



**MINISTRY
OF ECONOMY**

Procurement Competency Framework

A Guide for Government Procurement Departments



**FIJI
PROCUREMENT
OFFICE**

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1. Knowledge of Fiji Government Procurement Regulations, Policy and Guidelines

What is it	Understanding Procurement Regulations 2010, Procurement policies and guidelines and guidelines, policies and relevant laws and guidelines for the goods or service being procured.				
Why it matters?	This is not an optional competency. Understanding and following the regulations ensures good, fair and ethical practice. Being able to understand, interpret and work within regulatory and legislative frameworks effectively as key enablers – rather than barriers – for delivering best public and commercial value is an essential skills set for any procurement professional or teams.				
Competency	Beginner	Intermediate	Proficient	Excellent	Expert
What it covers Govt. Procurement policy Govt. Accounting rules Procurement directives Sustainable development Environmental issues Social issues Policies/procedures	No knowledge of competence area	Limited awareness of public procurement policy and associated implications and requirements. Compliance with administrative and procedural needs through adherence to pre-defined rules and procedures, under close supervision.	Awareness of procurement policy and associated implications. Compliance with predetermined rules accompanied by an understanding of the risk of non-compliance. Through experience has the knowledge and understanding of when to seek advice.	Understands public procurement policy, able to comply with rules through knowledge and experience. Understands risks of non-compliance. Able to review compliance options and challenges, and to recommend the preferred approach. Has the knowledge and ability to provide sound advice.	Understands public procurement policy and the rationale that underpins it. Totally familiar with compliance rules, is seen as a valued source of advice on compliance options and risks of non-compliance. Has the ability to contribute to the development of policies and procedures.



2. Strategic Procurement

What is it	The ability to set a direction for the procurement so it aligns with the Agency and Government strategy is important. Shows how procurement interprets and implement Government strategy at a national, agency and functional level. Includes consideration of policy requirements, and contributing to their development and effective implementation in delivering on wider priorities.				
Why it matters	Procurement strategy is an enabler and relevant to all Agencies as it turns plans into action as effectively and efficiently as possible				
Competency	Beginner	Intermediate	Proficient	Excellent	Expert
What it covers	No knowledge of competence area	Limited awareness of strategic issues. Involvement in supporting or administrative only, under close supervision.	Awareness of strategic issues, and ability to identify circumstances where value and risk require a strategic approach to be taken. Enough experience of strategic procurement to know when to seek advice.	Experience of operating on strategic projects as part of cross-functional teams. Able to draw up business cases and project plans, able to manage risk. Able to identify differing contracting strategies and to recommend preferred option. Some experience of supplier management.	Thorough knowledge and skills is able to play a leading role in cross-functional teams handling strategic procurements. Able to manage all aspects of projects from business case through to delivery. Able to identify and implement appropriate contracting strategies. Actively manages relationships with key suppliers.
Risk management					
Benefits Analysis					
Business cases					
Contracting strategies					
Cross Functional Teams					
Supplier Management					
Project Planning					
Supply chain management					
Procurement Excellence Model					



3. Market Knowledge

What is it	Broad understanding of the impact of a wide range of market factors upon supply, demand, capability, flexibility and economic variants arising in the market place and how this impacts your procurement.				
Why it matters	Looks at how market structures are the source of significant competition, innovation and the ability to achieve value for money for stakeholders. An in-depth understanding of the market (competition, innovations, pricing structure, suppliers etc) through analysis is critical to determining the procurement strategy and achieving value for money. It is the role of those involved in procurement to continuously explore, research and assess and future proof opportunities to achieve competitive value for tax payers' money.				
Competency	Beginner	Intermediate	Proficient	Excellent	Expert
What it covers	No knowledge of competence area	Awareness of markets as a source of supply, but no detailed market/product knowledge, with limited commercial focus. Limited commodity knowledge. Administrative/supporting involvement only under close supervision.	Basic knowledge of markets, commodity and products, with ability to apply basic procurement processes in search of best value. Some commercial focus, with enough experience to know when to seek advice.	Thorough experience and knowledge of specific markets, and commodities with the ability to exploit them through application of well-developed procurement skills. Commercially aware and credible externally.	Skilled and experienced in market exploitation. Able to identify appropriate tactics dependent on supplier position in the market. Complex commodity knowledge. Very focused commercially, very credible externally.
Market knowledge					
Product knowledge					
Commercial focus					
Commodity knowledge					



PROCUREMENT COMPETENCY TABLE FOR PERSONS IN PROCUREMENT ROLES

4. Tendering Processes					
What is it	<p>The procurement must promote the guiding principles of procurement. They are</p> <ul style="list-style-type: none"> (a) Value for money (b) maximise economy and efficiency and the ethical use of Government resources; (c) promote open and fair competition amongst suppliers and contractors; (d) promote the integrity of, fairness and public confidence in the procurement process; and (e) achieve accountability and transparency in the procedures relating to procurement. <p>The tender processes ensure the achievement of the above.</p>				
Why it matters	<p>Understanding and being able to demonstrate adherence to tender process is critical in ensuring value for money and comfort in the public procurement process.</p>				
Competency	Beginner	Intermediate	Proficient	Excellent	Expert
What it covers Tendering Procedures Specifications Invitations to Tender Terms & Conditions, law Bid evaluation Negotiation Award of Contracts De-briefing	No knowledge of competence area	Limited awareness of procurement processes. Involvement in supporting/administrative capacity, in line with pre-determined rules and under close supervision.	Able to apply basic procurement processes to routine procurement situations. Understanding of the tendering procedures (Open, Restricted and Competitive Dialogue). Some experience of negotiation but requires support. Experienced enough to know when to seek help or advice.	Familiar and comfortable with all aspects of procurement processes/tendering procedures. Able to provide advice on specifications, and to take the lead on procurement aspects as part of a cross-functional team. Experienced in negotiating high value contracts, commanding credibility and respect externally.	Totally familiar with all aspects of procurement processes, through experience and knowledge. Able to apply judgment to determine how best to apply processes to secure best value in any particular set of circumstances. Able to direct and coach others, able to command credibility with the suppliers.



5. Contract Management					
What is it	Contract management ensures Activities are designed to ensure the contract terms, conditions and key performance indicators are met. It also provides an opportunity for achieving further added-value and variations, where appropriate, but ensures that the contract runs in line with desired outcomes and project timelines.				
Why it matters	To ensure we achieve value for money It provides the basis for performance management and measurement and if required an opportunity to follow due process for breach or failure to deliver on the contract. It should be used as a mechanism to manage relationships and/or assets; to optimise life cycle costs; and to enable and track sustainable outcomes and commitments.				
Competency	Beginner	Intermediate	Proficient	Excellent	Expert
What it covers Performance indicators Performance Review Problem resolution	No knowledge of competence area	Limited awareness/appreciation of contract management issues. Involvement in supporting/administrative capacity, under close supervision.	Able to monitor contractor performance against pre-determined milestones, and to identify when corrective action needed. Requires assistance to negotiate improvements.	Understands when contractor 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.	Experienced in identifying and negotiating contractor performance milestones, and in monitoring performance. Ability to resolve difficulties through negotiation, leading to improvement. Knowledge of how to terminate contracts appropriately and legally where necessary.



6. Inventory Management					
What is it	Focuses on the management of inventory across the organisation, both large and small. It focuses on the delivery of products, quality and timely distribution of goods throughout the organisations. A thorough understanding of direct and indirect costs associated with receiving and holding stock is critical.				
Why it matters	Focuses on establishing effective inventory systems with efficient and effective management of incoming and outgoing goods and creating a source of value for money for public organisations. When applying this correctly, goods will be ordered at the right time.				
Competency	Beginner	Intermediate	Proficient	Excellent	Expert
What it covers	No knowledge of competence area	Awareness of the fact that stocks are held at local level, but no detailed understanding of inventory management. Involved in administrative/support capacity, under close supervision.	Appreciation/familiarity with basic stock control. Able to operate stock control systems in line with pre-determined criteria e.g. re-order levels. Able to recognize where advice is required.	Basic skills and experience in all aspects of inventory management. Able to manage the balance between the need to provide high levels of customer service, and the need to minimize money tied up in stock.	Experienced in design, implementation and management of inventory control systems, so that money tied up in stock is minimized whilst optimum levels of customer service are maintained.
Receipts					
Storage					
Stock Control					
Distribution					
Disposal					



Competency	Beginner	Intermediate	Proficient	Excellent	Expert
7. Marketing/ Customer/Supplier Management					
What is it	Focuses on effective approaches to managing suppliers, with the right level of engagement, resource and time, proportionate to the demands or complexities of the contract. It provides opportunities for continuous improvement, innovation and ways of working that do not only ensure greater public value, but value for the supplier.				
Why it matters	Presents opportunities to better understand and optimise a supplier's capability and capacity, and consider how to improve processes or utilise overall resource more effectively to deliver greater value. It also allows for a more informed assessment and management of risk to the procurement organisation.				
What it covers Promotion, selling procurement Customer awareness Customer relationships Customer care Understanding business needs Identifying stakeholders	No knowledge of competence area	Limited awareness/understanding of a customer focused approach. Supportive/administrative involvement only, under close supervision. Understands the business requirements of internal customers. Identifies and clearly documents business needs for all significant purchases.	Understands and commits to a positive, helpful customer focused approach. Knows when to seek support. Through establishing effective communication and working relationships with internal customers and stakeholders is able to identify real business needs. Uses the identified business needs to develop supplier evaluation criteria and drive the development of the procurement strategy.	Experienced and skilled in dealing with customers at all levels, so that they feel both valued and satisfied. Commands customer respect and creates confidence that excellent service will occur. Through establishing effective communication and working relationships with internal customers and stakeholders is able to identify, agree and document real business needs. Uses the identified business needs to develop forward plans and priorities for self and team.	Experienced and skilled in all aspects of pro-active management of customer relationships. Effective in promoting procurement influence. Through establishing effective communications and working relationships with internal customer and key stakeholders, is able to identify, priorities, agree and document real business needs. Uses the identified business needs to develop forward plans, priorities and deliverables.



8. Procurement Strategies					
What is it	Understanding the direction for the procurement so it aligns with the Agency and Government strategy is important.				
Why it matters	Without understanding the procurement strategy, achieving the Agency and Government strategy becomes difficult.				
What it covers					
Public Finance Instructions (PFI) /Public Procurement Policy (PPP) and guidelines Competition processes Service pricing mechanisms Benchmarking techniques Strategic Partnering Collaboration with other Public Bodies	No knowledge of competence area	Basic knowledge of PFI/PPP policy and practice. Administrative/supporting involvement in PF/PPP processes under close supervision	Basic knowledge of PFI/PPP policy and practice. Able to follow pre-determined procedures. Understands risks of non-compliance. Sufficiently knowledgeable to recognize when to seek advice and other support.	Understands PFI/PPP policy and practice. Awareness of attendant risks and able to contribute to their management. Commercial awareness and experience of high value contract negotiation in this arena.	Understands PFI/PPP policy and practice, and arguments for and against. Thorough knowledge and practical experience. Has proper understanding of commercial partnering and able to play a leading role in it. Able to contribute to continuous improvement in PFI/PPP policy and practice.



Competency	Beginner	Intermediate	Proficient	Excellent	Expert
9. Project planning skills					
What is it	Process ensuring tasks in a procurement projects are completed in a timely manner at the best quality				
Why it matters	Ensures proper expectations are set around what can be delivered, by when, and for how much. It ensures procurement is done within planned time.				
What it covers Project cycle Project execution plan Critical path analysis Project evaluation	No knowledge of competence area	Limited awareness of project planning	Basic understanding of the formulation, key components and use of the project execution plan.	Competent to oversee all facets of the project cycle, ensuring proposals are realistic and manage processes to accomplish full completion of the project. Be able to understand the formulation, key components and use of the project execution plan. Establish the minimum time necessary to complete a project by calculating the longest sequence of activities.	Suitably qualified and experienced to act as a single focus point and manage the department's interest in the project. Ability to assess performance costs and outputs independently against project plan and take necessary measures to improve future outcomes.



10. Construction					
What it is	Awareness trends, key issues and innovations in the construction.				
Why it matters	Understanding this leads to effective and efficient decision making for construction – a key spend for Government				
What it covers	No knowledge of competence area	Limited awareness and understanding of the key issues of each subject heading and their implications for the client department.	Able to understand the key issues of each subject heading and their implications for the client department.	Able to understand the key issues of each subject heading and their implications for the client department and able to ask relevant questions on the subject.	Able to understand the key issues of each subject heading and their implications for the client department and able to ask relevant questions on the subject.
Construction process					
Knowing the construction industry					
Contract Strategies					
Costing systems in industry		Basic understanding of the current Health & Safety Legislation and its effects on projects.	Understand the current Health & Safety Legislation and its effects on projects.		
Design – quality /environmental issues				Have the technical ability to do what is required at each stage of the project or able to direct someone to perform detailed requirement. Knowledge and understanding of the Construction including Health, Safety & Welfare Legislation and Regulations	Have the technical ability to do what is required at each stage of the project or able to direct someone to perform detailed requirement. Knowledge and understanding of the Construction including Health, Safety & Welfare Legislation and Regulations.
Forms of contracts					
Space Management					
Claims					
Health and safety regulations					
Achieving Excellence					
Key Performance Indicators					



Competency	Beginner	Intermediate	Proficient	Excellent	Expert
11. IT Procurement					
What is it	Awareness of the importance of Information & Communications Technologies. Awareness trends, key issues and innovations in the construction.				
Why it matters	IT transformations are widespread. Not understanding the key changes and improvement areas will not help in achieving value for money and innovations are not take advantage of.				
What it covers	No knowledge of competence area	Basic awareness of the importance of Information & Communications Technologies and the need for procurement to be involved at an early stage.	Communicate ideas and work within multi-functional teams with minimum supervision and infrequent reference to others.	Knowledge/experience of strategy and planning, management and administration, development and implementation and service delivery for Information and Communications Technologies processes.	Experience in procurement strategies and planning for development, implementation and service delivery of Information and Communication Technologies projects.
Information management					
Advice and guidance					
Business strategy and planning					
Technical strategy and planning		Possible involvement in assisting the various stages of the procurement lifecycle in an administrative capacity.	Have a methodical and organized approach to work and demonstrate ability to learn new skills and apply newly acquired knowledge.	Ability to work effectively within multi-functional team environment.	Ability to team lead, influence and negotiate.
Supply management					
Project management					
Quality management		Limited involvement in system testing, project office support, application and system support.	Basic awareness of the importance of Information & Communications Technologies, the role that procurement should play and the need for procurement to be involved at an early stage.	Ability to quickly absorb complex issues/data and communicate this at all levels.	Understands, explains and presents complex ideas to both technical and non-technical audiences.
Resource management					
Systems development					
Human resources					
Ergonomics					
Service delivery				Conversant in the following areas; business risk management; contract management; project office; quality management/assurance; asset management; systems development management.	Able to understand and communicate the potential impact of emerging technologies on the organization and individuals.



12. Knowledge of Procurement/Contract Law

What is it	Understanding the contract law and how we can use it to enforce the agreement to ensure procurement outcomes are met				
Why it matters	Contracts outline expectation from both the buyer and seller. Understanding this ensures protection in the agreement.				
What it covers					
Contract law Understanding contracts Understanding consumer protection laws	No knowledge of competence area	A limited knowledge of the basics of contract law, but is able to recognize when experts need to be consulted in relation to contractual issues.	Has a sound knowledge of the basics of contract law, and understands when to seek advice from other sources.	Has a sound knowledge of the nature, application and implications of contract law	Understands fully the nature, application and implications of contract, in particular complexities in contract law.



Competency	Beginner	Intermediate	Proficient	Excellent	Expert
13. Management - self					
What is it	Focuses on self-awareness, accountability, awareness and understanding of best practice, a willingness to develop skills and knowledge, and continuous professional development.				
Why it matters	Any procurement professional has an obligation to take responsibility and ownership for performance enhancement. They should have a focus on: self-awareness including identifying strengths, weaknesses and areas for development; accountability for their own behaviour, deliverables, health and wellbeing; an awareness and understanding of current and evolving best practice; a willingness to develop skills or knowledge required; and a commitment to continuous professional development. We need to perform at the highest quality for the sake of the Nation.				
What it covers	No knowledge of Competence area	Aware of the need to support others in a helpful, flexible way. Able to adopt a polite, positive attitude, working under close supervision and in accordance with pre-determined rules/procedures.	Makes good use of time, if flexible. Aware of the need to plan. Limited ability to be creative, limited awareness of risk and its implications. Possesses basic numeracy and communicates well. Limited influencing skills, but able to be a good team player.	Able to plan use of time, and to react to change in a flexible way. Limited creativity, but very comfortable with managing high value procurement processes. Able to manage risk. Comfortable with numbers, able to communicate well both orally and in writing. Good influencing/management skills, and a good team player. Aware of the need for continuous improvement.	Ability to provide direction and leadership. Able to agree plans and ensure performance against milestones is managed pro-actively. Able to manage risk. Flexible, comfortable with change – constantly seeking improvements to existing practice. Creative, numerate and able to communicate effectively. Strong influencing/negotiating skills.
Business ethics					
Time management, flexibility					
Planning					
Creativity					
Risk awareness					
Numeracy/analysis					
Communications					
Influencing					
Teamwork					
Improvement					
Presentations					
Relationship management					



14. Management - team						
What is it	Managing Teams Is central to the enhanced performance of procurement and supply activities. Using a range of factors to create a positive and enabling culture or environment in which procurement professionals can thrive.					
Why it matters	Managing High Performance Teams Is an important factor in developing effective and high-level performance. Creating a positive and enabling culture or environment in which procurement professionals can thrive helps to shape the behaviours of the team. It supports empowerment, enables effective challenge, facilitates creativity and promotes effective team dynamics. Managing high performance teams helps to boost morale, motivation, performance and reward and ultimately results in good procurement poutcomes.					
What it covers	No knowledge of Competence area	Aware of the need to support others in a helpful, flexible way. Aware of the roles of others and how they interact. Able to work with others as part of a team.	Aware of the need to support others in a helpful, flexible way. A good team player who can effectively manage staff. Aware of the need to support management in ensuring that an effective team is developed to deliver the needs of the business plan.	Able to plan use of time, and to react to change in a flexible way. A good team player that can effectively prioritize workload and identify the skills required within the team to deliver to the needs of the business plan.	Ability to provide direction and leadership. Able to agree plans and ensure performance against milestones is managed pro-actively. Able to recognize the skills required for a team and through recruitment and development ensure that an appropriate team is built to meet the business objectives.	
Performance management of staff						
Recruitment/selection						
Budgets						
Workload prioritization						
Management of staff						
Handle staff conflict						
Team building						
Organizational skills						
Relationship management						
Leadership skills						



Competency	Beginner	Intermediate	Proficient	Excellent
15. Finance (being expert not required)				
What is it	Business financial knowledge necessary to make informed recommendations for approval.			
Why it matters	Relevant financial implication is taken into account leading to correct procurement recommendations.			
What is covers Financial accounts Financial appraisal Supplier cost base	No knowledge of Competence area	No real understanding of financial management issues, no involvement in appraisal of suppliers' accounts/cost bases.	Limited appreciation of financial accounts/appraisal, and of supplier cost bases. Enough knowledge to know when further advice may be necessary.	Enough knowledge of financial accounts to be able to identify companies which are at risk. Sufficiently aware of cost bases to be able to negotiate cost reductions. Able to identify when specialist financial advice may be needed.



16. Information Systems				
What is it	Basic understanding of Information Technology			
Why it matters	In a world inundated in data, information systems help provide structure and access to information			
What it covers Technology (being expert not required) Management information systems Tools – spreadsheets, word processing, other E-commerce	No knowledge of Competence area	Able to operate basic IT tools in a supporting/administrative capacity, under close supervision.	Ability to operate basic IT tools, coupled with an appreciation of how to exploit them to support procurement processes.	Familiar and comfortable with basic IT tools. Working knowledge as to how IT can support procurement systems. Appreciation of the potential for IT systems to produce management information.
17. Information Management (being expert not required)				
What is it	Collection and management of procurement related information and ensuring the right people have access to the information			
Why it matters	Information is key for organizations to stay on trend, make informed decisions and ensure public scrutiny is possible.. Insights gained from the data are extremely useful in the formulation of important decisions that drive the growth of Government.			
What it covers Identifying sources of management information Developing processes for data collection Analyzing and interpreting data Using management information to inform decision making	No knowledge of Competence area	Awareness of the importance and usefulness of accurate information in procurement. Ability to collect basic information on procurement expenditure and supplier performance.	Ability to develop processes for collecting accurate data on procurement expenditure, supplier performance etc. Ability to interpret data and prepare management information reports. Ability to benchmark supplier prices for key items and assist in identifying potential areas where VFM gains can be achieved. Ability to use data to manage stockholdings and economic ordering quantities.	Experienced and skilled in using management information to develop procurement strategies, carry out market analysis and inform key decision making processes. Experienced in supplier management and uses management information to improve the effectiveness of supplier relationships.



Competency	Beginner	Intermediate	Proficient	Excellent
18. Negotiation Skills (being expert not required)				
What is it	Negotiation Is a key element of any procurement, and indeed of any supplier and/or supply chain management situation, in delivery of an effective sourcing or supply solution.			
Why it matters	Negotiation Is important to drive value, gain the right commercial and/or policy outcomes and provides an opportunity for added value to be built into the acquisition. It allows for the consideration of innovation and may provide a platform to enhance customer deliverables.			
18. Negotiation Skills (being expert not required)	No knowledge of Competence area	Understands the principles, tools and techniques of basic negotiation. May get involved in basic negotiations under close supervision.	Develops well-thought through and documented negotiation plans and targets. Involves internal customers in the planning and execution of the negotiation ensuring that they understand their role and contribution throughout the negotiation process. Results consistently deliver against negotiation targets.	Develops well-thought through and documented negotiation plans and targets. Involves internal customers in the planning and execution of the negotiation ensuring that they understand their role and contribution throughout the negotiation process. Results consistently deliver at the upper end of expectations.

For any questions, please consult the Centre of Excellence team at the Fiji Procurement Office