



# ProcurComp<sup>EU</sup>

## European Competency Framework for Public Procurement Professionals

*Competency Matrix - Table*



Internal Market,  
Industry,  
Entrepreneurship  
and SMEs

## EUROPEAN COMMISSION

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# ***ProcurComp<sup>EU</sup>***

## **European Competency Framework for Public Procurement Professionals**

### **Competency Matrix – Table format**

#	Type	Cluster	Competency	Description	Basic
1	Procurement specific	Horizontal	Planning	<p><b>KNOWLEDGE OF: the procurement planning and policy priorities of the organisation, including budget plans and options for implementation, as well as relevant policies at national level.</b></p> <p>The formulation, development and implementation of <b>procurement planning</b> translate the policy choices of the organisation into where and how public procurement should be used to cost-effectively purchase the required supplies, services or works in line with the desired policy impact. The planning should take into account:</p> <ul style="list-style-type: none"> <li>• The political and policy priorities of the organisation;</li> <li>• The relevant policies at national level;</li> <li>• The adopted budget plans and available resources;</li> <li>• Whether procurement is the right option to meet the identified need;</li> <li>• The need to prioritise and manage timelines;</li> <li>• Potential opportunities and risks in the implementation process.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Perform basic procurement planning tasks, such as collecting and consolidating contributions from various departments;</li> <li>• Implement the procurement planning in their daily work.</li> </ul>
2			Lifecycle	<p><b>KNOWLEDGE OF: the procurement lifecycle from pre-publication to post-award, and how the different phases interact with each other.</b></p> <p>The <b>procurement lifecycle</b> includes the various phases from planning and pre-publication to post-award and contract management. Each step affects the nature of subsequent steps. Understanding the overall lifecycle and the interactions between the steps, over a number of procedures, is necessary for the design and implementation of robust procurement procedures. It allows to anticipate risks and opportunities, thus improving efficiency and value for money.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Help monitor the implementation of the different steps of the procurement lifecycle, with an understanding of the interactions between the phases, and the risks.</li> </ul>
3			Legislation	<p><b>KNOWLEDGE OF: The procurement legislation at national and EU level, as well as adjacent areas of law and their implications for public procurement.</b></p> <p>Public procurement professionals need to understand and be able to apply the relevant <b>national and EU level legal frameworks</b> and the principles of non-discrimination, equal treatment, transparency, proportionality and sound financial management. This includes adjacent areas of law and policy, e.g.:</p> <ul style="list-style-type: none"> <li>• Competition, administrative, contract, environmental, social and labour laws, accessibility obligations and Intellectual Property Rights;</li> <li>• EU funding, budgetary and accounting rules;</li> <li>• Remedies;</li> <li>• Anti-corruption and anti-fraud measures;</li> <li>• Any relevant international obligations.</li> </ul> <p>Knowledge of the legislation is also essential to understand and ensure the desired impact on the procurement system and on the supply chains.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Monitor developments in national legislation to support the organisation's procurement decisions;</li> <li>• Apply procurement procedures in line with the legal framework and best practices.</li> </ul>

Intermediate	Advanced	Expert
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Provide research and gather input for the procurement planning in line with the policy and political goals of the organisation;</li> <li>• Help implement the organisation's procurement planning in line with the budget and timeline;</li> <li>• Ensure their daily work aligns with and contributes to the procurement planning in line with political and policy priorities.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Coordinate the preparation of the organisation's procurement plan, and make recommendations for the final planning and timeline;</li> <li>• Anticipate potential opportunities and challenges and mitigate risks in the implementation process;</li> <li>• Monitor implementation of the plan to ensure the success of the policy;</li> <li>• Provide feedback to policymakers on the implementation of the plan.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Set the vision for the organisation's procurement and adjacent policies;</li> <li>• Establish the procurement plan and budget focusing on policy outcomes and benefits;</li> <li>• Act as a reference point for high level policymakers on procurement issues, including giving feedback to the political level;</li> <li>• Promote the procurement function in the overall strategy of the organisation.</li> </ul>
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Implement the different phases of the procurement lifecycle, with an understanding of the interactions between the phases, the risks and opportunities they present.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Manage the implementation of all phases of the procurement lifecycle, understanding how each interacts with the others;</li> <li>• Consistently apply their procurement lifecycle knowledge to maximise efficiency and value for money;</li> <li>• Anticipate potential challenges, risks and impacts of the various phases of the procurement lifecycle;</li> <li>• Guide others in implementing procedures to capitalise on links between phases.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Oversee all phases of the procurement lifecycle across multiple contract types;</li> <li>• Shape internal policies and tools to exploit links between procurement phases to maximise efficiency and value for money;</li> <li>• Act as a reference point on procurement lifecycle management for those within and outside the organisation.</li> </ul>
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Understand the implications and impacts of procurement law on the procurement system and the supply chain;</li> <li>• Make procurement decisions in line with policy requirements and provide clear advice and solutions;</li> <li>• Perform research and analysis of the impact of EU or national regulation on procurement.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Apply diverse aspects of the procurement legislation, as well as other legal frameworks impacting procurement;</li> <li>• Take deliberate steps to ensure specific impact of procurement law on supply chains;</li> <li>• Help develop the organisation's procurement practices in line with key issues and the broader procurement policy context.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Contribute to the creation of public procurement policy of the organisation;</li> <li>• Act as a knowledge sharing agent on EU and national procurement law;</li> <li>• Promote the adoption of non-binding and innovative legal provisions that represent new opportunities;</li> <li>• Take part in expert working groups on procurement law.</li> </ul>

#	Type	Cluster	Competency	Description	Basic
4	Procurement specific	Horizontal	e-Procurement & other IT tools	<p><b>KNOWLEDGE OF: eProcurement platforms and functionalities used within the organisation, including national and EU procurement systems, as well as other relevant IT systems and tools.</b></p> <p><b>e-Procurement and other IT systems and tools</b> support the procurement lifecycle, from the publication of tenders to the final payment. They reduce administrative burden, improve efficiency, and strengthen transparency and accountability of procurement procedures. Key tools include:</p> <ul style="list-style-type: none"> <li>• Preparatory phase tools, e.g. TED and national procurement platforms, e-notification, standardised tender documents and templates;</li> <li>• Submission phase tools, e.g. e-submission, the European Single Procurement Document, e-Certis;</li> <li>• Tendering phase tools, e.g. e-catalogues, electronic procurement platforms, dynamic purchasing systems, auction systems, and e-invoicing;</li> <li>• Other IT tools for data transparency, anti-fraud and anti-corruption, such as business and public contract registers.</li> </ul> <p>The digital transformation of public procurement requires a continuous proactive approach to take advantage of the best available tools. It also requires continuous training.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Perform basic operations using the available procurement systems and tools, such as uploading data;</li> <li>• Collect and centralise required template documents to prepare tender documentation.</li> </ul>
5					Sustainable procurement



Intermediate	Advanced	Expert
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Use the systems and tools available for supporting procurement procedures and perform the main e-procurement procedures;</li> <li>• Use template documents, the national e-procurement platform and public contract registers;</li> <li>• Use relevant procurement systems and tools in order to ensure the transparency of the procurement process;</li> <li>• Use available data from the systems in order to assess the risk of anti-competitive practices by suppliers (such as collusion).</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Implement the use of a wide range of procurement systems and tools;</li> <li>• Analyse procurement data for budget monitoring and forecasting upcoming procurements;</li> <li>• Identify inefficiencies in the organisation's use of systems and tools and make suggestions for improvements;</li> <li>• Ensure that all users have the appropriate access and training and act as a change management agent during implementation of a newly adopted system or tool.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Promote procurement systems and tools and encourage a professionalisation culture within the organisation;</li> <li>• Use procurement data to identify procurement trends and to improve the organisation's procurement procedures;</li> <li>• Contribute to the introduction and/or development of new procurement systems and tools, or to the improvement of existing ones, as well as advocate at the political level for the uptake of the latest systems and tools available;</li> <li>• Take part in expert working groups aimed at developing and fostering the uptake of the procurement systems and tools nationally and internationally.</li> </ul>
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Implement sustainable procurement aspects in technical specifications, selection and award criteria, contract clauses and key performance indicators;</li> <li>• Use sustainable procurement tools and methods, such as standards, life-cycle costing and labels;</li> <li>• Carry out research, analysis and networking activities that support sustainable procurement decisions;</li> <li>• Monitor the sustainability impact and performance of the project, including commitments made by contractors and subcontractors.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Implement the organisation's sustainable procurement strategy in terms of the targets, priorities and timeframes to achieve the organisation's sustainability objectives;</li> <li>• Make decisions about integrating sustainable procurement aspects into e.g. technical specifications, selection and award criteria, contract clauses and key performance indicators;</li> <li>• Promote and encourage the use of sustainable procurement tools and techniques, such as standards, life-cycle costing techniques and labels;</li> <li>• Get an overview of the products and services available on the market by engaging suppliers and make a business case for sustainable procurement based on life-cycle costing and social impact;</li> <li>• Reach out to stakeholders who are conducive to developing sustainable procurement markets and opportunities;</li> <li>• Ensure there is a system for monitoring the sustainability impact of contracts, including commitments made by contractors and subcontractors.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Master the concepts and application of sustainable procurement aspects and prioritise based on impact, budgetary importance and influence on the market;</li> <li>• Secure political support and promote the organisation's sustainable procurement strategy and priorities;</li> <li>• Design the organisation's sustainable procurement strategy, setting clear scope, targets, priorities and timeframes, and ensure it is implemented effectively;</li> <li>• Define priority sectors with high-impact and identify approaches to tendering in the selected sectors such as construction, food and catering, vehicles, and ICT;</li> <li>• Integrate sustainable procurement good practices to the organisation and among peer organisations;</li> <li>• Advocate for the development and widespread use of sustainable procurement within and beyond the organisation, take part in expert groups and networks and create partnerships with other public authorities and stakeholders (e.g. civil society and NGOs) to promote and improve implementation of sustainable public procurement.</li> </ul>

#	Type	Cluster	Competency	Description	Basic
6	Procurement specific	Horizontal	Innovation procurement	<p><b>KNOWLEDGE OF: The innovation objectives of the organisation and related national policies, as well as the available tools and techniques for incorporating these into the procurement process.</b></p> <p><b>Innovation procurement</b> refers to a public procurement that involves either:</p> <ul style="list-style-type: none"> <li>Buying the process of innovation (e.g. buying research and development services), or</li> <li>Buying the outcomes of innovation created by others (i.e. buying innovative solutions).</li> </ul> <p>Innovation procurement helps modernise public services while creating opportunities for companies to develop new markets. By developing a forward-looking innovation procurement strategy and considering alternative competing solutions, contracting authorities can drive innovation from the demand side to meet short term as well as medium to long term needs. A well-designed innovation procurement strategy will reduce the risk of low- or non-performance of the purchased innovations by providing a step-by-step approach from solution design, prototyping, and development to development and product testing.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>Understand why and how innovation procurement aspects are implemented and how they can add value to the procurement process for the organisation.</li> <li>Support the implementation process of innovation procurement within an organisation;</li> <li>Perform basic tasks for conducting innovation procurements using available tools (e.g. template documents);</li> <li>Gather data for monitoring the expenditure level and the impact of innovation procurement.</li> </ul>
7	Procurement specific	Horizontal	Category specific	<p><b>KNOWLEDGE OF: The features and specificities relevant to one or more categories of supplies, services or works, including suppliers, technical parameters and market conditions.</b></p> <p><b>Category specific expertise</b> is at the core of the procurement procedure. The characteristics of the category of supplies, services or works to be acquired need to be well understood, including by involving experts and stakeholders (professionals and end-users). The procurement strategy and documents have to be tailored to fulfil the identified need and maximise value for money.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>Perform research and provide relevant information on a category of supplies, services or works to make informed purchasing decisions.</li> </ul>



Intermediate	Advanced	Expert
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Prepare a business case for starting an innovation procurement (incl. cost/benefit analysis);</li> <li>• Understand how innovation procurement aspects, including key emerging technologies, are implemented and how they can add value to the objectives of the organisation;</li> <li>• Carry out preliminary market consultations in order to assess the gap between the procurement need and ongoing market developments and networking activities that support innovation procurement solutions;</li> <li>• Set the public procurement procedure parameters (e.g. by using functional or performance based requirements instead of prescriptive requirements, examining the use of variants, innovation-friendly selection and award criteria, standards, certifications, quality labels, key performance indicators and IPR conditions) to enable innovative solutions to compete with established ones;</li> <li>• Monitor the innovation impact and the performance of the project.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Implement the organisation's innovation procurement strategy in line with the organisation's objectives;</li> <li>• Make decisions about key performance indicators to integrate within tender specifications and contracts;</li> <li>• Ensure there is a system for monitoring the expenditure on innovation procurements and the impacts achieved;</li> <li>• Maintain a good overview of the products and services available on the market by engaging with suppliers and stakeholder groups involved in innovation;</li> <li>• Incentivise the industry to invest in research and development and expand commercialisation to bring innovative solutions, including key emerging technologies, to the market with the quality and price needed for mass-market deployment;</li> <li>• Promote and encourage the use of innovation procurement tools and techniques.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Master the concepts and application of innovation procurement and prioritise based on innovation impact, budgetary importance and potential influence on the market;</li> <li>• Design and implement a forward-looking strategy for innovation procurement for the organisation based on high-impact opportunities (e.g. ICTs and key enabling technologies) and on the impacts achieved by completed innovation procurements;</li> <li>• Drive the organisation and others to adopt good practices in line with national and EU public sector modernisation and sectorial emerging technology action plans;</li> <li>• Advocate for the development and widespread use of innovation procurement within and beyond the organisation, take part in key innovation procurement related events, expert groups and networks to promote and improve the implementation of innovation procurement;</li> <li>• Establish strategic agreements and cooperation structures with other buyers that enable regular coordinated or joint procurements.</li> </ul>
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Check if any legal and regulatory requirements apply to their category of supplies, services or works (e.g. ensuring a minimum stock level for healthcare supplies, transport and storage requirements for hazardous materials);</li> <li>• Contribute to the definition of product technical requirements in preparing technical specifications.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Arrange or categorise planned spending according to markets trends, keeping in mind quality, service, risk and cost.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Act as a reference point for procurement professionals and users at organisational and even national level;</li> <li>• Shape organisational or national policy for procurement or use of the supplies, services or works in their category;</li> <li>• Prepare targeted thematic guidance and disseminate best practices developed by similar organisations.</li> </ul>

#	Type	Cluster	Competency	Description	Basic
8	Procurement specific	Horizontal	Supplier management	<p><b>KNOWLEDGE OF: strategies and processes to develop and manage relationships with suppliers in accordance with public procurement principles.</b></p> <p><b>Supplier management</b> involves building and maintaining effective relationships with current and potential future suppliers. It is essential to ensuring the successful delivery of current contracts and of future calls for tender. In addition, increased understanding of suppliers can help procurement professionals drive more robust, ethical, responsible and economically advantageous supply chains through open channels of communication with suppliers, especially SMEs. Providing information, guidance and potentially support and training to suppliers (e.g. on the use of e-procurement) are efficient ways to achieve these objectives, while ensuring that communication with economic operators during the tendering phase is in accordance with public procurement principles (i.e. non-discrimination, transparency, and equal treatment) and ethical standards.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>Reply to simple queries from suppliers;</li> <li>Support the work of other procurement professionals in meetings and other communication with suppliers.</li> </ul>
9			Negotiations	<p><b>KNOWLEDGE OF: negotiation strategies during the procurement phases and contract management, in accordance with public procurement principles.</b></p> <p><b>Negotiations</b> can be used to secure and advance the interests of the organisation, and ultimately of the final beneficiary, in achieving best value for money. They aim at reaching a mutual agreement between the contracting authority and the supplier, despite potentially opposing interests, on how to improve the submitted tenders to better satisfy the terms and conditions stated in the procurement documents. Negotiations must respect the general procurement principles (i.e. non-discrimination, transparency and equal treatment), as well as ethical and integrity standards.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>Perform basic tasks related to the negotiation process;</li> <li>Support the negotiation process with data and input gathering, and data analysis.</li> </ul>
10		Pre-award	Needs assessment	<p><b>KNOWLEDGE OF: Needs assessment techniques and tools for determining the underlying needs of the organisation and of the end-users regarding the subject matter of the procurement.</b></p> <p>The <b>needs assessment</b> is the process of determining the needs, including possible impacts in terms of value for money or environmental impacts, regarding the subject matter of the procurement by various means, including:</p> <ul style="list-style-type: none"> <li>Liaising with internal and external stakeholders, within the organisation itself or third parties to identify their needs;</li> <li>Translating identified needs into procurement planning of supplies, services, or in line with the organisation's budget plan;</li> <li>Considering aggregation of needs related to the same subject matter.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>Gather relevant information from multiple sources in a structured manner (e.g. using templates);</li> <li>Interact with internal and external stakeholders to understand organisational needs;</li> <li>Draft the first needs assessment.</li> </ul>

Intermediate	Advanced	Expert
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Interact directly with suppliers on low-complexity contracts;</li> <li>• Advise economic operators and suppliers on the conduct of e-procurement procedures;</li> <li>• Monitor supplier performance, identify trends and take necessary actions;</li> <li>• Develop sound working relationships with suppliers based on trust, commitment, integrity and an awareness of mutual obligations.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Maintain structured and strategic relationships with suppliers and potential suppliers based on trust, commitment, integrity and an awareness of mutual obligations;</li> <li>• Provide support to suppliers in particular on the use of the e-procurement system;</li> <li>• Analyse supplier trends and draw conclusions in terms of opportunities for improvement;</li> <li>• Handle cases of disputes with suppliers;</li> <li>• Identify and foster ethical and economically advantageous supply chains.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Maintain high level relationships with strategic suppliers;</li> <li>• Explore opportunities for increased value added in complex projects with political implications;</li> <li>• Define topics and design the content of support to suppliers;</li> <li>• Shape and exploit ethical and economically advantageous supply chains.</li> </ul>
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Collect input, data and information, including from internal experts, to help prepare negotiation strategies;</li> <li>• Attend and actively participate in negotiation meetings;</li> <li>• Run negotiations and solve straightforward issues for routine, low-complexity projects;</li> <li>• Provide support in negotiations for higher complexity projects.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Prepare negotiation strategies and elaborate negotiation positions based on research and analysis, and input from internal stakeholders;</li> <li>• Attend negotiations and solve complex issues that arise for different types of procurements and contracts;</li> <li>• Run the majority of negotiations of high complexity projects (in terms of risk, technicality, and/or procedural aspects).</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Lead complex operational and strategic negotiations across a wide range of contract types, issues and stakeholders;</li> <li>• Lead complex negotiations for high-complexity and high-risk, politically-sensitive procurements;</li> <li>• Obtain the best value for money and best solution in terms of contributing to the achievement of the policy objectives.</li> </ul>
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Interact with internal and external stakeholders to understand the range of current and foreseeable needs;</li> <li>• Analyse and interpret collected data, and draw conclusions in the identification of potential needs;</li> <li>• Identify similar cases and make suggestions for needs aggregation to generate savings;</li> <li>• Act autonomously in identifying the need for and running standard procurement procedures.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Manage the full process of needs analysis and data interpretation;</li> <li>• Bring in technical expertise as required for complex procurement procedures;</li> <li>• Liaise with colleagues to gather advanced technological knowledge for drafting technical specifications;</li> <li>• Propose alternative options and solutions to better address the underlying needs and priorities and makes recommendations;</li> <li>• Put in place solutions and strategies that help anticipate and create innovative ways to meet internal and external needs (e.g. needs aggregation);</li> <li>• Communicate convincingly to internal and external stakeholders on the recommended approach.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Oversee the full process of needs assessment with an eye for opportunities to increase value for money and impact on policy objectives across the organisation;</li> <li>• Advise on possible distinctions between investment costs and current expenditure for a specific budget;</li> <li>• Influence key stakeholders to implement the broader procurement strategy of the organisation including the identification of synergies across organisations;</li> <li>• Drive and challenge the organisation's needs identification strategy and creates a culture of performance and innovation.</li> </ul>

#	Type	Cluster	Competency	Description	Basic
11	Procurement specific	Pre-award	Market analysis & engagement	<p><b>KNOWLEDGE OF: Market analysis and market engagement techniques and tools that can be used to understand the characteristics of the supplier market as well as the market conditions and trends, in order to define the procurement strategy.</b></p> <p><b>Market analysis</b> provides an in-depth view of which supplies and services can or cannot be provided by the market, and under what conditions. It involves collecting information on key market drivers (e.g. political, environmental, technological, and social) and on the potential bidders. This information can be used to define the procurement strategy (e.g. division into lots), the reference price, and selection and award criteria to better advance the organisation's objectives.</p> <p><b>Market engagement</b> is a consultation process that helps identify potential bidders and solutions, identify the gap between the procurement need and what the market is able to offer or inform the market about an upcoming procurement. Different market engagement techniques, such as questionnaires, technical dialogue, open days, and direct emails to suppliers, can be used as long as they are conducted in accordance with the public procurement principles (i.e. non-discrimination, transparency and equal treatment,), and ethical, privacy, confidentiality and integrity standards, in order to ensure genuine and fair competition.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Apply the principles of transparency, non-discrimination and equal treatment, as well as ethical, privacy, confidentiality and integrity standards to market consultations;</li> <li>• Collect information from available sources without engaging suppliers, to support market assessment on straightforward requirements;</li> <li>• Prepare supporting documentation.</li> </ul>
12	Procurement specific	Pre-award	Procurement strategy	<p><b>KNOWLEDGE OF: The range of available procurement strategies and their components (e.g. in terms of choice and features of the procedures, instruments for submission, types of contracts) in order to reach the organisation's objectives.</b></p> <p>The design of the <b>procurement strategy</b> is the deliberate use of different elements in the procurement lifecycle to reflect and exploit the conditions of the subject matter of the procurement and define the most appropriate and impactful process in order to reach the organisation's objectives and ensure genuine competition. It includes the identification of the most appropriate option between:</p> <ul style="list-style-type: none"> <li>• Types of procurement procedures;</li> <li>• Standalone or joint procurement;</li> <li>• Features of the procedure, such as scope, duration, and division into lots;</li> <li>• Techniques and instruments for electronic submission (electronic auctions and catalogues, and dynamic purchasing systems);</li> <li>• Types of contract (e.g. direct or framework agreement) and contract performance clauses.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Understand commonly used procurement procedures, techniques for electronic submission and contract types;</li> <li>• Support research on the procurement procedures, techniques and instruments for the procurement strategy;</li> <li>• Provide input to support the procurement strategy decision-making process; e.g. summarise and report information gathered on procurement options.</li> </ul>

Intermediate	Advanced	Expert
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Apply the principles of non-discrimination, transparency and equal treatment as well as ethical and integrity standards to market consultations;</li> <li>• Analyse and interpret market research to estimate cost and forecast budgets;</li> <li>• Evaluate the potential impact of market factors using relevant tools.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Review market analysis and ensure completeness; undertake market research on complex organisational needs in line with principles;</li> <li>• Identify market opportunities and propose mitigation measures to any risk identified;</li> <li>• Set up processes for enabling a relevant number of suppliers to take part in market consultations and competitive dialogue procedures;</li> <li>• Ensure that procurement strategies are designed to reflect market conditions, policy goals, and opportunities identified; Identify risks to genuine competition in the case of limited market offer, either due to the number of active suppliers or the nature of the service or supply.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Take advantage of the market conditions and opportunities to align the procurement strategy to emerging market trends and shape it to best meet the policy goals of the organisation;</li> <li>• Advise on best market engagement techniques and propose ways to mitigate risks associated to them;</li> <li>• Supervise the market analysis process and take relevant decisions based on the assessment;</li> <li>• Anticipate future developments and potential risks in the supply chain;</li> <li>• Promote a culture of meeting and exceeding internal needs and maximising value for money at the organisational level;</li> <li>• Understand and open up markets by influencing supply chains (e.g. consulting with SMEs) through market engagement.</li> </ul>
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Understand the different steps of the procurement strategy;</li> <li>• Gather the information necessary to make data driven procurement strategy decisions and recommendations;</li> <li>• Make effective use of the whole range of procurement procedures, techniques for electronic submission, contract types and contract performance clauses where appropriate.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Make suggestions for the use of various procurement procedures and techniques in order to design the procurement strategy;</li> <li>• Oversee the research and analysis process and make the final decision on the most appropriate procurement process;</li> <li>• Ensure that the right resources are available for the research and analysis process;</li> <li>• Using the results of the market analysis, assess and take action to mitigate any risk of anti-competitive behaviours by suppliers linked to various options;</li> <li>• Decide on the design of the procurement strategy using the full range of procurement procedures and techniques.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Provide expert advice to practitioners on the procurement design process and support the use of alternative procurement procedures;</li> <li>• Help shape organisational and national policy to support good procurement strategy;</li> <li>• Analyse and implement the findings of market analysis and market engagement to shape the procurement strategy</li> </ul>

#	Type	Cluster	Competency	Description	Basic
13	Procurement specific	Pre-award	Technical specifications	<p><b>KNOWLEDGE OF: Drafting technical specifications that enable potential bidders to submit realistic offers that directly address the underlying need of the organisation.</b></p> <p><b>Drafting technical specifications</b> involves transforming the findings of the needs assessment and market analysis into concrete specifications and evaluation criteria that can be used in assessing bids and awarding the contract. This includes setting objective and not over-prescriptive minimum requirements for the subject matter to avoid unnecessarily limiting competition. Ensuring that technical specifications are outcome-focused and future-proofed is key to enable innovation and continuous improvement. When drafting the technical specifications, public buyers should already define the exclusion, selection and award criteria which will be used to evaluate the offers in order to identify the Most Economically Advantageous Tender (MEAT). Technical specifications can also contain references to standards in order to ensure common understanding, transparency and equal treatment.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>Contribute to the preparation of clear technical specifications;</li> <li>Adapt standardised or previously used tender specifications to current needs.</li> </ul>
14			Tender documentation	<p><b>KNOWLEDGE OF: The content of the tender documentation, including the exclusion, selection and award criteria that are the basis for the contract award decision, in order to run a successful procurement procedure.</b></p> <p>To launch a procurement procedure, <b>tender documentation</b> has to be prepared and the exclusion, selection and award criteria that are the basis for the contract award decision must be defined. The tender documentation (in addition to the technical specifications) explains the administrative requirements of the procedure, justifies the estimated value of the contract, and specifies the terms and conditions under which tenders are to be submitted, evaluated and awarded. They may include other elements such as draft contract provisions, cancellation conditions for the tender, as well as modifications, performance and termination provisions, etc.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>Support the preparation of procurement documents such as instructions to tenderers, annexes to be completed, and draft contracts, based on guidelines and templates;</li> <li>Ensure the quality of the tender documentation process by applying the right methodology and standards.</li> </ul>
15			Tender evaluation	<p><b>KNOWLEDGE OF: The appropriate evaluation process depending on the type of procurement procedures, including the role and responsibilities of the evaluation committee, in order to ensure that all tenders are assessed in an objective and transparent way against pre-defined criteria.</b></p> <p>The <b>tender evaluation</b> process must ensure that tenders are assessed in an objective and legally compliant way and against exclusion, selection and award criteria defined in the call for tender, in order to identify the Most Economically Advantageous Tender (MEAT). The evaluation committee should be led by experienced administrators who are well-versed in their roles, responsibilities and procedural obligations, supported by relevant technical experts in the field of the subject matter, including assessing standards and labels. The process should be documented to provide the evidence and the rationale for the award.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>Support the evaluation process, including the preparation of documentation for the evaluation committee;</li> <li>Manage tender documentation, including receipt of offers and archiving;</li> <li>Participate in the assessment of tenders and ensure the process is documented.</li> </ul>



Intermediate	Advanced	Expert
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Collect information and analysis on technical content to support the specification development;</li> <li>• Apply the selection and award criteria and understand their influence on the market;</li> <li>• Ensure that the technical specifications are compliant with the principles of public procurement, horizontal obligations such as accessibility as well as relevant sector specific legal requirements.</li> <li>• Make use of non-price criteria for routine procurement procedures, including appropriate weighting to ensure best price-quality balance;</li> <li>• Make references to standards to increase common understanding of procurement documents between buyers and suppliers;</li> <li>• Engage with experts to understand technology roadmaps that will support the drafting of technical specifications for innovation procurements.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Draft specifications that take advantage of evolving markets and keep pace with changing needs;</li> <li>• Liaise with relevant colleagues and services to gather advanced technological knowledge for drafting technical specifications;</li> <li>• Define the selection and award criteria to deliver value for money with an understanding of the market implications and legal requirements as well as for the potential use of standards;</li> <li>• Provide guidance on drafting technical specifications to team members;</li> <li>• Understand and incorporate technology roadmaps when drafting technical specifications.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Provide advice or lead development of very complex specifications;</li> <li>• Drive the development of innovative and forward-looking specifications with the relevant specialists and experts, including the use of functional requirements;</li> <li>• Review technical specifications for complex and high-profile procurements.</li> </ul>
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Draft procurement documentation in line with the organisation policy and EU and national regulations;</li> <li>• Publish tender announcements and respond to economic operators questions about tender documentation requirements;</li> <li>• Design both standard and non-standard contract terms in collaboration with legal advisors;</li> <li>• Verify the compliance and completeness of procurement documentation prepared.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Design and complete tender documentation that reflects policy goals and helps maximise value for money;</li> <li>• Make sure the correct methodology is applied to the issued public procurement tenders;</li> <li>• Foresee and tackle risks linked to financial and legal aspects of concerned documents;</li> <li>• Endorse final documentation and other management decisions related to process.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Contribute to the policy of the organisation as regards tender documentation, and act as a reference point for compliance review and verification for others;</li> <li>• Design and implement transparent and appropriate tender documentation strategy for the organisation in full compliance with the legal limitations and possibilities</li> </ul>
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Perform evaluation against the defined criteria and make recommendations to support the award decision making;</li> <li>• Participate as a voting member in evaluation committees for routine contracts;</li> <li>• Detect possible cases of anti-competitive and corrupt behaviours, such as collusion among suppliers, based on the tender;</li> <li>• Prepare and provide feedback to tenderers;</li> <li>• Document the evaluation process used to rank the offers in order to ensure proper reporting and audit trail.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Chair evaluation committees for most types of procedures;</li> <li>• Ensure that the evaluation process is conducted in way that is consistent, transparent and fair;</li> <li>• Ensure that the number, skills and knowledge of the evaluation panel members is appropriate, and that they are free of conflict of interest;</li> <li>• Communicate the outcomes of the evaluation panel to stakeholders.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Facilitate the resolution of complex cases where the tenders are difficult to evaluate or where conflict of interest arises;</li> <li>• Provide suggestions for mobilising relevant experts to take part in the evaluation committees.</li> </ul>

#	Type	Cluster	Competency	Description	Basic
16	Procurement specific	Post-award	Contract management	<p><b>KNOWLEDGE OF: Contract management principles to ensure proper delivery, in compliance with all legal requirements and technical specifications, as well as logistics and inventory management considerations.</b></p> <p><b>Contract management</b> involves ensuring that the subject of the procurement is delivered according to the terms, conditions in the technical specifications and the contract, and in compliance with all legal requirements and technical specifications. This includes aspects related to governance, risk, performance (and Key Performance Indicators (KPIs)), rules on modifications of contracts and financial management of contracts.</p> <p>In the case of supply contracts, contract management also covers logistics and inventory management. This means ensuring that goods are delivered on time and meet quality standards, and that the availability of stocks is consistently and cost-effectively maintained.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Gather data for contract implementation monitoring;</li> <li>• Update and maintain contract databases and registers;</li> <li>• Support contract delivery functions in line with scope, quality, time and budget;</li> <li>• Report on contractual milestones and outcomes;</li> <li>• Support inventory management and inform when issues with the logistics or with the inventory arise.</li> </ul>
17			Certification & payment	<p><b>KNOWLEDGE OF: The verification principles and the financial control framework which ensure that the relevant supplies, services or works are delivered in compliance with the terms and conditions of the contract and all applicable financial and accounting rules in order to proceed to the payment.</b></p> <p>Before proceeding with a payment to a contractor for the provision of supplies, works or services, the procuring organisation needs to <b>perform a verification check</b> to ensure alignment with the specifications of the terms and conditions of the contract and all applicable financial and accounting rules.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Collect invoices and other documents which support the procurement verification process;</li> <li>• Help to ensure a clear audit trail for all payments made.</li> </ul>
18			Reporting & evaluation	<p><b>KNOWLEDGE OF: Monitoring tools and techniques for the implementation and performance of the contracts.</b></p> <p><b>Reporting and evaluation</b> is the ex-post assessment of the deliverables and outcomes of a procurement process to assess the strengths and weaknesses and draw lessons for future calls for tender. It is done by collecting relevant data in line with organisational and national reporting obligations.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Support the analysis of contract performance, including by collecting data from the procurement management process;</li> <li>• Ensure record keeping of all transactions and make sure an audit trail is kept;</li> <li>• Collect relevant data that helps address national and organisational reporting obligations.</li> </ul>

Intermediate	Advanced	Expert
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Define and implement the contract management plan;</li> <li>• Monitor the performance of contracts against pre-defined KPIs;</li> <li>• Perform regular risk assessments on procurement contracts;</li> <li>• Apply the terms and conditions of contracts in varied circumstances;</li> <li>• Advise on contract modifications;</li> <li>• Prepare the ground for contract termination;</li> <li>• Apply corrective measures in case of deviations from the contract terms;</li> <li>• Apply first-hand experience with logistics and perform inventory management.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Manage a portfolio of contracts for the procurement of supplies, works and services;</li> <li>• Anticipate the implementation of the contract already during the pre-award phase to minimise contract modifications later;</li> <li>• Adapt management practices in difficult situations;</li> <li>• Make a decision on contract termination;</li> <li>• Understand and provide advice on all aspects related to contract law and contract management strategies;</li> <li>• Tailor the logistics and inventory management for the delivery of complex goods.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Supervise the management of complex contracts and provide advice on resolving contracts with challenging issues;</li> <li>• Shape the contract management policy at organisational or national level;</li> <li>• Ensure overall alignment with national policy or legal requirements in terms of logistics and inventory management;</li> <li>• Steer the logistics and inventory policy across the organisation with efficiency and effectiveness.</li> </ul>
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Review the documentation required for the payment certification process;</li> <li>• Use relevant techniques and tools to check for double payments;</li> <li>• Assess the conformity of supplies, works or services with the terms and conditions of routine contracts;</li> <li>• Prepare recommendations for approval or rejection of payment.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Assess the conformity of supplies, works or services with the terms and conditions of complex contracts;</li> <li>• Develop mitigation measures to prevent and detect payment fraud, such as double payments;</li> <li>• Sign off or reject payment requests.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Create a culture of performing verification checks across the organisation;</li> <li>• Solve payment issues related to the non-conformity of supplies, works or services of high-value contracts with the terms and conditions of the contract.</li> </ul>
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Perform the contract reporting and evaluation process to ensure that the organisation is extracting lessons learnt from their experience;</li> <li>• Analyse performance data and formulate clear findings and recommendations;</li> <li>• Conduct ex post verification and draft reports on standard cases of underperformance.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Analyse complex cases of underperformance to identify underlying causes and recommend mitigating measures;</li> <li>• Ensure transparency of data and findings in line with organisational and national policies and standards;</li> <li>• Implement the recommendations of audit and ex-post verification reports;</li> <li>• Engage suppliers in performance improvement discussions.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Analyse contract performance reporting to assess the contribution to organisation's objectives;</li> <li>• Review reports on complex cases of underperformance;</li> <li>• Supervise the implementation of audit recommendations and ex-post verification reports;</li> <li>• Develop a culture of supplier engagement within the organisation to create clear communication channels for feedback and improvement.</li> </ul>

#	Type	Cluster	Competency	Description	Basic
19	Procurement specific	Post-award	Conflict resolution & mediation	<p><b>KNOWLEDGE OF: Conflict resolution and mediation processes, including managing complaints and procedures in the context of the national review system.</b></p> <p><b>Conflict resolution or mediation</b> refers to the process of:</p> <ul style="list-style-type: none"> <li>Preventing and solving points of difference, disagreements and conflicts between parties, during all phases of the procurement process and contract management, in order to reach an agreement for the common interest of both parties;</li> <li>Managing complaints filed against the organisation according to the national review system;</li> <li>Understanding of the national review system and remedies system, and conflict solving mechanisms at different levels.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>Identify potential conflicts and refer them to the hierarchy according to organisational policy;</li> <li>Gather information to support the management of the complaints.</li> </ul>
20	Professional	Self	Adaptability & modernisation	<p><b>KNOWLEDGE OF: Change management techniques and tools.</b></p> <p>Public procurement professionals need to <b>respond and adapt</b> to changing tasks and circumstances. Such changes can occur in terms of working methods (e.g. digitalisation), citizens' expectations (e.g. food safety), technological solutions and challenges (e.g. big data and cybersecurity), emergency scenarios (e.g. pandemics, natural disasters) and policy challenges (e.g. climate change).</p> <p>Public procurement professionals must keep abreast of relevant changes in the regulatory, political, and technological environment of public procurement. They must keep an open mind to changing conditions, new ideas and viewpoints and working methods. They must adapt, be resilient to change, and even embrace change by looking for modern and innovative solutions to overcome new procurement challenges. They should be capable of reassessing their approach in emergency situations to ensure compliance while making full use of available flexibilities. They should identify learning and development opportunities that support agile adaptation to change and new tools.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>Accept new priorities positively and apply new tools and processes;</li> <li>Suggest ways to make a change work effectively and demonstrate a positive mindset.</li> </ul>
21			Analytical & critical thinking	<p><b>KNOWLEDGE OF: Analytical and critical thinking approaches and tools.</b></p> <p>Procurement professionals need <b>analytical and critical thinking</b> to evaluate information with accuracy and objectivity. In doing so, they use good judgment, anticipate opportunities and threats and solve problems in an efficient and creative way.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>Gather and analyse relevant data while applying existing qualitative and quantitative approaches in a consistent way;</li> <li>Identify and suggest alternative solutions when solving problems;</li> <li>Show awareness of opportunities and risks throughout the procurement cycle.</li> </ul>

Intermediate	Advanced	Expert
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Anticipate and take steps to prevent potential conflicts;</li> <li>• Objectively analyse the facts of a situation and present clear findings and recommendations for potential solutions;</li> <li>• Participate in the conflict resolution process;</li> <li>• Help address complaints, e.g. by drafting the appropriate response.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Manage procedural and contractual issues such as claims and disputes, etc.;</li> <li>• Manage the conflict resolution process using different conflict resolution, arbitration and mediation techniques;</li> <li>• Provide recommendations to improve organisational procedures for avoiding and resolving conflicts and complaints.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Lead activities in case of conflict escalation;</li> <li>• Provide final approval of the response to complaints;</li> <li>• Implement lessons learnt from review cases at national and European level as well as from good practices and cases that were solved without reaching the level of an official complaint;</li> <li>• Create a culture of conflict resolution and mediation with the tenderers and suppliers.</li> </ul>
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Implement new procurement techniques and approaches in line with procurement modernisation strategies;</li> <li>• Contribute to an environment that facilitates team and individual change and learning processes.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Manage innovation and change efforts to maximise effectiveness, speed of response and adaption;</li> <li>• Adjust internal procedures and workflows according to implemented change initiatives;</li> <li>• Prepare the procurement team and organisation for dealing with, responding and adapting to change; Foster an environment conducive to innovation, learning and development and ensure that learning and development needs are addressed.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Seek out innovative and effective ways to improve the organisation's procurement processes, in line with innovation trends in the public service;</li> <li>• Identify future competences and expertise required by the organisation to quickly respond and adapt;</li> <li>• Set up the organisational context for learning and development and professionalisation through upskilling of the procurement staff;</li> <li>• Encourage a culture of change and innovation in order to deliver better outcomes for citizens.</li> </ul>
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Interpret trends and patterns when processing data;</li> <li>• Review documents with a critical eye, ensuring that implications and risks are considered;</li> <li>• Analyse and raise awareness among colleagues and stakeholders on potential risks and suggest adequate approaches for mitigating risks.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Develop analytical processes to ensure all relevant factors are considered;</li> <li>• Establish criteria to evaluate data, while taking into account both current and future needs;</li> <li>• Adapt the procurement approach based on the situation and requirements.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Determine the nature and scope of analysis;</li> <li>• Interpret analysis outputs to support and motivate strategic decisions;</li> <li>• Lead monitoring of emerging threats.</li> </ul>

#	Type	Cluster	Competency	Description	Basic
22	Professional	Self	Communication	<p><b>KNOWLEDGE OF: Communication tools and techniques and how the public procurement principles apply to various communication situations.</b></p> <p><b>Communication</b> aims to ensure that the goals and processes of procurement policy in general, and individual procurement procedures, are well understood by stakeholders. It relies on the use of appropriate communication channels (oral, written, electronic) in order to deliver relevant and accurate information in line with the public procurement principles of non-discrimination, transparency and equal treatment. In doing so, public procurement professionals need to adapt the communication medium and message to the target audience.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>Listen actively, speak and write clearly, logically and concisely;</li> <li>Ensure efficient release of information through various communication channels;</li> <li>Support the team in designing clear and sound communication deliverables.</li> </ul>
23			Ethics & compliance	<p><b>KNOWLEDGE OF: The applicable procedural rules and principles as well as tools, codes and guidance documents which help ensure adherence thereto.</b></p> <p>Public procurement stakeholders must ensure <b>compliance</b> with all applicable rules, codes of conducts and guidelines and adherence to the principles of public procurement: equal treatment, non-discrimination, transparency and proportionality.</p> <p>All stakeholders involved in public procurement must ensure verification throughout the full range of concrete tasks, making use of available tools to assess the risks of conflict of interest, corruption on the one hand, and anti-competitive practices by suppliers such as collusion and bid-rigging, or potential problems with compliance in their work on the other hand.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>Adopt ethical and professional behaviour in line with the organisation's code of conduct and ethical standards;</li> <li>Demonstrate a compliance mind-set when preparing procurement deliverables.</li> </ul>
24		People	Collaboration	<p><b>KNOWLEDGE OF: Collaborative tools and techniques.</b></p> <p>No public procurement professional works in isolation. To be successful, procurement professionals need to <b>collaborate</b> with each other and their environment. This means working in teams and encouraging the sharing of ideas and strategies and the gathering input and expertise. This is equally applicable for a small organisation where the public buyer will have to rely on both internal and external stakeholders, as well as for larger organisations and central purchasing bodies, where there is a conscious strategy for building multidisciplinary procurement teams for specific procurement procedures (e.g. lawyer, economist, specialist or subject-matter expert).</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>Take accountability for their role and actively contribute to reach the objectives of the procurement team;</li> <li>Understand the importance of building relationships based on trust and reliability;</li> <li>Apply interpersonal skills when working with team members;</li> <li>Act honestly and fairly with others, showing consideration and respect.</li> </ul>



Intermediate	Advanced	Expert
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Use active listening and communication skills in conversations and meetings;</li> <li>• Prepare detailed and accurate communication deliverables, to present procurement priorities through the organisation communication strategy.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Deliver strategic, engaging and persuasive communication with a consistent message around values and objectives;</li> <li>• Implement the communication strategy of the organisation in relation to specific procurement projects by defining the relevant deliverables, overseeing their design and delivery, and creating a structure that ensures a good flow of communication.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Create and champion an open and transparent environment for communication within the organisation;</li> <li>• Define a public procurement communication strategy for the organisation that promotes the organisation's procurement priorities;</li> <li>• Promote creative, innovative and impactful communication methods;</li> <li>• Deal with complex information requests and controversial communication issues both inside and outside of the organisation.</li> </ul>
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Understand and respect the organisation's compliance policies, their scope and the requirements and risks related to them;</li> <li>• Understand and assess the impact and consequences of a violation of ethical standards and compliance policies;</li> <li>• Consult with legal and relevant subject-matter experts when in doubt about compliance related practices.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Promote the organisation's code of conduct and ethical standards among staff;</li> <li>• Review and monitor procurement projects and ensure supply chain processes are compliant with national ethical policies;</li> <li>• Provides practical recommendations for improving adherence with the organisation's compliance and regulatory policies.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Design the organisation's code of conduct and ethics and create the conditions for its observance by the staff, through guidance and training and leadership;</li> <li>• Create the compliance culture of the organisation and align it with government regulations and policies;</li> <li>• Monitor actions and plans that drive effective compliance and constant improvements;</li> <li>• Analyse and identify compliance issues that may threaten the quality of work and organisational development.</li> </ul>
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Contribute to the team dynamics to ensure cooperative and positive working relationships for the team's success;</li> <li>• Develop and enhance relationships within different departments, and with stakeholders, citizens, suppliers, etc.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Promote the importance and benefits of diversity and inclusion within procurement teams;</li> <li>• Share your knowledge with others while acknowledging others' experience and skills;</li> <li>• Facilitate the sharing of expertise and resources with and between teams taking into consideration their structural, functional and cultural dimensions;</li> <li>• Build strong teams that capitalise on differences in expertise, competences and background.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Develop team spirit and culture for effective team work and collaboration;</li> <li>• Promote a conducive environment for team work to achieve results;</li> <li>• Leverage the benefits of diverse teams and stakeholder collaboration to achieve organisational results;</li> <li>• Act as a role model and show strong examples of cooperation in the organisation.</li> </ul>

#	Type	Cluster	Competency	Description	Basic
25	Professional	People	Stakeholder relationship management	<p><b>KNOWLEDGE OF: Key concepts and methods of stakeholder relationship management.</b></p> <p><b>Stakeholder relationship management</b> means creating and maintaining solid internal and external relations based on mutual trust and credibility. Public procurement professionals often need to engage with stakeholders to achieve organisational goals and contribute to the sustainable development of stakeholder relationships.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>Identify internal and external stakeholders and understand their needs;</li> <li>Maintain good working relationships with internal and external stakeholders at an operational level;</li> <li>Consider all stakeholder points of view when analysing problems and opportunities;</li> <li>Seek solutions that balance the needs of various stakeholders and look for win-win solutions.</li> </ul>
26			Team management & leadership	<p><b>KNOWLEDGE OF: Key concepts and methods of team management.</b></p> <p><b>Team management and leadership</b> are key to setting a clear direction and achievable objectives for procurement teams and functions. They should be used to promote a collaborative environment and work towards common goals. This implies using methods and techniques that are tailored to the team to support its members, clearly defining roles and responsibilities; setting individual and group performance expectations; and encouraging the team to work together to achieve the set goals.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>Understand and adapt to various leadership styles;</li> <li>Encourage open communication within the team;</li> <li>Give constructive feedback to ensure continuous improvement within team, organisation and service;</li> <li>Make constructive suggestions for improvement.</li> </ul>
27		Performance	Organisational awareness	<p><b>KNOWLEDGE OF: The organisation's administrative structure, procedures and processes, internal culture and legal and policy framework.</b></p> <p><b>Organisational awareness</b> is the understanding of the administrative structure, organisational culture, as well as the legal and policy framework, that impacts the organisation. It allows one to understand the drivers and motivations of different stakeholders, and to take appropriate actions leading to securing value for money and the best outcome for the organisation.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>Operate according to the organisation's vision, mission and values;</li> <li>Identify relevant training opportunities to support own professional development;</li> <li>Understand the organisation structure and processes, and how different departments influence procurement decisions.</li> </ul>

Intermediate	Advanced	Expert
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Ensure stakeholders' needs are heard and effectively addressed;</li> <li>• Develop good working relationships and communication with internal and external stakeholders based on mutual trust;</li> <li>• Analyse potential positive and negatives consequences to select the most appropriate stakeholder management methods;</li> <li>• Build and manage relationships with subject matter stakeholders to ensure sustainability of stakeholder strategies.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Leverage sound working relationships based on trust, commitment and integrity;</li> <li>• Motivate internal and external stakeholders in order to achieve the desired outcomes;</li> <li>• Facilitate an environment where win-win solutions can be achieved;</li> <li>• Work proactively to anticipate and mitigate potential stakeholder communication challenges;</li> <li>• Develop and leverage strategic stakeholder relationships.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Champion sound and effective working relationships at senior level;</li> <li>• Create a culture of outstanding stakeholder relationship management within the organisation;</li> <li>• Ensure organisational strategies incorporate strong stakeholder relationship management;</li> <li>• Identify and prioritise strategic stakeholder relationships;</li> <li>• Take responsibility for improving stakeholder orientation and engagement at organisational level.</li> </ul>
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Understand the necessity to align team work with the delivery of the organisation's goals and act accordingly;</li> <li>• Give team members regular feedback on their strengths and weaknesses;</li> <li>• Listen and value input from other team members.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Demonstrate assertiveness, confidence and emotional intelligence when managing a team;</li> <li>• Plan, manage, prioritise and delegate responsibilities, in accordance with the team's capabilities;</li> <li>• Encourage and support change initiatives and involve team members.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Develop a culture of best practices and innovation within the procurement team and the organisation;</li> <li>• Promote and support positive team management and leadership practices;</li> <li>• Lead change initiatives to meet policy requirements.</li> </ul>
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Identify the interests and motivations of internal stakeholders and point out associated risks;</li> <li>• Understand and respect the organisation's legal environment;</li> <li>• Seek guidance and advice from experts in the organisation to solve problems.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Design and deliver relevant trainings to convey the organisation's values and working methods;</li> <li>• Promote values and social aspects of the organisation to support successful team work;</li> <li>• Provide the deepest level of knowledge of the organisation internal processes and procedures, and system and tools.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Lead and shape high level internal policy discussions;</li> <li>• Define clear career prospects and staff learning and development opportunities;</li> <li>• Steer the organisation's strategy towards the achievement of value for money.</li> </ul>

#	Type	Cluster	Competency	Description	Basic
28	Professional	Performance	Project management	<p><b>KNOWLEDGE OF: The key concepts and tools of project management relevant for the public administration.</b></p> <p>The effective delivery of a procurement project requires the understanding and application of key concepts, practices and tools to manage procurement procedures. These <b>project management</b> concepts can be used to ensure that procurement projects are delivered in line with the expected timeline, budget, quality, stakeholder involvement and risk mitigation.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>Undertake simple tasks and support the preparation of deliverables;</li> <li>Respect the guidelines and timeline for deliverables and project activities.</li> </ul>
29			Performance orientation	<p><b>KNOWLEDGE OF: Performance management strategies and methods that help identify inefficiencies and monitor the performance of procurement and the way it delivers value for money.</b></p> <p>Public procurement professionals need to focus efforts and prioritise work to <b>deliver value for money</b>, in line with public service guidelines and policies. Their role is to achieve cost savings and strategic and sustainable goals, proactively identify inefficiencies, overcome obstacles and adapt their approach to consistently deliver sustainable and high-performance procurement outcomes.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>Manage time effectively and prioritise work to meet deadlines;</li> <li>Review and improve own performance;</li> <li>Pursue individual goals with energy and persistence, setting high standards of performance;</li> <li>Develop a basic factual understanding of organisational drivers.</li> </ul>
30			Risk management & internal control	<p><b>KNOWLEDGE OF: The different types of risk in public procurement processes and mitigation measures, functions of internal control and audit from the procurement point of view.</b></p> <p>Public procurement takes place at an intersection of public and private interests. It is subject to several layers of <b>internal and external oversight</b>, even including media attention, and is widely identified as a key risk area for fraud and corruption. As such, a big part of a procurement professional's job is managing a number of overlapping risks. This requires rigorous and thoughtful application of mitigation measures and controls, as well as a proactive approach to protecting the interests of the organisation and the public good.</p>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>Understand that procurement is open to risks, such as fraud and corruption, and contribute to their identification;</li> <li>Implement risk management processes such as change management and version control.</li> </ul>

Intermediate	Advanced	Expert
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Make informed and appropriate decisions that support the advancement of the project;</li> <li>• Organise and coordinate activities in line with project objectives and strategy;</li> <li>• Report on project progress and results, including quality assessment;</li> <li>• Successfully manage an individual project from the scoping phase to project closure;</li> <li>• Identify tasks and delegate them using the right resources.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Ensure key project milestones and deliverables are met to deliver project's objectives;</li> <li>• Monitor and deliver multiple complex projects in an uncertain environment;</li> <li>• Handle complex budget issues and stakeholder communication;</li> <li>• Establish a framework and approach for the project, ensuring the right alignment of project objectives with the overall strategy.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Promote relevant project management system and tools for the organisation;</li> <li>• Take accountability for project effectiveness and deployment of the selected approach;</li> <li>• Govern the organisation's project management strategy and anticipate high risks and unexpected situations and mitigate them.</li> </ul>
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Demonstrate perseverance and commitment to achieve team and organisational goals;</li> <li>• Set team goals that support organisational goals and KPIs;</li> <li>• Keep the team focused by setting short and long-term action plans;</li> <li>• Effectively manage team performance to achieve value for money results;</li> <li>• Measure the extent to which targets have been achieved.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Set goals that support performance and value for money targets;</li> <li>• Drive the procurement team to achieve standards and results in line with the values and mission of the organisation;</li> <li>• Monitor and analyse performance, including using statistical analysis techniques, for setting new goals.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Show strategic awareness of the role of internal teams and external stakeholders in delivering successful procurements;</li> <li>• Drive motivation and shape stakeholders' behaviours to achieve organisational objectives;</li> <li>• Create a performance culture and shape an organisational structure that supports goals achievement;</li> <li>• Sets high value for money and procurement performance goals.</li> </ul>
<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Effectively implement the different functions of internal control and audit;</li> <li>• Apply and tailor internal control processes to procurement.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Proactively manage risks to add value to the procurement activities;</li> <li>• Implement advanced risk management and control processes and tools, including IT-based ones;</li> <li>• Integrate the inputs from risk assessment exercises as input for designing procurement strategies and policies;</li> <li>• Suggest improvements to the internal control system of the procurement activity.</li> </ul>	<p><b>Is able to:</b></p> <ul style="list-style-type: none"> <li>• Use advanced risk management and control activities both at operational and strategical level;</li> <li>• Master all internal and external assurance functions and use them to add value to the procurement activity;</li> <li>• Fully integrate control and risk management processes into governance and operational procurement systems, using established channels of communication with competition and anti-corruption authorities;</li> <li>• Use the benefits of procurement system and tools to enhance the design and the implementation of controls.</li> </ul>





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