TRAINING STANDARDS, COMPETENCE LEVELS & CERTIFICATION REQUIREMENTS

Roll Out to Accounting Officers & Human Resource Professionals

Presenters: Maurissa Shari De La Rosa
Samantha Marchan

Date: **September 29th, 2021**

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MEET THE OPR TEAM

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AGENDA

1. Introduction
2. Background
3. Gap Analysis
4. Benefits of the Standard: Accounting Officers & Human Resource Professionals
5. How the Standard is Structured
6. Competence Framework & Certification Requirements for Procurement
7. The OPR's Learning Management System
8. References

Objectives

To sensitise on the Training Standards, Competence Levels & Certification Requirements

To introduce the OPR's Learning Management System

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Introduction

Context

- Procurement expenditure accounted for approximately 6.5% of Gross Domestic Product (GDP) in 2020, with an average of 6.6% of GDP in the last five (5) years.

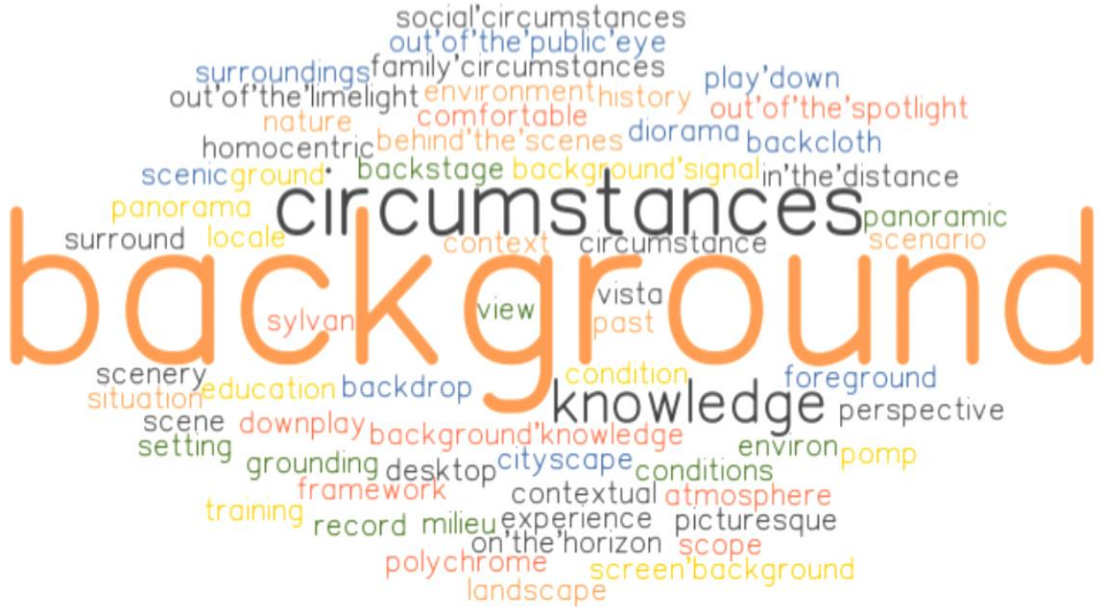
- Through public procurement, governments acquire the inputs for the achievement of developmental objectives.

- Public procurement done right has the potential to significantly impact a country's development through cost savings and reduced wastage.

The Role of the OPR

- Section 13 (1) (b) of the Public Procurement and Disposal of Public Property Act ('the Act') requires that the OPR set training standards, competence levels, and certification requirements to promote best practice in procurement.

- 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.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Historical Overview: Public Procurement in Trinidad &Tobago

Public bodies falling under the Central Tenders Board (CTB) were not previously responsible for their own procurement.

Several procuring are not under the purview of the CTB resulting in parallel procurement and a lack of uniformity of procedures.

Procurement function was viewed as an administrative role.

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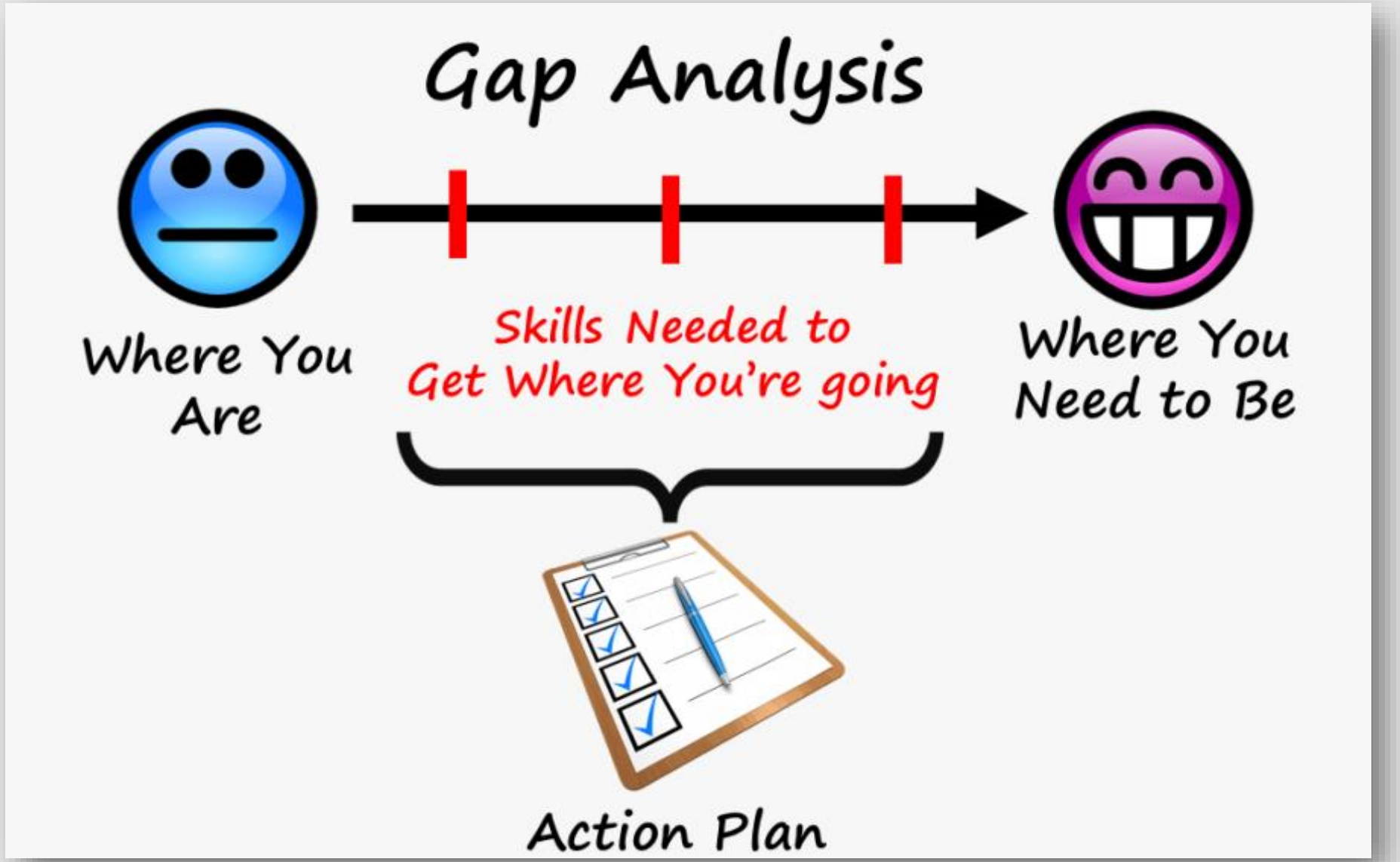

Assessment of Gaps

The following methods and documents were used to assess the challenges related to the capacity of the public procurement workforce:

- The 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
- 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

Challenges in the Current System

- **Deficiencies in the Legal & Regulatory Framework**
- **Human Resource Limitations**
- **Lack of General Oversight**
- **Inadequate Public Information**

Challenges in the Current System (Cont'd)

- 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
- No Business Continuity Management System (BCMS)

The New Regime

- The public procurement system established by the Act is principle-based.
- The Act facilitates the achievement of the central principles of value for money, transparency and accountability.
- The new de-centralised system, requires public bodies to name a Procurement Officer with responsibility for public procurement and disposal of public property.

Challenges In Implementing the New Regime

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

Concerns about the quality of procurement training being offered by local institutions

Challenges In Implementing the New Regime (Cont'd)

- The absence of basic skills and knowledge required for compliance with the Act
- A lack of understanding of the importance of the role of the 'named' Procurement Officer as required by the Act
- The absence of segregation of duties
- NPOs possess limited decision making authority & control over the procurement & disposal functions
- Inadequate capacity building opportunities afforded to procurement practitioners

Rationale for the Training Standards, Competence Levels & Certification Requirements (the Standard)

These challenges 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.

Currently there are no formal training standards, educational requirements and competence frameworks for procurement practitioners in Trinidad and Tobago.

Establishing the standards and requirements for procurement are critical to promoting the professionalisation of the public procurement function, as it contributes to certifying the competencies acquired through training.

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Benefits of Standard: Accounting Officers & Human Resource Professionals

The Role of Accounting Officer/CEO or Equivalent

Section (4) An accounting officer shall be responsible for ensuring— (a) that the financial business of the State for which he is responsible is properly conducted; and (b) that public funds entrusted to his care are properly safe-guarded and are applied only to the purposes intended by Parliament

Section (5) All accounting officers are personally and pecuniarily responsible for— (a) the due performance of the financial duties of their departments; (b) the proper collection and custody of all public moneys receivable by them; and (c) for any accounts rendered by them or under their authority

The Role of Human Resource Professionals

1

Finalise job descriptions for roles under the Procurement Department

2

Generate a list of staff likely to be involved in procurement function & hire externally to supplement where required

3

Develop a training plan for the Procurement Department

Procurement Training and certification

The Role of the Standard

- "A public body shall have a procurement officer who shall be responsible for public procurement and the disposal of public property for that body and shall notify the Office, in writing, of the name and designation of its procurement officer." – Section 61(2) of the Act

- Procurement practitioners must possess the requisite skills and competence to manage the complexity of procurement being executed by the public body.

- The Standard will identify the knowledge, skills and competencies required of procurement practitioners.

Benefits of the Standard to Accounting Officers & Human Resource Professionals

- Identifies skills, knowledge and competencies for recruitment of professionals at the three (3) competency levels
- Enables employers to understand and compare different levels of competence, identify knowledge gaps and training and development needs
- Assist with performance management serving as a benchmark to monitor progress and as a form of continuous improvement

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How the Standard is Structured

How the Standard is Structured

Training Standards

- can be used to define curricula in education and training institutions
- ensure the quality and consistency of training, the core knowledge and capabilities that public procurement practitioners should possess

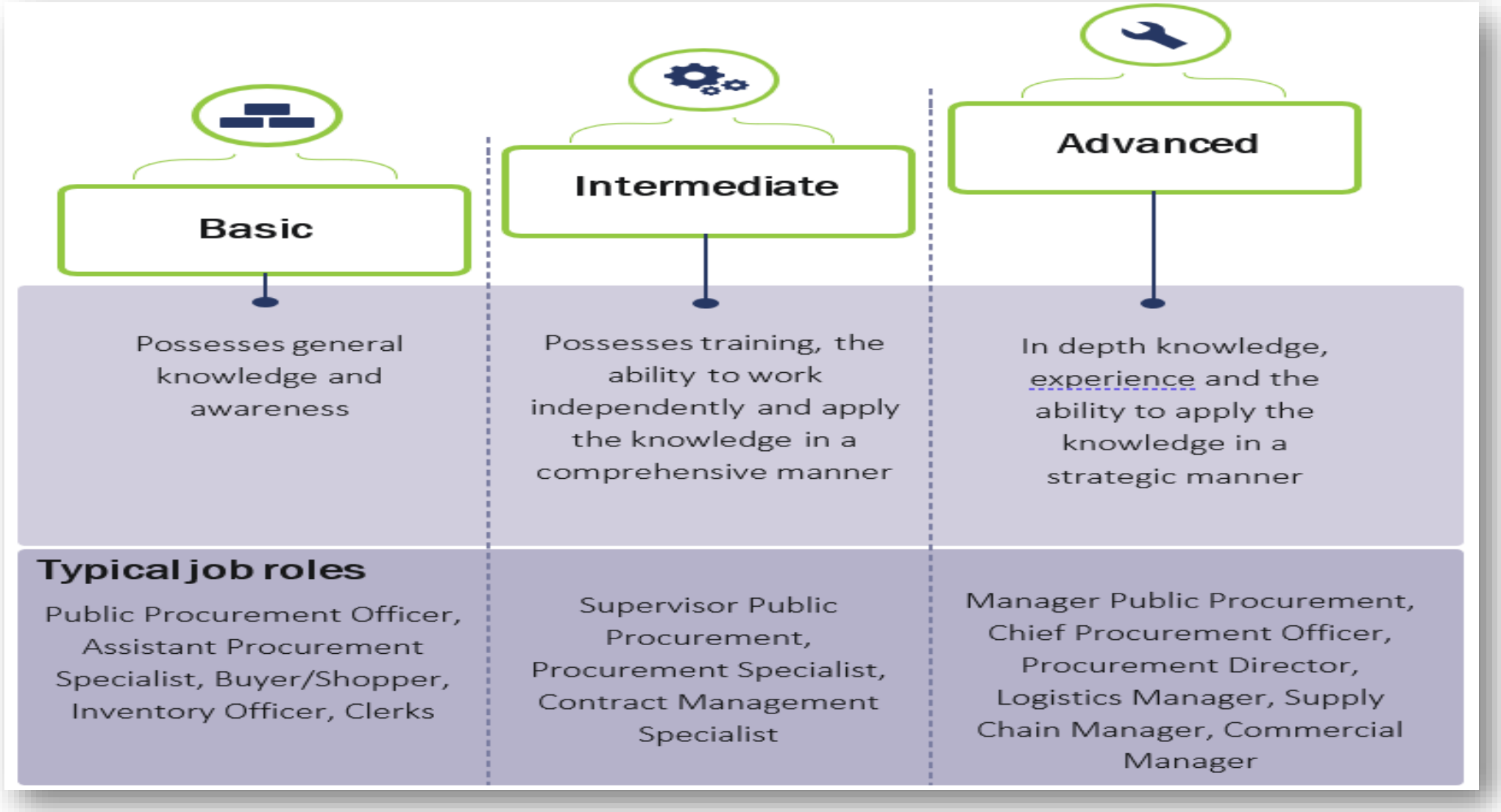
Competence Levels

- competencies are the skills, knowledge and behavioural characteristics that are enablers for high performance in a particular field
- 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

Certification Requirements

- set the minimum qualification levels for practitioners operating at each competence level

Competence Levels



Five Pillars of Procurement Capability & Performance Assessment

Pillar 1: Procurement Leadership & Governance

Pillar 2: Significant Procurement Planning

Pillar 3: Managing Supply

Pillar 4: Performance Management

Pillar 5: People

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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 Governance and Compliance Internal Controls in Procurement Electronic Procurement Document Management Use of Standardised Forms Practical Issues in Procurement	Procurement Planning and Strategy Development Market Analysis Category Management Collaborative Purchasing Pre-qualification Requisitioning and Requirements Definition Selection of Procurement Methods Risk Management	Strategic Sourcing Preparation of Solicitation Documents Procuring Specialist Services and Works Managing the Solicitation Process	Evaluation and Negotiation Contract Law and Contract Drafting	Contract Management Inventory Management Supplier or Contractor Management Asset Disposal	Performance Measurement and Management Continuous Improvement	Stakeholder Relationship Management Effective Communication

Competency Framework Infrastructure

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 Procurement 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.

Pillar 1: Procurement Leadership & Governance

Focus: The coordination and management of the procurement function

- Policy and procedures governing procurement
- Type and levels of authority
- Location and reporting lines for the procurement function
- Procurement's business horizon
- Scope of influence of the procuring entities spend
- Transaction management

Legislative Framework for Public Procurement

- Provides public procurement practitioners with the knowledge and understanding of the legislative framework that governs public procurement in Trinidad and Tobago.

Levels	Legislative Framework for Public Procurement: Knowledge & Competencies
Basic Level 1	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.
Intermediate Level 2	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.
Advanced Level 3	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.

Governance and Compliance

- Provides the basis for the development of procedures which governs a public body's day-to-day procurement activities.

Levels	Governance and Compliance: Knowledge & Competencies
Basic Level 1	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.
Intermediate Level 2	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.
Advanced Level 3	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.

Internal Controls in Procurement

- Internal controls guide public bodies in achieving their goals, it provides a framework of accountability for their activities.

Levels	Internal Controls in Procurement: Knowledge & Competencies
Basic Level 1	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.
Intermediate Level 2	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.
Advanced Level 3	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.

Electronic Procurement

- Electronic procurement contributes to improved value for money, efficiency and traceability in procurement whilst minimising the effect on the environment through reduced paperwork.

Levels	Electronic Procurement: Knowledge & Competencies
Basic Level 1	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.
Intermediate Level 2	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.
Advanced Level 3	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.

Document Management

- 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).

Levels	Document Management: Knowledge & Competencies
Basic Level 1	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.
Intermediate Level 2	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.
Advanced Level 3	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.

Use of Standardised Forms

- Standardised forms are enablers of efficiency and effectiveness in public procurement management.

Levels	Use of Standardised Forms: Knowledge & Competencies
Basic Level 1	An awareness of the appropriate standardised forms to be used for low risk/low value procurement activities. Completes forms where applicable.
Intermediate Level 2	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.
Advanced Level 3	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.

Practical Issues in Procurement

- Is important to have an understanding of the practical issues that exist in public procurement based on case law, experience of procurement experts and best practice case studies.

Levels	Practical Issues in Procurement: Knowledge & Competencies
Basic Level 1	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.
Intermediate Level 2	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.
Advanced Level 3	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.

Pillar 2: Significant Procurement Planning

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

- Managing the overall programme of significant procurements
- The procurement function's relationship and interaction with requestors in planning for significant procurements
- The identification and treatment of risk in significant procurements
- Differentiation of the supply base
- Developing category supply strategies

Pillar 3: Managing Supply

Focus: is on how well supply arrangements are managed over their life to optimise performance and realise expected benefits

- Procedures for managing various types of supply arrangements
- Consultation and information sharing with suppliers
- Understanding of the procuring entity's status in major supply markets
- Collaboration between procurement and requestors
- Practices for negotiating and dealing with suppliers

Planning – 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.

Levels	Planning - Procurement Planning and Strategy Development: Knowledge & Competencies
Basic Level 1	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.
Intermediate Level 2	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.
Advanced Level 3	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.

Planning – Market Analysis

- Is understanding the market forces and economic factors arising in the marketplace for products or services and how these impact your procurement.

Levels	Planning – Market Analysis: Knowledge & Competencies
Basic Level 1	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.
Intermediate Level 2	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.
Advanced Level 3	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.

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.

Levels	Category Management: Knowledge & Competencies
Basic Level 1	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.
Intermediate Level 2	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.
Advanced Level 3	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.

Collaborative Purchasing

- 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.

Levels	Collaborative Purchasing: Knowledge & Competencies
Basic Level 1	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.
Intermediate Level 2	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.
Advanced Level 3	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.

Planning – Pre-qualification

- Identifies suppliers or contractors that are capable to participate in a procurement process prior to the solicitation.

Levels	Planning – Pre-qualification: Knowledge & Competencies
Basic Level 1	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.
Intermediate Level 2	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.
Advanced Level 3	Leads the pre-qualification process for suppliers or contractors and provides appropriate justification when making a recommendation for pre-selection. 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.

Planning – Requisitioning and Requirements Definition

- Is the basis upon which the procurement process is initiated.

Levels	Planning – Requisitioning and Requirements Definition: Knowledge & Competencies
Basic Level 1	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.
Intermediate Level 2	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
Advanced Level 3	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.

Planning – Selection of Procurement Methods

- Is a complex process and has a direct effect on the effectiveness of the procurement activity.

Levels	Planning – Selection of Procurement Methods: Knowledge & Competencies
Basic Level 1	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.
Intermediate Level 2	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.
Advanced Level 3	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.

Planning – Risk Management

- Identifies potential risks and strategies to mitigate same in accordance with the public body's risk management framework.

Levels	Planning – Risk Management: Knowledge & Competencies
Basic Level 1	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.
Intermediate Level 2	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.
Advanced Level 3	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.

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.

Levels	Strategic Sourcing : Knowledge & Competencies
Basic Level 1	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
Intermediate Level 2	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.
Advanced Level 3	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.

Solicitation of Tenders – 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.

Levels	Solicitation of Tenders – Preparation of Solicitation Documents: Knowledge & Competencies
Basic Level 1	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.
Intermediate Level 2	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.
Advanced Level 3	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.

Evaluation and Award of Contract – 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.

Levels	Evaluation and Award of Contract – Evaluation and Negotiation: Knowledge & Competencies
Basic Level 1	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 KPIs. Assists with the preparation of reports as required.
Intermediate Level 2	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 Regulations), handbooks and guidelines.
Advanced Level 3	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 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.

Contract Management to Close-Out – 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.

Levels	Contract Management to Close-Out – Contract Management: Knowledge & Competencies
Basic Level 1	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.
Intermediate Level 2	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.
Advanced Level 3	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.

Contract Management to Close-Out – 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.

Levels	Contract Management to Close-Out – Supplier or Contractor Management: Knowledge & Competencies
Basic Level 1	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.
Intermediate Level 2	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.
Advanced Level 3	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

Pillar 4: Performance Management

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

- Assessing the effectiveness of the procurement function
- Assessing the effectiveness of significant procurement projects
- Management of information

Performance Measurement and Management

- Is a way of managing the outputs, deliverables and key performance indicators of procurement and the public body's performance.

Levels	Performance Measurement and Management: Knowledge & Competencies
Basic Level 1	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.
Intermediate Level 2	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.
Advanced Level 3	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.

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.

Levels	Continuous Improvement: Knowledge & Competencies
Basic Level 1	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
Intermediate Level 2	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.
Advanced Level 3	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

Pillar 5: People

Focus: Relates to staff resources undertaking procurement activities and staff expertise

- Number and expertise of staff involved in procurement
- Types of tasks those involved in procurement
- Incentives and rewards for performance
- Procurement and requestor staff collaboration
- Career development for those involved in procurement

Stakeholder Relationship Management

- Requires an in-depth understanding of complex customer and stakeholder relationships, managing expectations through a controlled process.

Levels	Stakeholder Relationship Management: Knowledge & Competencies
Basic Level 1	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.
Intermediate Level 2	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.
Advanced Level 3	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.

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.

Levels	Effective Communication: Knowledge & Competencies
Basic Level 1	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.
Intermediate Level 2	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.
Advanced Level 3	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.

OPR
THE OFFICE OF PROCUREMENT REGULATION

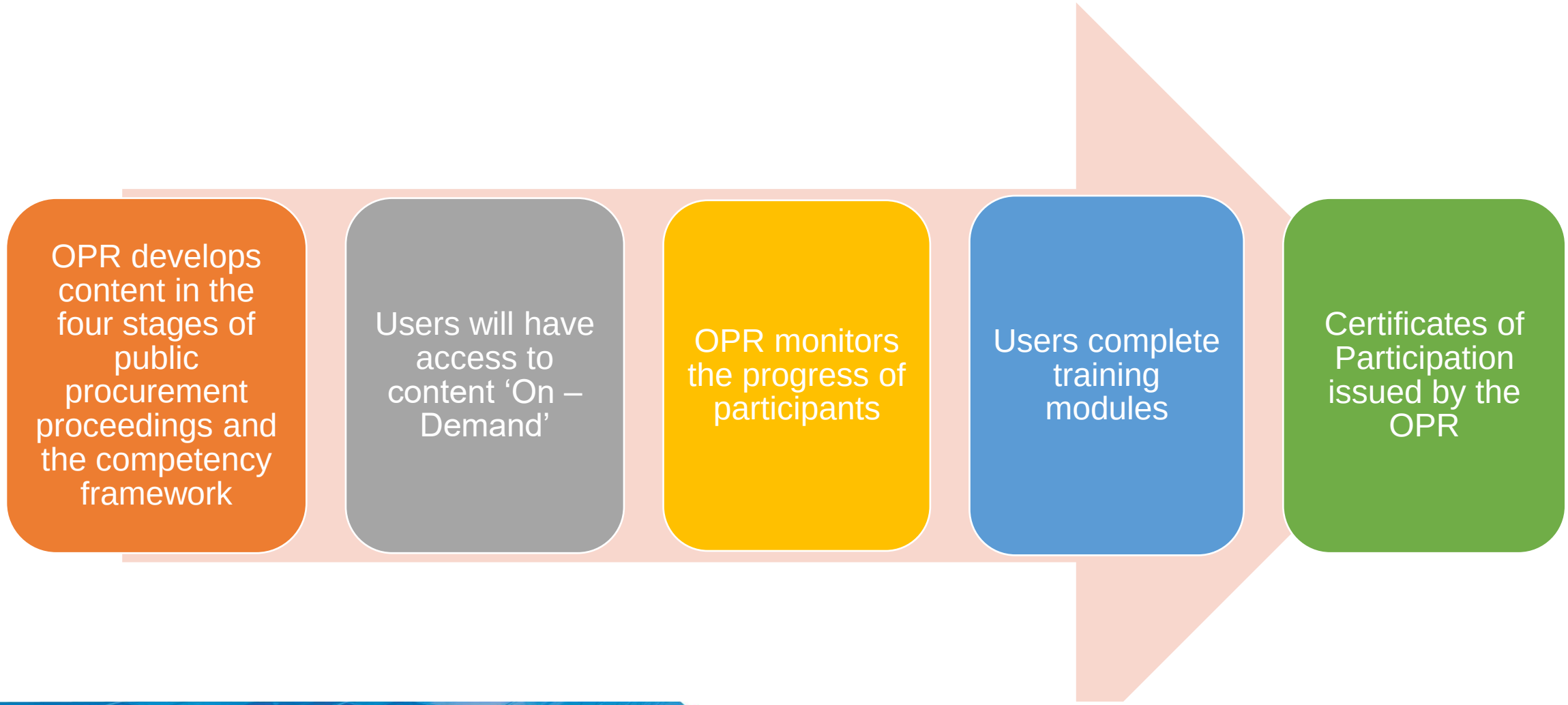
The OPR's Learning Management System (LMS)

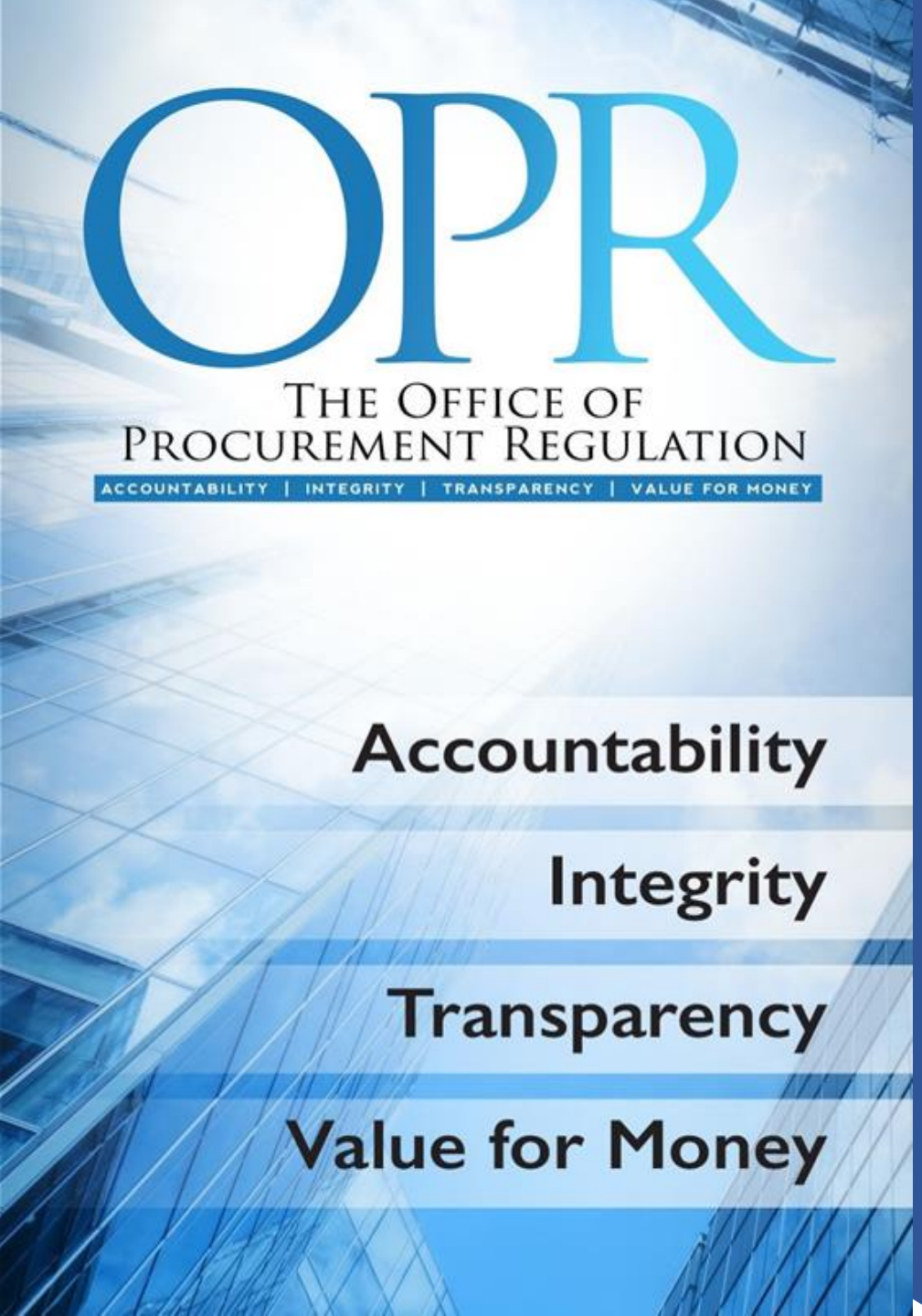
What is a LMS?

- A LMS is a software application that administers, documents, tracks, reports, automates and delivers educational courses, training, as well as learning and development programmes

Source: https://insights.sap.com/what-is-lms/

How the LMS will Function





Thank you for your kind attention!

I would be happy to answer any questions.

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