

PROCUREMENT: REQUIRED SKILLS / COMPETENCY LEVELS

TOPICS	SKILLS / COMPETENCIES REQUIRED			
	OFFICER	SENIOR OFFICER	PRINCIPAL OFFICER (HoD)	PURCHASING PROFESSIONAL
General responsibilities:-	Occasional purchaser in a department. Job responsibilities may include issuing orders or authorising invoices.	Responsibilities include management of purchasing and/or contracting functions	Responsible for policies practices and procedures within section and / or department	Responsible for providing professional legal, financial or technical support to purchasing or contracting processes
General Skill Level required:-	A basic awareness of the key issues involved with each topic that is relevant to the job requirements. Knowledge of where to seek advice/more detail if required.	An understanding of the key issues for each topic and their implications for the Council. Able to ask relevant and constructive questions on the topic.	Professionally qualified. Detailed knowledge of the topic and capable of providing guidance and advice.	Professionally qualified. Extensive and substantial practical experience and applied knowledge on the topic.
1 Strategic Context				
1a Policy & Regulatory Framework				
<i>Topics: Local Government policy environment (e.g. local democracy & accountability, best value & CPA, well-being power, community strategy, Local eGovernment); Public procurement law (e.g. EC procurement rules, non-commercial matters); Ethics and fraud prevention; health and safety; sustainable procurement; Local government marketplace (e.g. SMEs, social enterprises and the voluntary and community sector, ethnic minority businesses).</i>	Limited awareness of strategic context for procurement. Awareness and understanding of pre-defined rules and procedures relevant to job requirements. Compliance with administrative and procedural needs through adherence to pre-defined rules and procedures under close supervision.	Awareness of strategic context for procurement and associated implications. Aware of strategic importance of health and safety, sustainable procurement and workforce and equality issues. Detailed knowledge of pre-defined rules and procedures relevant to job responsibilities, together with an understanding of the risk of non-compliance. Through experience has the knowledge and understanding of when to seek advice.	Knowledge of strategic context for procurement and able to comply with rules through knowledge and experience. Detailed knowledge of health and safety, sustainable procurement and workforce and equality issues. Knows risks of non-compliance and able to review compliance options and challenge, and to recommend the preferred approach. Has the knowledge and ability to provide sound advice and knows when to seek advice and assistance.	Expert knowledge of strategic context for procurement and the rationale that underpins it. Totally familiar with compliance rules and is seen as a valued source of advice on compliance options/risk of non-compliance. Able to contribute and lead to the further development of policy in this area. Champions health and safety, sustainable procurement and workforce and equalities issues.
1b Strategic Awareness				
<i>Topics: An awareness of the marketplace, commodities and products (spend category and sector awareness, knowledge of commodities and services commonly purchased, awareness of emerging technology); Awareness of procurement strategy.</i>	Limited strategic awareness. Limited commercial focus. Aware of markets as a source of supply, but no detailed market/product knowledge. Involvement in supporting or administrative capacity only under close supervision.	Some commercial focus with enough experience of strategic procurement to know when to seek advice. Able to identify circumstances where value and risk require a particular approach to be taken. Knowledge of markets and products with ability to apply basic procurement processes in search of best value for money.	Commercially aware. Experience and knowledge of specific markets with the ability to exploit them through application of well developed procurement skills. Able to identify appropriate procurement strategies and approaches and recommend the preferred option. Able to draw up business plans. Able to manage risk. Experience of supplier management and principles of supplier development.	Very focused commercially. Expert in procurement strategy and leads development. Skilled and experienced in market exploitation. Able to identify appropriate tactics dependent on supplier position in the market. Able to manage all aspects of projects from business case through to delivery. Actively manages and develops relationships with key suppliers.

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1c Corporate Arrangements <i>Topics: Procurement strategy; Contract Procedure Rules; Procurement policies; procurement procedures; contracts register; corporate procurement function; management information and performance measurement; market knowledge and supplies intelligence; stakeholder engagement and relationships (including Members); supplier relationships; collaboration; project management.</i>	Limited awareness of procurement processes. Awareness of corporate requirements relevant to job function (e.g. Contract Procedure Rules). Involvement in supporting/administrative capacity, in line with pre-determined rules and under close supervision.	Understands and is able to apply basic procurement processes to routine procurement situations. Some commercial focus and experienced enough to know when to seek help or advice.	Commercially aware. Knowledgeable about and comfortable with all aspects of procurement processes. Able to provide advice on all types of specifications, and to take the lead on procurement aspects for a particular project. Experienced in dealing with high value contracts.	Expert in all aspects of procurement processes, through experience and applied knowledge. Able to apply judgement to determine how best to apply processes to secure best value in any particular set of circumstances. Able to direct and coach others.
2 Managing the Procurement Process <i>Topics: Procurement cycle; Roles & responsibilities Supplier databases (approved lists); Low value procurement (quotations, framework agreements, procurement cards); Projects (risk-based approach, roles & responsibilities, critical success factors, identifying need, business case/option appraisal, market sounding, EC procurement rules, advertising, inviting tenders, specification, contract conditions, selecting and assessing suppliers, evaluating tenders, whole life costs, contract award, de-briefing, learning lessons)</i>	Limited awareness of procurement processes. Aware of pre-determined rules relevant to job. Involved in supporting/administrative capacity, in line with pre-determined rules and under close supervision.	Some commercial focus. Knowledge of pre-determined rules. Understands and is able to apply basic procurement processes to routine procurement situations. Experienced enough to know when to seek help or advice.	Commercially aware. Knowledgeable about and comfortable with all aspects of procurement processes. Able to provide advice on all types of specifications, and to take the lead on procurement aspects for a particular project. Experienced in dealing with high value contracts.	Expert in all aspects of procurement processes, through experience and applied knowledge. Able to apply judgement to determine how best to apply processes to secure best value in any particular set of circumstances. Able to direct and coach others.

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3 Managing Contracts and Supplier Relationships				
<i>Topics: critical success factors, roles & responsibilities; contract, financial and change control; risk management; performance management; key performance indicators; continuous improvement; supplier & customer relationship management; benefits realisation; contract review; benchmarking; supplier development; problem solving and dispute resolution; key supplier relationships.</i>	Limited awareness/appreciation of contract management issues. Aware of pre-determined rules relevant to job. Involved in supporting/administrative capacity, in line with pre-determined rules under close supervision.	Able to monitor contractor performance against pre-determined milestones, and to identify when corrective action is needed. Some commercial focus with enough experience to know when to seek advice.	Commercially aware. Knows when supplier performance requires corrective action, and is able to identify the appropriate action to be taken. Experienced in negotiating to achieve and maintain the necessary level of improvement. Experience in building relationships for success and an awareness of supplier development programmes.	Very focused commercially. Practical experience in building successful relationships with suppliers. Active approach in developing supplier capabilities, innovation and continuous improvement. Experienced in monitoring performance of suppliers. Ability to resolve difficulties through negotiation. Knowledge of how to terminate contracts appropriately and legally where necessary.
4 Project and Programme Management				
<i>Topics: critical success factors; project organisation; project lifecycle, project planning, control and closure; learning lessons; risk management; communications; programme management; Gateway review process.</i>	Follows procedures or as directed with limited understanding of project management. Unaware of gateway review processes.	Basic understanding of project management and the formulation, key components and use of the project plan. Awareness of Gateway review process.	Knowledgeable about project management and competent to act as a Project Manager. Understanding of programme management. Understands Gateway review process and competent to participate in Gateway review teams for lower risk projects.	Expert in project management. Suitably qualified and experienced to act as a Project Owner or Client Manager and to manage the Council's interest in the project or programme. Proficient and comprehensive knowledge of Gateway review processes.

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5 Procurement Tools and Techniques

Topics: Strategy tools and techniques (e.g. PEST, SWOT, make or buy); Process Tools (e.g. negotiation tactics, supplier assessment, supplier development); eProcurement tools (e.g. eSourcing, eOrdering); financial & accounting tools (e.g. balance sheets, profit & loss accounts, options appraisal, pre-qualification and bid evaluation); general management tools (e.g. planning skills, delegation, problem solving, performance management, communication); people management; resources management; evaluation & review.

Limited awareness but able to apply basic tools and techniques in a supporting capacity under close supervision. No involvement in appraisal of suppliers' accounts, and no responsibility for people management.

Ability to apply basic tools and techniques coupled with an appreciation of how to exploit them to support procurement processes. Some commercial focus with enough experience of strategic procurement to know when to seek advice in application of tools.

Understands and practically applies a range of strategic and process tools and techniques. Appreciates the benefits of such tools and how they should be operated to improve procurement processes. Capable of playing a key role in implementation of eProcurement solution. Enough knowledge of financial accounts to be able to identify companies that are at risk. Able to identify when specialist financial advice may be needed. Is able to apply judgements to secure best possible outcomes.

Experienced in use of tools. Able to develop their use and tutor others. Able to apply judgement to determine how best to use strategic and process tools to secure best outcomes. Thorough knowledge of eProcurement tools and able to lead implementation of eProcurement solution. Understands financial accounts and is able to calculate key financial ratios to provide evidence on companies that are at risk. Aware of boundaries of own knowledge and able to judge when specialist financial advice is necessary

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CATEGORY AND SERVICE SPECIFIC SKILLS

6 Construction and Engineering Projects

Topics: Capital investment strategy, asset management, capital programme, Rethinking Construction, construction law, Best practice client role, knowledge of construction market, partnering & teamwork, incentives, Health & safety, CDM Regulations, Design quality, sustainability, forms of contract, problem solving & dispute resolution, Construction KPIs, construction procurement approaches.

Limited awareness & understanding of construction issues, but sufficient for responsibilities of job. Aware of pre-determined rules relevant to job. Involved in supporting/administrative capacity, in line with pre-determined rules under close supervision.

Aware of the key issues in construction and engineering procurement and their implications for the client department. Knowledge of pre-determined rules. Understands and is able to apply basic procurement processes to routine procurement situations. Understands the importance of design quality and sustainability in construction. Experienced enough to know when to seek help or advice.

Aware of the key issues in construction and engineering procurement and their implications for the client department and able to ask relevant questions on the subject. Thorough knowledge and experience of specific markets and comfortable with all aspects of construction and engineering procurement processes. Has the technical ability to do what is required at each stage of a project or able to direct someone to perform the detailed requirement. Knowledge of construction health and safety legislation, and of design quality and sustainability issues in construction.

Detailed knowledge of the key issues in construction and engineering procurement and their implications for the Council. Able to identify appropriate tactics dependent on supplier position in the market. Has the technical ability to do what is required at each stage of a project or able to direct someone to perform the detailed requirement. Knowledge of construction health and safety legislation, including the client role under CDM regulations. Promotes design quality and sustainability issues in construction.

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7 ICT Projects

Topics: Local eGovernment; ICT, internet, data protection law, Service strategy & planning; ICT strategy and planning; knowledge of ICT market; ICT procurement approaches; partnering; incentives; change management; systems development; technical solutions.

Job responsibilities possibly include involvement in assisting the various stages of the eProcurement lifecycle in an administrative capacity. Limited involvement in systems testing, project office support, application and system support. Basic awareness of the importance of ICT, implications for the client departments and the need for procurement to be involved at an early stage.

Able to understand the key issues in ICT and their implications for the client department. Communicate ideas and work within multi-functional teams with minimum supervision and infrequent reference to others. Basic knowledge of ICT markets and products, with ability to apply basic procurement processes in search of best value. Basic awareness of the importance of ICT, the role that procurement should play and the need for procurement to be involved at an early stage.

Knowledge / experience of strategy and planning, management and administration, development and implementation, and service delivery for ICT processes. Thorough experience and knowledge of ICT markets, with the ability to exploit them through application of well developed procurement skills. Has the technical ability to do what is required at each stage of a project or able to direct someone to perform detailed requirements. Conversant with systems development.

Experienced in procurement strategies and planning for development, implementation and service delivery of ICT projects. Able to understand, explain and present complex ideas to both technical and non-technical audiences. Able to understand and communicate the potential impact of emerging technologies on the organisation and individuals. Skilled and experienced in market exploitation of the ICT sector. Able to identify appropriate tactics dependent on supplier position in the market. Has the technical ability to do what is required at each stage of a project or able to direct someone to perform detailed requirement.

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8 Public-Private Partnership Projects				
<i>Topics: PPP law & policy; Project finance & special purpose vehicles; joint venture companies; knowledge of the PPP market; commercial finance, law & tax; PFI credits & PRG approval process; Certification; contract standardisation; Procurement process; Business case & option appraisal; financial modelling; Output specifications; Pricing mechanisms; Project agreement; Negotiation.</i>	Limited awareness and understanding of the key issues of PFI/PPP policy and practice and strategic partnering and their implications for the client department. Awareness of suppliers and markets as a source of supply, but no detailed market/product knowledge, with limited commercial focus. Administrative/supporting involvement only under close supervision.	Some awareness and understanding of PFI/PPP policy and practice and strategic partnering. Basic knowledge of markets and products, with ability to apply basic procurement processes in search of best value Able to follow pre-determined procedures. Understands risks of non-compliance. Sufficiently knowledgeable to recognise when to seek advice and other support	Understands PFI/PPP policy and practice and strategic partnering. Thorough experience and knowledge of specific markets, with the ability to exploit them through application of well developed procurement skills. Awareness of attendant risks and able to contribute to their management. Commercial awareness and experience of high value contract negotiation in this arena. Knows when to seek advice and support	Understands PFI/PPP policy and practice and strategic partnering. Thorough knowledge and practical experience. Skilled and experienced in market exploitation and able to identify appropriate tactics dependent on supplier position in the market. Has proper understanding of commercial partnering and able to play a leading role in it. Able to contribute to continuous improvement in PFI/PPP/strategic partnering policy and practice. Very focussed commercially. Knows when to seek advice and support
9 Other Spend Categories and Services				
<i>Spend categories including: common use goods and services, Facilities management services; Utilities (energy, water, telecoms); Vehicles & fleet management; Professional services; Agency staff; Voluntary sector funding.</i>	Limited awareness and understanding of the key issues in the categories/services and their implications for the client department. Awareness of markets as a source of supply, but no detailed market/product knowledge, with limited commercial focus. Administrative/supporting involvement only under close supervision.	Able to understand the key issues in each category/service and their implications for the client department. Basic knowledge of markets and products, with ability to apply basic procurement processes in search of best value for money. Enough experience to know when to seek advice.	Able to understand the key issues of each aspect of the categories and their implications for the client department and able to ask relevant questions on the subject. Understanding of relevant policy and legislation. Thorough experience and knowledge of the market sectors, with the ability to exploit them through application of well developed procurement skills.	Able to understand the key issues in each market and their implications for the client department and able to ask relevant questions on the subject. Knowledge of relevant policy and legislation Skilled and experienced in market exploitation of the market sectors. Able to identify appropriate tactics dependent on supplier position in the market.
<i>Services including: Environment; Transport; Housing; Leisure, Fire.</i>				

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GENERAL MANAGEMENT SKILLS

10 Self Management

Topics: time management; planning; creativity; risk awareness; numeracy/analysis; communications; influencing; teamwork; improvement; professional ethics; presentations; ICT & eSkills.

It is presumed that training in respect of these issues has been or will be provided separately by the department.

11 Team Management

Topics: leadership; team organisation & structure; resource management; performance management; budgets; workload prioritisation; training needs analysis & staff development; equal opportunities; health & safety; handling staff conflict; organising for project & programmes; motivation & team building; organisational skills; management of change; knowledge management.

It is presumed that training in respect of these issues has been or will be provided separately by the department.