and provides guidance on whether contracts for the supply of goods, works and services comply with procurement-related legislation (the Act and Public Procurement and Disposal of Public Property Regulations), handbooks and guidelines. ▪ Identifies and mitigates potential risks, including recommend courses of action to resolve disputes.
3	<ul style="list-style-type: none"> ▪ Has expert knowledge and understands the nature, application and implications of contract, in particular complexities in contract law. ▪ Evaluates and recommends appropriate contract forms for complex projects and interprets clauses included in contract forms and is able to make the required revisions to optional clauses and schedules. ▪ Ensures appropriate performance management framework is in place to support performance of contractual requirements. ▪ Leads on organisational approach to contracting development and practices enabling sustainable value for money solutions and alignment with government policy. ▪ Reviews and engages in complex, high risk/high value contracts and directs activities where escalation or contract failure arises.

Significant Procurement Planning and Managing Supply

Planning Significant Procurements, Disposal Actions and Optimising Supply Arrangements

Contract Management to Close-Out – Contract Management

Why it matters	<p>Contract Management Is important in ensuring that what has been procured is delivered on time and at the right place, meets the quality specified and is in keeping with the agreed price.</p>
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ An awareness and understanding of contract management, supports the contract management process and gathers data for inclusion in supplier performance reviews. ▪ Has responsibility for contract management of low risk/low value contracts. ▪ Puts in place appropriate key performance indicators required to achieve desired objectives of low risk/low value contracts. ▪ Works closely with suppliers or contractors of low risk/low value contracts to manage and monitor contracts and undertakes on-going risk assessments, recommending mitigation strategies where necessary.
2	<ul style="list-style-type: none"> ▪ Has responsibility for contract management of high risk/high value contracts and provides oversight of low risk/low value contracts. Develops contract management techniques, strategies and reports and implements same. ▪ Puts in place appropriate key performance indicators required to achieve desired objectives of high risk/high value contracts. ▪ Works closely with suppliers or contractors of high risk/high value contracts to manage and monitor contracts and undertakes on-going risk assessments, recommending mitigation strategies where necessary. ▪ Provides contract management advice and guidance to key internal stakeholders including training others in the team on appropriate contract management strategies.
3	<ul style="list-style-type: none"> ▪ Leads and champions continuous improvement programmes to enable innovation; to optimise life cycle costs and value; and to deliver longer term sustainable outcomes and commitments. ▪ Provides leadership, mentorship or advice on escalated supplier management issues and contracts.

Significant Procurement Planning and Managing Supply

Planning Significant Procurements, Disposal Actions and Optimising Supply Arrangements

Contract Management to Close-Out – Inventory Management

Why it matters	<p>Inventory Management Focuses on establishing an effective inventory management system for incoming and outgoing goods creating a source of value for public bodies. Efficient inventory management can be a source of added value by minimising inventory cost and ensuring appropriate storage and distribution conditions.</p>
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ An awareness of the concept of inventory management and supports the inventory management process under guidance. ▪ Has a clear understanding of goods turnover, ordering, receipting, safe handling and stock record keeping. Capable of identifying issues and escalating when required, e.g. damage, loss or theft et cetera. ▪ Contributes ideas for the improvement of inventory management and suggests quality and efficiency improvements.
2	<ul style="list-style-type: none"> ▪ Has a sound knowledge of inventory management and provides guidance on the inventory management process. ▪ Evaluates demand for supplies and stock holding requirements in keeping with inventory management policy. ▪ Proposes recommendations for improvement of the inventory management process, managing and exploiting opportunities while assessing and monitoring risks.
3	<ul style="list-style-type: none"> ▪ Experienced in design, implementation and management of inventory control systems, to minimise money tied up in stock while maintaining optimum levels of customer service. ▪ Provides direction to the relevant functions to facilitate efficient and effective inventory management, establishing and embedding the economics of inventory management, while ensuring proper control and accounting for stores and stocks within their control where applicable.

Significant Procurement Planning and Managing Supply	
Planning Significant Procurements, Disposal Actions and Optimising Supply Arrangements	
Contract Management to Close-Out – Supplier or Contractor Management	
Why it matters	Supplier or Contractor Management Presents opportunities to better understand and optimise a supplier or contractor capability and capacity, and consider how to improve processes to deliver greater value. It also allows for a more informed assessment and management of risk by procurement entities.
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> Recognises the importance of compliance and follows good practice in supplier or contractor management. Analyses supplier or contractor activities and provides reports on quality, frequency, defect rates to support supplier or contractor monitoring. Supports market research to identify added value or continuous improvement opportunities. Undertakes regular supplier or contractor engagement and management working with suppliers or contractors to identify issues, understands development or improvement opportunities, and allocates clear responsibilities for action. Forecasts and plans demand to ensure the continued supply of goods, works and services. Collates, records and uses stakeholder feedback to inform regular supplier or contractor review meetings for low risk/low value procurements. The output of supplier or contractor review meetings is circulated to internal stakeholders and the supplier or contractor.
2	<ul style="list-style-type: none"> Leads market research to help identify added value, innovation or continuous improvement opportunities. Collates, records and uses stakeholder feedback to inform regular supplier or contractor review meetings for high risk/high value procurements. The output of supplier or contractor review meetings is circulated to internal stakeholders and the supplier or contractor. Develops key strategic relationships with suppliers or contractors and builds and maintains appropriate relationships to help in the delivery of contracts. Works with suppliers or contractors to drive value for money and identify opportunities for added social, economic or environmental value. Monitors supplier or contractor performance to help identify trends and holistic improvement opportunities and creates and implements improvement plans where appropriate.
3	<ul style="list-style-type: none"> Develops and builds productive high level relationships and provides advice to stakeholders on issues affecting the procurement process, while putting in place strategies to attract and retain efficient suppliers or contractors. Facilitates cross-cutting programmes or relationships to proactively explore and exploit opportunities for added value, innovation, social, continuous improvement, economic or environmental value in more complex projects.

Significant Procurement Planning and Managing Supply	
Planning Significant Procurements, Disposal Actions and Optimising Supply Arrangements	
Contract Management to Close-Out – Asset Disposal	
Why it matters	Asset Disposal Is an important element of the procurement cycle and it presents opportunities for achieving the objects of the Act when executed efficiently. A sound disposal plan helps mitigate the risk that an asset is retained for too long, disposed of too early or causes environmental damage through improper practices.
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> Has a sound knowledge of the basics of asset disposal process complying with procurement-related legislation (the Act and Public Procurement and Disposal of Public Property Regulations), handbooks and guidelines. Identifies low risk/low value assets for disposal and completes the request for asset disposal and relevant records. Supports the asset disposal process for low risk/low value items.
2	<ul style="list-style-type: none"> Experienced in the asset disposal process, complying with procurement-related legislation (the Act and Public Procurement and Disposal of Public Property Regulations), handbooks and guidelines. Identifies high risk/high value assets for disposal and completes the request for asset disposal and relevant records. Leads the asset disposal process for high risk/high value items, provides guidance for low risk/low value items and is able to identify and mitigate potential risks.
3	<ul style="list-style-type: none"> Has expert knowledge of the asset disposal process. Monitors the asset disposal process and plays an advisory role to support the achievement of environmental, social and economic value. Works with internal stakeholders in the development of internal handbooks and guidelines for asset disposal and seeks opportunities for continuous improvement.

Performance Management

Collection, Collation and Analysis of Information on Targets Set, Results Achieved and their Application to Support Procurement Performance

Performance Measurement and Management

Why it matters	Performance Measurement and Management Is a way of managing the outputs, deliverables and key performance indicators of procurement and the public body's performance. Is used to address non-compliance issues and inform continuous improvement opportunities for increased value for money, innovation and/or decreased risk.
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ Supports performance monitoring under guidance, through data collection and gathering and managing own performance and time through agreed objectives. ▪ Collates and provides raw detail for specific contracts and general performance reporting as required by procurement-related legislation (the Act and Public Procurement and Disposal of Public Property Regulations), handbooks and guidelines. ▪ Plays an active role in monitoring both department and low risk/ low value supplier or contractor key performance indicators and is able to identify under and over performance. ▪ Identifies performance gaps and trends and is able to report on these, with some recommendations for improvement. ▪ Involved in the complete management of performance measurement of low risk/ low value procurements.
2	<ul style="list-style-type: none"> ▪ Undertakes performance monitoring and provides guidance, through data collection and gathering and managing own performance and time through agreed objectives. ▪ Manages the development of appropriate key performance indicators for high risk/ high value suppliers or contractors and tracks them effectively using a metrics based system. ▪ Has some responsibility for individual and team based key performance indicators and monitors them for high risk/ high value and complex procurements. ▪ Plays a significant role in performance measurement against targets, recommends corrective actions and is capable of creating improvement plans. ▪ Prepares procurement improvement reports as required by procurement-related legislation (the Act and Public Procurement and Disposal of Public Property Regulations), handbooks and guidelines. ▪ Experience in identifying and negotiating milestones and monitoring performance. Has the ability to resolve difficulties through negotiation leading to improvement key performance indicators. ▪ Focuses on factors of performance management such as quality, on-time delivery and implementation of procurement strategies and objectives. Ensures these are implemented into the agreed procurement objectives and cascaded throughout the public body.
3	<ul style="list-style-type: none"> ▪ Is an expert in establishing and tracking performance through the creation of metrics. Has the ability to track direct benefits of performance, which will be captured and disseminated effectively to senior management, other stakeholders and as required by procurement-related legislation (the Act and Public Procurement and Disposal of Public Property Regulations), handbooks and guidelines. ▪ Proactively drives, supports and endorses performance management practice. Is instrumental in developing procurement strategies and setting targets and indicators for the public body. ▪ Is highly experienced in identifying and negotiating milestones and in monitoring performance. ▪ Proactively disseminates a process methodology in line with the procurement strategy. Provides a strong focus on quality, on-time delivery of procurement activity, and reports on all of these elements to senior management and other stakeholders.

Performance Management

Collection, Collation and Analysis of Information on Targets Set, Results Achieved and their Application to Support Procurement Performance

Continuous Improvement

Why it matters	<p>Continuous Improvement Is of fundamental importance to the public body, implementing appropriate continuous improvement methodologies to undertake root cause analysis, assess opportunities and appraise options, which can contribute to cost savings and improved value.</p>
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ Identifies problems relating to defective procurement processes and practice by collecting data and monitoring performance. ▪ Monitors compliance to current practice and looks for areas where performance standards are not being achieved and could be improved. ▪ Sets SMART targets for performance improvements in a range of situations for low risk/ low value procurements and agrees their application with suppliers or contractors and key stakeholders. ▪ Evaluates lessons learned and communicates same to stakeholders.
2	<ul style="list-style-type: none"> ▪ Identifies and practices ways of delivering value through effective and improved procurement processes through cost and quality. ▪ Researches and creates benchmarks of processes or performance of the public body's procurement function. ▪ Sets SMART targets for performance improvements in a range of situations for high risk/ high value procurements and agrees their application with suppliers or contractors and key stakeholders. ▪ Sets up forums and mechanisms for continuous feedback and reviews recommendations for improvement on a frequent basis as a way of producing change. ▪ Creates and implements improvement plans for own area of work, correcting and improving defective or average performance. ▪ Demonstrates improved implementation of standards, processes or other actions with a supplier or contractor as a result of planned continuous improvement.
3	<ul style="list-style-type: none"> ▪ Develops a culture of continuous improvement. ▪ Leads programmes to collate and analyse data to formulate strategies and plans for improvement of procurement issues. ▪ Devises root cause analysis to evaluate problems experienced and apply strategic methods for the development of improvement plans. Keeps up to date with developments in markets, and other businesses so as to drive appropriate improvement methodologies.

People

Staff Resources and the Expertise of Stakeholders in Undertaking Procurement Activities

Stakeholder Relationship Management

Why it matters	<p>Stakeholder Relationship Management Requires an in-depth understanding of complex customer and stakeholder relationships, managing expectations through a controlled process. It assists with identifying situations and interactions where specific relationship management methods may be applied to improve the contribution of the procurement function. It ensures credibility, buy in and support.</p>
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ Develops and maintains relationships through effective communications with internal and external stakeholders to promote effective procurement processes. ▪ Advises stakeholders on the interpretation of internal handbooks and guidelines for procurement. ▪ Offers routine advice to internal stakeholders on procurement issues.
2	<ul style="list-style-type: none"> ▪ Monitors the work of internal stakeholders to ensure that they understand and comply with requirements. ▪ Promotes the work of procurement from a position of influence to internal stakeholders across the public body. ▪ Motivates colleagues and other internal stakeholders to achieve their commitment to the work of the procurement function. ▪ Contributes to the development of handbooks and guidelines and represents the procurement function. ▪ Liaises with internal and external stakeholders to develop networks, strategies and plans for management and implementation of same.
3	<ul style="list-style-type: none"> ▪ Is interpersonally savvy and relates well to all types of people, both inside and outside of the public body. ▪ Builds effective relationships, which are constructive and appropriate for their purpose. ▪ Manages the expectations of the relationship through a controlled process. Identifies a range of situations through interactions for providing consulting and counselling advice. ▪ Adopts the appropriate interpersonal style and can use negotiation strategies where the situation arises. ▪ Evaluates stakeholder plans to achieve effective procurement. ▪ Creates communication plans to achieve the buy in for procurement plans by internal and external stakeholders.

People

Staff Resources and the Expertise of Stakeholders in Undertaking Procurement Activities

Effective Communication

Why it matters	<p>Effective Communication Is an essential attribute of a procurement and supply professional. Creating simplicity out of complexity aids understanding and buy in, facilitates efficiency in the process and ultimately delivers better outcomes and results. Effective communication helps to build the credibility of individuals or public bodies, raising the profile of the procurement function. It helps reduce the burden on suppliers or contractors when tendering for public procurement opportunities.</p>
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ Creates well written correspondence on behalf of the team and under guidance. ▪ Experienced in using multiple communication methods. Is a good communicator and is aware of the importance of well written and orally presented information. ▪ Engages and interacts in meetings and discussions and will input when required. Demonstrates good listening skills and responds appropriately. ▪ Prepares documents but they are checked and signed off by others. ▪ Shares appropriate work-related information. Is able to present data in an effective and meaningful way for use by others in the public body.
2	<ul style="list-style-type: none"> ▪ Understands the importance of well written communications and requires limited verification of work. Provides guidance on written correspondence as required and presents well-structured, precise information. ▪ Is an effective presenter who can read audience behaviour and position and adapt style accordingly. Knows when to listen and is able to ask questions to clarify understanding. ▪ Communicates clearly and effectively in a well organised manner. Able to clarify information through responses. ▪ Identifies and maintains information flows and contact with colleagues who depend on, or who influence, their work. ▪ Prepares documentation for use by Managers and is able to provide timely and relevant information to customers and stakeholders to use in their own processes.
3	<ul style="list-style-type: none"> ▪ Champions change and embeds change management principles and confidently sells a long-term vision using impactful communications. ▪ A consummate communicator who adapts to the audience as and when necessary. Continually fosters and encourages new and different ways of communication. ▪ Leads high level discussions and deals with all participants at all levels. Listens to arguments, instantly recognising merits, flaws and issues. ▪ Expert use of language in written communications with all levels and across the public sector. ▪ Issues written communications that impact on strategic operations or influences the direction of public procurement activities.

Advanced	
Leading Edge Procurement Strategies to Establish Best Practice	
Electronic Procurement	
Why it matters	<p>Electronic Procurement</p> <p>Is relevant to procurement practitioners who apply electronic procurement (e-procurement) in daily work, and policy makers involved in advancing e-procurement. Electronic procurement contributes to improved value for money, efficiency and traceability in procurement whilst minimising the effect on the environment through reduced paper work.</p>
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ Basic awareness of the use of electronic tools in procurement and can assist in various stages in the procurement cycle in an administrative capacity. ▪ Drafts basic tender documents using e-procurement tools ensuring appropriate terms and conditions and pricing requirements are included. ▪ Limited involvement in system testing, application and system support.
2	<ul style="list-style-type: none"> ▪ Understands the benefits of e-procurement in enhancing the public procurement systems and works towards using appropriate tools to import existing systems within the public body. ▪ Has the knowledge and experience of strategies and planning management, development and implementation and service delivery e-procurement processes. ▪ Prepares tender documents using e-procurement tools ensuring appropriate terms and conditions and pricing requirements are included and provides guidance where required. ▪ Has the ability to work effectively within a cross-functional team and able to absorb complex data and can communicate same at all levels.
3	<ul style="list-style-type: none"> ▪ Has expert knowledge in the use of e-procurement tools, strategies, planning for development, implementation and delivery of e-procurement projects. ▪ Leads, influences and negotiates the use and implementation of e-procurement technologies. ▪ Understands, explains and presents complex ideas to both technical and non-technical audiences and is able to communicate the potential impact of emerging technologies on the public body and individuals.

Advanced	
Leading Edge Procurement Strategies to Establish Best Practice	
Collaborative Purchasing	
Why it matters	<p>Collaborative Purchasing</p> <p>Is a mechanism to allow public bodies with similar procurements to consolidate their requirements to benefit from economies of scale, improved value for money, reducing duplication of efforts and benefiting from shared knowledge and expertise.</p>
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ Has a sound knowledge of how collaborative procurement strategies can be implemented to obtain greater value. ▪ Identifies goods, works and services that can be acquired through collaborative purchasing efforts.
2	<ul style="list-style-type: none"> ▪ Liaises with internal and external stakeholders in setting up a committee to utilise collaborative purchasing strategies. ▪ Develops a schedule of items and an implementation plan to purchase items via collaborative purchasing in conjunction with the committee. ▪ Identifies and mitigates potential risks and recommends courses of action to resolve issues.
3	<ul style="list-style-type: none"> ▪ Has expert knowledge in managing collaborative purchasing and its complexities. ▪ Provides advice to the committee for complex projects and high risk/high value procurements. ▪ Ensures appropriate agreements and approvals are in place to support of collaborative purchasing strategies.

Advanced	
Leading Edge Procurement Strategies to Establish Best Practice	
Strategic Sourcing	
Why it matters	Strategic Sourcing Helps public bodies build long term relationships and synergies with its suppliers or contractors by reinforcing the focus on the core capabilities of the suppliers or contractors.
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> Has a sound knowledge of market factors in the development of the strategic sourcing process. Evaluates market factors that influence the market to assist in the development of appropriate strategic sourcing plans that shape markets and improves commercial leverage.
2	<ul style="list-style-type: none"> Undertakes a strategic assessment of key suppliers or contractors using modelling and techniques of analysis. Assesses the sourcing options for the supply of goods, works and services establishing the capability of suppliers or contractors prior to commitment.
3	<ul style="list-style-type: none"> Assembles a cross-functional team and consult with internal stakeholders to agree on sourcing options for specific categories of purchases. Develops category plans to define the approaches to be taken to sourcing categories and communicates to stakeholders.

Advanced	
Leading Edge Procurement Strategies to Establish Best Practice	
Procuring Specialist Services and Works	
Why it matters	Procuring Specialist Services and Works Understanding this leads for effective and efficient decisions regarding procurement of specialist services and works, key contributors to cost in public procurement.
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> Limited understanding and awareness of the key issues involved in the procurement of specialist services and works and their implications for the public body. Basic understanding of the current legislation surrounding the procurement of works and its effects. Executes with guidance the procurement of specialist services and works for (low risk/low value) and complies with procurement-related legislation (the Act and Public Procurement and Disposal of Public Property Regulations), handbooks and guidelines.
2	<ul style="list-style-type: none"> Has a sound knowledge of the key issues in the procurement of specialist services and works and their implications for the public body, seeking clarification when required. Provides guidance and executes the procurement of specialist services and works for (high risk/high value) ensuring compliance with procurement-related legislation (the Act and Public Procurement and Disposal of Public Property Regulations), handbooks and guidelines. Has the technical ability to execute steps at each stage of the procurement process and capable of directing execution with close supervision. Knowledge of construction procurement including Health, Safety and Environment Legislation and Regulations.
3	<ul style="list-style-type: none"> Has expert knowledge of the key issues in the procurement of specialist services and works and serves in an advisory role in the execution of same. Monitors and approves the execution of the procurement of specialist services and works. Manages risks and resolves those that arise in the execution of procurement of specialist services and works.

Advanced	
Leading Edge Procurement Strategies to Establish Best Practice	
Category Management	
Why it matters	<p>Category Management Helps to organise the procurement function resources and contributes towards economies of scale, cost management and enhanced supplier or contractor relationships whilst gaining an in-depth understanding of how each category contributes to risk management.</p>
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ Knowledge of category management principles and processes and the main benefits or issues of these category approaches. ▪ Identifies and understands business needs, the pipeline of procurements and benchmarking current category state in determining the desired state. ▪ Evaluates historical and forecasted data on categories of spend to help formulate options and make recommendations to achieve value for money outcomes. ▪ Organises requirements into appropriate categories and undertakes basic spend analysis. ▪ Gathers and conducts research for the development of category management strategies and assists in the preparation of same.
2	<ul style="list-style-type: none"> ▪ Understands the principles of market shaping and developing supplier or contractor capabilities and is aware of the importance of data analysis, stakeholder requirements and category management tools and techniques. ▪ Understands the relevance of legislation such as Health and Safety, Equality and Government policies to the category. ▪ Creates category management plan that uses the division of lots to be awarded. ▪ Prepares detailed category management strategies and undertakes strategic analysis including suppliers or contractors, supply markets and category research to develop and inform category management plans. ▪ Identifies risks, issues and instigates collaborative opportunities.
3	<ul style="list-style-type: none"> ▪ Experienced in all aspects of category management and promotes the benefits of category management to senior stakeholders. ▪ Implements category management solutions and benefit realisation plans. ▪ Evaluates and provides advice on categories of direct and indirect expenditure. ▪ Strategically influences the requirement, challenging want over need. ▪ Evaluates and applies appropriate methodologies to achieve improved category management that standardises processes and the use of systems across the public body. ▪ Demonstrates effective behavioural and technical skills across the public body for effective category management.

Advanced	
Leading Edge Procurement Strategies to Establish Best Practice	
Practical Issues in Procurement	
Why it matters	<p>Practical Issues in Procurement</p> <p>Is important in understanding the practical issues that exist in public procurement based on case law, experience of procurement experts and best practice case studies. Using the lessons learned in these scenarios can assist procurement practitioners to improve their own procurement processes.</p>
Level	Knowledge & Competencies
1	<ul style="list-style-type: none"> ▪ Conducts research into best practices for implementation of improvement in procurement processes. ▪ Understands common issues that exist in public procurement and capable of implementing improvements based on knowledge of these issues. ▪ Contributes and supports to improvements of procurement processes.
2	<ul style="list-style-type: none"> ▪ Has a good working knowledge of the issues that exist in public procurement. ▪ Provides advice and implements mechanisms to prevent said issues from occurring to ensure compliance with procurement-related legislation (the Act and Public Procurement and Disposal of Public Property Regulations), handbooks and guidelines. ▪ Builds awareness of stakeholders on procurement best practice.
3	<ul style="list-style-type: none"> ▪ Has expert knowledge and understands the issues that exist in public procurement and has a good working knowledge on case law. ▪ Leads the development and implementation of mechanisms to prevent issues from occurring to ensure compliance with procurement-related legislation (the Act and Public Procurement and Disposal of Public Property Regulations), handbooks and guidelines and avoid challenge proceedings. ▪ Continuous monitoring of any new developments in public procurement practice and case law with a view towards continuous improvement of the public body's procurement procedures and operations.

The certification requirements illustrated in **Table 1** have been developed in keeping with the CARICOM Qualifications Framework²² which served as a guide in establishing the minimum number of credits required for the type or level of public procurement programme. The certification requirement should be read alongside the competence framework to obtain a full understanding of the knowledge, capabilities and the skills required by procurement practitioners operating in any of the three (3) competence levels.

Table 1: Certification Requirements for Procurement

Type/Level Of Programme	Orientation And Purpose	Duration (full time)	Credits ²³
Certificate	A first level qualification in procurement, developing a foundation in the topics identified in the competence framework.	1 Year	Minimum 20 Credits
Diploma & Associate Degree	Qualification building on the foundational elements of procurement and the acquisition of knowledge, skills and attitudes (behavioural competencies) to perform the procurement function at a technical level.	18 Months 2 Years	Diploma: Minimum 50 Credits Associate Degree: Minimum 60 Credits
Bachelor's Degree	A qualification denoting the successful completion of an academic study by completing the topics identified in the competence framework and is capable of applying the knowledge in a broad range of complex work activities illustrated by the ability to design and maintain systems in public procurement.	3 Years	Minimum 120 Credits
Post Graduate/ Advanced Professional	Advanced professional postgraduate qualification with in-depth knowledge, skills and capabilities in the topics identified in the competence framework and has the ability to lead in all operational and strategic aspects of the procurement function.	1 Year	Credits varies based on the institution

²² CARICOM, "A Report on the CARICOM Qualifications Framework: A Model for Enabling Regional SEAMLESS Human Resource Development", Accessed September 17, 2020,

https://actt.org.tt/images/documents/CQF/2018/A_Report_on_the_CARICOM_Qualifications_Framework.pdf

²³ One credit is equivalent to 15 hours of training/study

5.0 THE WAY FORWARD

Procurement practitioners are invaluable assets to public bodies. The move to such a modern, comprehensive public procurement legislation represents part of a complex public sector change management process the success of which is reliant on preparing all stakeholders in the public procurement process - practitioners, administrators and bidders - to understand and apply the legislation in a manner that, at a minimum complies with the provisions of the legal instruments whilst delivering better value for public moneys spent on the acquisition of goods, works and services by public bodies. As such, the professionalisation of the procurement function is a strategic lever for improved procurement outcomes. Having the right combination of skills and competencies can reduce costs, deliver value for money and drive ethical and sustainable outcomes in the changing business environment.

In delivering its responsibilities the OPR will work closely with the Accreditation Council of Trinidad and Tobago) (hereinafter referred to as 'the ACTT') to ensure that the training standards, competence levels and certification requirements for public procurement programmes are in keeping with ACTT's requirements and quality standards. ACTT, in accordance with the Accreditation Council of Trinidad and Tobago Act, Chapter 39:06, is responsible for the development and implementation of a quality assurance system for post-secondary and tertiary education in Trinidad and Tobago thereby ensuring the quality and integrity of higher education through recognition, registration and accreditation, specifically as it relates to specialised programmes.

To achieve the desired outcomes for public procurement envisaged by the reform programme there is a need for greater commitment to the development of procurement capacity across public bodies with the backing of the relevant human resource professionals to support its organisation by acquiring the right people with the appropriate skills, knowledge and competencies.

As the practitioner's role in public procurement evolves it is critical that the Standard be continually updated to ensure that training and development programmes meet evolving needs and the updates disseminated throughout the country to key stakeholders. This standard will be reviewed every three (3) to five (5) years as the revisions will provide opportunities for synergies with ACTT, the National Training Agency (NTA), the MPADT/PSA, the Ministry of Education and the relevant Academic Institutions to ensure that the theoretical knowledge and necessary practical skills are linked to those required in the workplace.