

## Country case: The Scottish procurement competency framework

### Description

The procurement competency framework of the Scottish government identifies the skills and competency levels required by all staff involved in the procurement process. It has been developed by the cross-sectoral people and skills working group to support the delivery of the recommendations in the Review of Public Procurement in Scotland (2006) which related specifically to people and skills. The framework is intended to compliment, not replace, existing personal development tools in organisations.

Public Procurement

Principle: **Capacity**

Procurement Stage:

**All phases**

Audience: **Policy Maker,**

**Procuring Entity**

The framework identifies thirteen key competencies:

- **Procurement process:** has the sufficient knowledge and understanding in sourcing and tendering methods to carry out duties associated with role.
- **Negotiation:** has the ability to negotiate within the scope of the role.
- **Strategy development and market analysis:** has the strategy development and market analysis skills necessary to carry out duties associated with role.
- **Financial:** has the financial knowledge and understanding needed to carry out duties associated with role – elements include appraisal of suppliers' financial positions, total costing and the compliance frameworks that exist for public sector finance and procurement.
- **Legal:** has sufficient understanding of legislative frameworks relating specifically to procurement to carry out duties associated with role.
- **Results focus:** is aware of how personal and team objectives contribute to the success of the organisation and continually demonstrates commitment to achieving these.
- **Systems capability:** has the knowledge and understanding of systems and processes utilised in the procurement of goods and services. Specific system competencies may be localised to specific systems.
- **Inventory, logistics and supply chain:** has the knowledge and understanding of materials management solutions to carry out duties associated with role – elements include inventory, logistics, warehouse management, etc., specifically organisations which hold stock. Knowledge and understanding of supply chain management techniques – not restricted to organisations holding stock.
- **Organisational awareness:** clearly understands roles and responsibilities, how procurement should be organised and where it should sit within the organisation.
- **Self-management:** responds quickly and flexibly where required, supporting others whilst striving to improve skill application in line with organisational requirements.
- **Leadership:** contributes to the achievement of team goals by providing support, encouragement and clear direction when appropriate.

- **Communication:** openly shares relevant information and communicates in an effective and timely manner using a variety of means.
- **Relationship management:** identifies different types of customers and stakeholders and formulates strategy for managing relationships.

Source: OECD (2013), [Public Procurement Review of the State's Employees' Social Security and Social Services Institute in Mexico](#), OECD Publishing, Paris.