

Background

The [Competency Framework](#) was developed to support the delivery of the recommendations in the Review of Public Procurement in Scotland (2006) which related specifically to People and Skills (Section 8).

The diversity of work involved in procurement necessitates that procurement staff are competent in a variety of generic procurement skills in addition to the specific technical skills and knowledge required when procuring for different sectors and commodities.

It is intended that the competency framework will compliment and not replace existing staff development tools in organisations, by ensuring that the skills are specific to procurement. The flexibility of the framework will ensure that it can be utilised by all sectors and this will support the development of procurement staff using a consistent and measurable approach across the Scottish Public Sector. It should be noted that the skills are applicable to all staff where procurement activity is an integral (even if limited) part of their role, it is not restricted to staff employed in a specific procurement post.

The framework was developed by '[The People and Skills Working Group](#)' which is a cross-sectoral group with representation from all Centres of Expertise and Emergency Services in Scotland. In the course of their work the Group made reference to the following sources; Northern Ireland Procurement Career Path, Training & Development; Improvement and Development Agency Skills Framework; Government Procurement Services Skills Framework and the NHS Knowledge and Skills Framework.

Benefits

The benefits which can be derived from use of the competency framework apply to individuals and organisations.

- Individuals can carry out a 'self assessment' of their own skills to enable them to identify their own development path and take ownership of their career.
- Organisations can identify 'role profiles' which will enable them to identify the skills and competency levels required for different roles.
- Skills gaps can be identified within departments and organisations and appropriate development plans developed to fill the gaps.

The Competency Framework

The framework is divided into two competency suites:

- Technical
- Non-Technical

Technical Competencies.

This suite contains the specific procurement skills required in the majority of procurement roles; however the level of competency will vary according to the role.

- Procurement Process
- Negotiation

- Strategy Development & Market Analysis
- Financial
- Legal
- Results Focus
- Systems Capability
- Inventory and Logistics

Non-Technical Competencies

The non-technical competencies suite focuses on the more generic skills required for staff in a procurement role. These competencies may already be identified within an organisation's staff development programme and therefore may not be required

- Organisational Awareness
- Self Management
- Leadership
- Communication
- Relationship Management

Levels of Competency

The level of competency required for each skill will be dependant on the organisation and the grade of post within the organisation. To assist in the process of assessing competency, five levels have been identified ranging from Level 0 which represents limited or no competency required through to Level 4 which represents the highest level of competency.

Competence Profiles

A number of competence profiles can be developed using the competency framework.

Role Competence Profile - for each procurement role within an organisation.

Individual Competence Profile - for each individual involved in procurement for comparison against the role competence profile to identify areas of where training and development is required in their current role and also the development required for future roles.

Organisational Competence Profile - can be compiled from the individual competence profiles within the organisation and will provide an overview of the organisation's strengths and weaknesses.

Assigning Competency Levels

The competency levels are cumulative, with each level building on the previous one, therefore a competence profile of Level 2, indicates the requirements of Levels 0 and 1 have been met.

A competency level of 0 or 1 is not an indication of inferior performance. The competency level of is a measure of the complexity, scope, impact and knowledge relative to that skill.

Examples

Data Analysis – The competency range begins at Level 0 where the post holder is not required to understand or use data analysis techniques. At Level 1 the post holder will be expected to be competent at analysing a limited range and complexity of data. Moving on through the levels, a higher level of competency is required as the requirement to understand the various data analysis techniques available and applying them appropriately increases with the range, complexity and impact of incorrect analysis.

Implements Policy – At Level 0, competency is required to implement policy as directed, knowledge of the source and the wider implications of the policy are not required. Moving through the levels increased competency is required to identify the variety of policies which may have implications and the ability to understand, interpret, implement and devise policy is required.

EU Public Procurement Legislation – A competency of Level 1 would indicate that an individual was aware of the constraints of the legislation and that there is a direct impact on procurement activity. They would not be expected to quote directly from the appropriate regulations or apply them without supervision. At Level 2, an individual would be required to have a more detailed knowledge of the legislation, be able to apply it and able to identify when further guidance is required.

How to Navigate around the Competency Framework

The [Competency Framework](#) can be downloaded and saved onto your computer.

Open the document and click on the Instructions & Personal Details tab, and enter your name and post at the top of the page (If you are completing a role profile, enter only the name of the post).

Clicking on the headings listed will take you into that particular competency, alternatively you can go any particular competency by clicking on the tabs at the bottom of the page.

Each competency has a number of skills listed and each has statement which identifies the level of competency. Read each statement and decide if it reflects your current level of competency (or the level of competency required for a post), if it does select the drop down box that reads 'false' and select 'true'; if the statement does not reflect the competency level leave the indicator as 'false'. Move through the framework selecting a 'true' statement for each of the skills listed in each competency.

When all the 'true' statements have been selected, click on the 'Personal Summary' tab. The information summarised here provides the competency profile. If completing an 'individual competence profile' information is also provided on the next suggested level of competence to be attained. There is also space to identify the development action required and a review date.