COMPETENCY BASED FRAMEWORK
FOR
PROCUREMENT OFFICERS

Government Procurement and Property Management Division

Department of National Properties

Ministry of Finance

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In Consultation with:

All the Procurement Officers under Royal Government of Bhutan

Acronym:

1. *CBF: Competency Based Framework*
2. *ADB: Asian Development Bank*
3. *PPPD: Public Procurement Policy Division*
4. *GPPMD: Government Procurement and Property Management Division*
5. *LZ: Lhengye Zhungtsho*
6. *VfM: Value for Money*
7. *RCSC: Royal Civil Service Commission*
8. *HRC: Human Resources Division*
9. *DNP: Department of National Properties*
10. *KSA: Knowledge, Skills and Abilities*
11. *PL: Proficiency Level*
12. *FDG: Focused Group Discussion*
13. *CIPS: Chartered Institute of Procurement and Supply*
14. *INCOTERM: International Commercial Terms*
15. *CRM: Customer Relationship Management*
16. *SPP: Sustainable Procurement Plan*
17. *RGoB: Royal Government of Bhutan*
18. *CDI: Competency Development Intervention*
19. *SWOT: Strength, Weakness, Opportunity, Threat*
20. *MI: Management Information*
21. *IT: Information Technology*

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1   Background

1.1   About the Department

In view of the Government's effort to create a robust and dynamic procurement system which is efficient, effective, transparent and fair, the Ministry of Finance, Royal Government of Bhutan has embarked on major procurement reform to improve the public procurement system in the past. In 1999 with technical assistance from Asian Development Bank (ADB), Government revised the procurement manual of 1988 and created procurement rules and regulations. Recognizing the critical contribution of having a robust and dynamic procurement rules and regulations the Public Procurement Policy Division (PPPD) was established in 2008. The first major procurement reform was initiated with a financial assistant from the World Bank and Technical Assistant from ADB and PRR 2009 and subsidiary documents like Standard Bidding Documents for Goods, Works and Services were published.

The PPPD was restructured from policy body to functional division and named as Government Procurement and Property Management Division (GPPMD) in 2015 on the directive of Lhengye Zhungtshog (LZ). Today, along with three other divisions, GPPMD functions under the Department of National Properties with the aim to achieve the Value for Money (VfM) in public procurement by clearly defining benefits and preventing waste and fostering competition, transparency and accountability during the tendering process.

1.2   Vision of the Department

"Fair and transparent public procurement and property management towards strengthening public financial management"

1.3   Missions of the Department

Strengthen strategic national procurement and property management towards effective and efficient public expenditure management.

1.4   Core Values

The core values are vital for building a best-in-class procurement operation. These core values are in direct alignment with the national values:

- Inclusiveness and diversity through engaging local suppliers, and utilizing diverse and disadvantaged suppliers where possible;

- Integrity and transparency through ethical behavior, compliance with stated practices and policies, and communication of our goals and results;

- Effective stewardship through ongoing financial goal setting to deliver value, emphasizing vendors promoting sustainable products and operating in a manner which supports attainment of the national financial objectives.

1.5   Core Functions of GPPMD

- Develop and promulgate implementing regulations, methodologies, guidelines and documentation such as standard bidding and contract documents for the benefit of procuring agencies;

- Build continuous capacity development plan for procurement officers with a view to improving the procurement system;

- Achieve cost cuttings for the government through central procurement.

- Ensure proper maintenance of government property and prevent pilferage and loss of such properties.

- Maintain nationwide inventory records of all government assets.

- Generate revenue for the government through timely disposal of obsolete government properties through open public auction.

2 Competency-Based Framework for Public Procurement Officer

2.1 Introduction

The Royal Civil Service Commission (RCSC) launched the CBF for Civil Service in collaboration with Singapore Polytechnic International, with funding support from Temasek Foundation International, Singapore. The programme is aimed at strengthening the capacity and capabilities of the civil servants based on their role specific competency to enhance professionalism, growth and development to contribute optimally to the nation building. The RCSC started the programme by identifying positions to develop and implement the competency framework based on the critical nature of the service.

One of the positions amongst many identified was procurement officer. The CBF of the Procurement Officer has been developed to further enhance the capacity and capabilities of the procurement officers to be efficient and effective in the changing dynamics of responsibilities. This has arrived after a series of comprehensive consultation workshops with Procurement officers at Agency Level for validation which has been in line with the Vision, Mission and Objectives of the Ministry of Finance. The CBF for procurement officers includes 3 key roles, 2 competency areas and 24 key competencies-15 technical competencies and 9 leadership competencies exclusively identified and designed for the procurement officers in the Civil Service.

2.2 Purpose

The CBF highlights the knowledge, skills and abilities required for a public procurement professional to achieve a high level of professional competence and deliver the highest standard services. The framework is developed with the following aim and objectives.

2.3 Aim

Build a fraternity of public procurement professionals who are highly knowledgeable, skillful and competent in delivering efficient and effective public services of the highest standard.

2.4 Objectives

1. Provide a structured approach/Road-map to build competencies required for the Procurement Officers at different position levels,

2. Guide and ensure optimum utilization of limited resources allocated for Professional Development of Procurement Officers,

3. Guide future recruitment process, succession planning, performance management, and rewards & recognition and,

4. Institute competency-based procurement service to accomplish excellence in procurement service delivery.

2.5   Framework Development Processes

The development of framework involved identifying Role Profiles, Competency Areas, Key Competencies, Behavioral Indicators and Proficiency Levels through a rigorous, consultative and inclusive process with key stakeholders.

2.6   Timeline

Cascading Workshop on CBF

Two each POs from Ministry, Dzongkhag and Autonomous body and one from GPPMD

November 23-28, 2020

January 2021

Develop Questionnaire to find the skill gap

1st Consultation meeting

Consultation meeting at Gyelposhing with Eastern Region POs to validate the role and discuss on BI

February 19th, 2021

Presentation to Management

March 7th, 2021

Presentation to RCSC

March 25th, 2021

December 7-12, 2020
Retreat

Six days retreat at Wangdiphodrang

February 2nd week, 2021
Questionnaire Review

February 26th, 2021
2nd Consultation Meeting

Consultation meeting at Institute of Management Studies with Western Region POs to validate the role and discuss on BI

March 17th, 2021

Presentation to HRC

2.7   Structure

Technical Competencies

Leadership Competencies

2.7.1 Identification of Key Role (Example)

The key role is an organized set of behaviors that are crucial to achieve the current and future goals of the Government Procurement and Property Management Division under the Department of National Properties. Following are the key roles expected to be performed by the Procurement Officer.

a. Procurement Specialist
b. Procurement Strategist
c. Property Manager

2.7.2 Description of Role Profile

The role profile is the description of roles that Procurement Officer are expected to demonstrate in achieving the outcomes of the Government Procurement and Property Management Division under Department of National Properties. It defines outcomes and competencies for an individual role concentrating on outcomes rather than duties, which provides better guidance than a job description on expectations. It does not constrain Procurement Officer to carry out a prescribed set of tasks.

Role Profile of Procurement Officer

SN	Key Role	Role Description
1	Procurement Specialist	Responsible for process including purchasing goods/works and services, supply chain/contract management, evaluating suppliers/contractors/ consultant, supply, service or work order, and contract negotiation and vendors management.
2	Procurement Strategist	Conducting need assessment, identifying procurement strategy, analyzing procurement, supply and contract risk, invent negotiation strategies and secure profitable deals and assessing vendors' performance.
3	Property Manager	Management of public properties to ensure that it is properly maintained and utilize for rightful purposes.

2.7.3 Identification of Competency Areas

The competency area is the clustering of key competencies by related behavior and functions of each role. It comprises a set of Knowledge, Skills and Abilities (KSA) that result in essential behaviors expected from Procurement Officer. The framework has identified four (4) competency areas; common leadership competency area for all the three key roles and technical competency for every three-key role as follows: -

Role	Key Role	Competency Area
1	Procurement Specialist /Strategist/ Property Manager	1. Leadership
2	Procurement Specialist	2. Technical
3	Procurement Strategist	3. Technical
4	Property Manager	4. Technical

2.7.4 Identification of Key Competencies

The key competency is an observable behavior that indicates the presence of the particular competency. Generally, it is broadly divided as core competency, leadership competency and technical or functional competency. The framework has identified twenty-four (24) key competencies as tabulated below: -

SN	Key Role	Competency Area	Key Competencies
1	Procurement Specialist, Strategist & Property Manager	1. Leadership	1.1 Innovation and sustainability
			1.2 Relationship management
			1.3 Emotional Intelligence in decision making
			1.4 Task Management
			1.5 Professionalism
			1.6 Fostering communication
			1.7 Change management
			1.8 Conflict management
			1.9 Negotiation skill

2	Procurement Specialist	2. Technical	2.1 Legislative framework alignment
			2.2 Procurement process
			2.3 Financial Acumen
			2.4 Supply chain Management
			2.5 Contract management
			2.6 Technology Aptitude
3	Procurement Strategist	3. Technical	3.1 Financial Acumen
			3.2 Supply chain Analysis
			3.3 Analytical skills
			3.4 Strategic Planning
			3.5 Risk Management
4	Property Manager	4. Technical	4.1 Technological Aptitude
			4.2 Inventory management
			4.3 Logistic management
			4.4 Accounting and finance management

2.7.5 Identification of Behavioral Indicators

The Behavioral Indicators is the description of competencies based on various proficiency levels. It outlines a collection of desired and observable motives, traits and behaviors when executing or carrying out the assigned task. It serves as a tool to guide evaluations of employee performance. The framework has identified 37 behavioral indicators.

Competency Area	Key Competencies	Behavior Indicators
Key Role 1. Procurement Specialist/Strategist/Property Manager		
Leadership Competency	1.1 Innovation and sustainability	1.1.1 Applies sustainable and innovative techniques in the procurement process to spend the resources judiciously
	1.2 Relationship management	1.2.1 Integrating the right technology, processes, resources, and tools needed to align your organization with your suppliers, contractor and service provider to create stronger and more loyal relationships
	1.3 Emotional Intelligence in decision making	1.3.1 Demonstrates self-awareness, self-regulation, motivation, empathy and social skills.
	1.4 Task management	1.4.1 Demonstrates the ability to work effectively with colleagues and partners from different backgrounds, cultures and functions to achieve shared goals
		1.4.2 Optimize results by managing workload and resources to complete the work on time and review processes for continuous improvement.
	1.5 Professionalism	1.5.1 Demonstrates behaviors that include fairness, respect, inclusiveness, integrity, and ethical conduct and practices behaviors that promote diversity and inclusion in dealings with consistent with laws, regulations, Policies and Principles of

			Community.
	1.6 Fostering communication	1.6.1	Is sensitive, compelling and clear in formal and informal communications, which encourage engagement and contribution to improved outcomes for all the involved stakeholders. Demonstrates behavioral flexibility in engaging colleagues, partners and persons of concern of different cultural backgrounds, gender, or with different objectives; has well developed listening skills; explains complex matters in an informative, inspiring and motivational way.
	1.7 Change management	1.7.1	Ensuring that the identified change is carried out effectively and efficiently to aligning changes with the organization's strategic direction managing resistance to change
		1.7.2	Develops strategic goals for change, objectives and customer expectations
		1.7.3	Demonstrates flexibility, both intellectually and behaviorally, to adapt to and work effectively in a variety of situations.
	1.8 Conflict management	1.8.1	Recognizes the potential for conflicts, confrontation and disagreement.
		1.8.2	Resolves conflicts, confrontations and disagreements in a constructive manner.
	1.9 Negotiation skill	1.9.1	Demonstrates use of a direct and diplomatic style; challenge information to detect discrepancies in reasoning
		1.9.2	Shows an excellent sense of timing, quickly gain trust and respect of all other parties to the negotiations
		1.9.3	Lead fact-based decision-making for long-term strategic issues; analyze the wider business and political implications when making decisions, including the effectiveness of outcome and Share strategic insights and knowledge to help others make sound decisions

Key Role 2: **Procurement Specialist**			
Technical Competency	2.1 Legislative framework alignment	2.1.1	Awareness of public procurement policies, related laws
		2.1.2	Understand the associated implications that regulates procurement
	2.2 Procurement process	2.1.3	Dexterously administers the procedural aspects of public procurement, precisely implements the rules governing the public procurement and skillfully understands the risk of non-compliance to the rules.
	2.3 Financial acumen	2.1.4	Applies a broad understanding of financial management principles and other quantitative information to ensure decisions are fiscally responsible and based on the procurement budget and,
		2.1.5	Evaluates, Optimizes and controls all aspect of cost of the procurement project to monitor and ensure that the project remains aligned with the forecasted budget
	2.4 Supply Chain management	1.1.1	Implements best approach towards supply chain management
	2.5 Contract management	1.1.2	Demonstrates excellent understanding of the contract and how the services should be delivered to support and improve the contract, utilize knowledge of the contract for right delivery, performance and pricing models can be applied to ensure successful delivery of the goods and/or services comprehension of the operational and financial risks.
	2.6 Technological aptitude	1.1.3	Applies and improves extensive and in-depth specialized knowledge, skills, and judgments by assessing and transplanting information technology into responsive and effective procurement solutions
Key Role 3: **Procurement Strategist**			

Technical Competency	3.1 Financial acumen	3.1.1	The aim of financial management in procurement is to maximize value for every member in the value chain while minimizing costs and reducing risks
	3.2 Supply Chain analysis	3.1.1	To evaluate every stage of a supply chain from the start of the procurement process till the end.
	3.3 Analytical skills	3.3.1	Displays analytical thinking by identifying, defining and analyzing information, situations and problems. Arrives at viable solutions through a variety of approaches: critical thought, methodical review of implications, intuition and rational conclusions.
		3.3.2	Displays skills to quality-checking data from multiple sources, choosing appropriate metrics measurements, to provide the organization with analytics-based solutions.
	3.4 Strategic planning	3.3.3	Demonstrates the ability to understand the broader procurement picture; to develop and communicate a clear strategic direction, taking into account the needs of persons of concern and the interests of the organization as a whole.
		3.3.4	Formulate SWOT analysis for transforming the organization's mission, goals, and objectives into measurable activities to be used to plan, budget, and manage the procurement function within the organization.
	3.5 Risk management	3.3.5	Understands and apply organizational policies/procedures to manage and control both financial and non-financial risks to which the organization might be exposed.
		3.3.6	Detects and evaluate risk factors that could adversely affect the implementation of the organization's strategy.
		3.3.7	Demonstrates basic understanding of the entity's risk components and organizational controls.
		3.3.8	Develops and implements procedures to mitigate identified risks or exposure to

		risk, and disclosing risk information to both internal and external stakeholders.
Key Role 4: Property Manager		
Technical Competency	4.1 Technological aptitude	4.1.1 Keeping abreast of changing inventory and property record keeping trends to focus on organization on digital transformation, supplier synergies, and inventory management, Cost savings through use of technologies to improve specialized knowledge and judgments by assessing and translating information technologies into responsive and effective procurement solutions.
	4.2 Inventory management	4.1.2 Manage the inventory and record to ensure that it is properly maintained and used for rightful purpose.
	4.3 Logistic management	4.1.3 Ensures proper planning and managing the safe movement/transportation and distribution of the property on time and place. Implement and controls the flow and storage of goods, services and related information between point of origin and point of consumption.
	4.4 Finance management	4.4.1 Provide sufficient information on value of stock held, provide basis for issue rate and convenient means of stock control by value

2.7.6   Classification of Proficiency Levels

The proficiency level is categorized based on the level of expertise. It describes the levels of a competency required to perform a specific job successfully. There is a progression of proficiencies at each level. The proficiency level of Procurement Officer is categorized into four levels as i) Foundation (P5 & P4), ii) Intermediate (P3) and iii) Experienced (P2) and iv) Expert (P1). The framework has identified thirty-seven (37) behavioral indicators across four levels of proficiency.

The proficiency will enable individual officials to distinguish the type of competencies expected in their career path, which will give them an opportunity to enhance competency in achieving current as well future career goals. As the officials in position levels of P5 & P4 play similar roles, their proficiency levels are merged together. Further, the proficiency level will set a benchmark for the recruitment and deployment. The proficiency levels of each key competency are detailed below:

Competency Area: 1. Leadership Competency			
Key Role: Procurement Specialist/Strategist and Property Manager			
1.1 Key Competency: Innovation and sustainability			
Behavior Indicator: 1.1.1 Applies sustainable and innovative techniques in the procurement process to spend the resources judiciously			
PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Demonstrate basic awareness of sustainable and innovative techniques in procurement process. Undertake basic lifecycle impact mapping to identify sustainable risks and opportunities. Engage stakeholders to develop specifications that have key contract terms and Key	Perform sufficient level of sustainable and innovative technique in procurement process. Manage the implementation of sustainable and innovation initiatives, bringing forward ideas for participation and engagement. Keep understanding current through on-going personal development and benchmarking through, for example, knowledge	Perform an advance level of sustainable and innovative technique in procurement process, Set the organizational priorities and objectives for sustainable procurement in their sphere of influence through use of prioritization methodology and other national tools. Evaluate the effect of key policies and regulations.	Pioneer innovative and sustainable technique in procurement process. Partner with international organizations for best practices and innovations. Ensure appropriate sustainable procurement support and training is in place for staff with procurement responsibilities. Develop frameworks to promote

Performance Indicator to drive sustainable procurement. Possess basic knowledge of standards that apply and evidence required for exclusion within selection, exclusion and award criteria relating to sustainable procurement.	sharing with peers. Collect relevant data to meet organizational reporting obligations.	Manage the implementation of sustainable procurement initiatives, bringing forward ideas for participation and engagement. Develop a culture of commitment to sustainable outcomes embedding these into all areas of procurement activity. Collaborate with procurement colleagues nationally to maximize sustainable outcomes achieved, routinely sharing knowledge and learning to improve national capability. Collate and analyze reporting data produced in sphere of influence to inform organizational procurement strategy and annual reports.	the incorporation of new technologies and innovation and generate added value for all parties. Lead contribution to national and international forums, associations or workgroups set up to share exceptional working practice in sustainable procurement. Promote a culture of taking personal responsibility for delivering sustainable procurement outcomes. Recognize and promote the interdependency between strands of sustainable procurement and its contribution in delivering VfM.

1.2 Key Competency: Relationship management

Behavior Indicator: 1.2.1 Integrating the right technology, processes, resources, and tools needed to align your organization with your suppliers, contractor and service provider to create stronger and more loyal relationships

PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Develop the basic skill of relationship by, building cultural of listening, recognizing the emotion of others and set clear expectation.	Apply the relationship skills to build relationship with suppliers, contractors and services providers to reduce cost, minimize price volatility and increase efficiency.	Categorized the suppliers, contractors and Service providers as per the importance and identify the key suppliers, contractors and Service providers.	Assess the risk associated with the relationship management and devise plan to mitigate risk.

1.3 Key Competency: Emotional Intelligence in decision making

Behavior Indicator: 1.3.1 Demonstrates self-awareness, self-regulation, motivation, empathy and social skills			
PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Display individual's effectiveness and performance at work. Maintain self-regulation.	Display efficient decisions and good overall judgements.	Use objective reasoning and insight to take into consideration critical aspects of long-term decisions.	Demonstrate ability to maintain self-regulation and influence other to motivate.

1.4 Key Competency: Task Management

Behavior Indicator: 1.4.1 Demonstrates the ability to work effectively with colleagues and partners from different backgrounds, cultures and functions to achieve shared goals			
PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Assist the team in tracking the task from the beginning, setting deadlines, priorities and assigning them to right people.	Accept and is willing to carry out new tasks which are important for the achievement of the work-related aims of others.	Set a positive example to others and accepts a changing role in the team depending on work requirements.	Actively seeks others' views and ideas and shows respect for different attitudes, skills, knowledge and approaches. Demonstrate the ability to develop effective working relationships with peers and senior management.

Behavior Indicator: 1.4.2 Optimize results by managing workload and resources to complete the work on time and review processes for continuous improvement.			
PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Coordinate own work with that of the team to meet agreed priorities and deadlines.	Willingly puts in extra effort without being asked, and adopts a "hands on" approach whenever necessary to achieve objectives, or to meet unexpected challenges.	Address problems rather than ignoring them or passing them on, choosing the right option, not necessarily the easiest, and focusing on solutions not obstacles.	Build and lead a mutually supportive team, in which all team members are motivated and encouraged to make their contribution, encourages initiatives. Recognize the broad organizational picture as well as

			the interrelationships between different work areas and activities in order to promote coordination and integration of agency's processes.

1.5 Key Competency: Professionalism

Behavior Indicator: 1.5.1 Demonstrates behaviors that include fairness, respect, inclusiveness, integrity, and ethical conduct and practices behaviors that promote diversity and inclusion in dealings with consistent with laws, regulations, Policies and Principles of Community

PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Display a basic level of professionalism knowing how to handle the task in an efficient and confident manner, Get the work done on time and Express confidence and Strive to become better at what you do.	Display a Mid-Level of professionalism characteristics by Consistently relating own goals and means to that of the agency and Striving to create a team atmosphere where all points of view can be communicated, understood and accepted.	Display Highest Level of Professionalism by Demonstrating a sense of responsibility, welcoming the opportunity to take command of a task and see it till completion. Taking personal responsibility creating a perception of professionalism among peers.	Displaying desire for continuous improvement by reviewing and recommitting to professional behaviors. Setting example for peers and team members by demonstrating integrity, resilience, initiative, teamwork and a positive attitude. Delivering constructive criticism to team members to ensure that the team members understand your concerns. Striving to help team members improve.

1.6 Key Competency: Fostering communication

Behavior Indicator: 1.6.1 Is sensitive, compelling and clear in formal and informal communications, which encourage engagement and contribution to improved outcomes for all the involved stakeholders. Demonstrates behavioral flexibility in engaging colleagues, partners and persons of concern of different cultural backgrounds, gender, or with different objectives; has well developed listening skills; explains complex matters in an informative, inspiring and motivational way.

PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
(Listens and conveys information clearly.) Choose the most effective mode of communication for any situation taking into consideration the values. Demonstrate openness in sharing information and keeping staff informed. Ask question to clarify, and exhibits interest in having two-way communication. Listen carefully and genuinely to the views and positions of others; acts on received information.	(Engages in daily communication with peers and immediate work colleagues successfully.) Bring clarity and professionalism to verbal and written form of communication, including communication in the language(s) appropriate to role, exhibiting commitment to two-way communication. - Speak and write clearly and effectively. Adapt their communication style to an understanding of diversity (e.g. ethnic, religion, gender, etc). Seek to share information with others, both face-to-face and through communication and information technology as appropriate with due respect for the confidentiality of specific sensitive information, e.g. individual case information, privacy issues, etc.,.	(Pursues open channels of communication with other teams and relevant partners, and actively promotes ideas and manages information flow.) Keep staff informed of decision and directive of senior management and communicate them in a manner that ensures understanding and acceptance. - Listen and seek to understand without bias, and respond appropriately. Understand the audience's requirements and key concerns; choose appropriate language and media, and responds. Listen to, and seek to understand through clarification, the views and positions of others, while not necessarily accepting information at face value.	(Identifies and shapes the area of responsibility's message to internal and external partners; implements) communication strategy Seeks consensus with others through a persuasive, flexible approach. - Shares information and keeps others up to date; actively seeks others' views and ideas and respects their contribution. Advocates the organization's values and mission through communication processes. Develops a network of appropriate contacts inside and outside the organization to gain information. Encourages their involvement and support for the cause of persons of concern.
1.7 Key Competency: Change management			

Behavior Indicator: 1.7.1 Ensuring that the identified change is carried out effectively and efficiently to aligning changes with the organization's strategic direction managing resistance to change			
PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Able to analyze the situation to fully understand and make the most of it, adapting to the local convention and acceptable norms.	High degree of self-insight, with accompanying understanding of own impact on others and of the possible consequences of change on ways of working and on relationships.	Adapt leadership and interpersonal style to different circumstances; manage the possible stress linked to change for self and the team.	Able to recognize that other people have different attitudes and approaches. Accept that other people's points of view are as worthy of consideration as own. Remain positive, calm and reliable during times of turbulence, and consistently behaves with maturity and reasoned judgements.
Behavior Indicator: 1.7.2 Develops strategic goals for change, objectives and customer expectations			
PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Able to modify own priorities or objectives in the light of a new or evolving situation.	Able to break down the challenges of major change into manageable tasks for self and others to achieve.	Build a climate in which others are prepared to innovate and offer suggestions for improvement.	Build a climate in which people are prepared to promote change and adapt to change, are positive toward change initiative and support them actively. Initiate and implement important changes, influence to gain support, maintain the effort with determination in spite of resistance.
Behavior Indicator: 1.7.3 Demonstrates flexibility, both intellectually and behaviorally, to adapt to and work effectively in a variety of situations			
PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)

Is able to demonstrate flexibility in switching rapidly from general tasks to more specialized activities whilst remaining effective in the job. Able to accept changing role in the team as work requires.	Maintain an awareness of changes in Rules and Policies, assesses the implication of these changes and modify own and/or office practices accordingly Adapt comfortably to a range of working situations and to a variety of people at different levels.	Influence others and involve them appropriately in changes. Tries to learn from and build upon successes and failures.	Is vigilant for improvement in processes and outcomes. Does not accept the status quo. Take positive action to create useful changes in processes and methods of work in order to adapt to changes in the environment and to maintain their team effectiveness.

1.8 Key competency: Conflict management			
Behavior Indicator: 1.8.1 Recognizes the potential for conflicts, confrontation and disagreement.			
PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Able to express disagreement in constructive ways that focuses on the issue and not the person.	Must be able to distinguish between objective facts and subjective elements of individual problems and grievances through careful listening and meticulous study of all relevant documentation.	Establish a helping relationship which respects the individual, whilst aiming at understanding the perspective of other parties and acknowledging cultural, age, gender and diversity differences. Promote a mindset of co-operation, teamwork and a commitment to building and maintaining trust among colleagues.	In case of failure by the parties to come to agreement, drafts case summaries and makes specific proposals which reflect a final verdict or an administrative decision.
Behavior Indicator: 1.8.2 Resolves conflicts, confrontations and disagreements in a constructive manner			
PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Able to show neutrality and	Encourage the different parties to	Intervene promptly in cases of	Handle potentially delicate and

respect of confidentiality in dealing with others, and use knowledge of rules and organizational practices.	explore the problem from different angles in order to clarify the facts of contentious issues and/or to reestablish meaningful communication.	unproductive conflict among colleagues, settling them equitably; involves external parties when necessary. Work to promote a professional environment in which subordinates feel they are treated fairly: relies on trust to get disagreeing parties to talk openly and calmly about difficult subjects.	conflictual situations well and models professionalism to those inside and outside the organization. Able to request outside help for conflict resolution such as ombudspersons or mediators as positive choices when situations can no longer be managed internally.
1.9 Key competency: Negotiation skill			
Behavior Indicator: 1.9.1 Demonstrates use of a direct and diplomatic style; challenge information to detect discrepancies in reasoning			
PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Always demonstrate neutrality and respect of confidentiality in dealing with others. Use knowledge of rules and organizational practices.	Show the ability to manage conflict between people.	Use conflict as an opportunity to explore perspectives and value diversity of opinion; promote an environment where disagreements are aired and worked through to agreement.	In case of failure by the parties to come to agreement, draft case summaries and make specific proposal.
Behavior Indicator: 1.9.2 Shows an excellent sense of timing, quickly gain trust and respect of all other parties to the negotiations			
PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Manage self and personal reaction well in dealing with conflicted parties. Show respect for parties involved; gain trust.	Hold oneself and others accountable for respecting organizational standards of civility in all circumstances.	Work to promote a professional environment in which subordinates feel they are treated fairly: relies on trust to get disagreeing parties to talk openly and calmly about difficult subjects.	Demand professionalism and civility while handling conflict. Set standards and make decision when needed.

Behavior Indicator: 1.9.3 Lead fact-based decision-making for long-term strategic issues; analyze the wider business and political implications when making decisions, including the effectiveness of outcome and Share strategic insights and knowledge to help others make sound decisions

PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Proactively deal with conflict, before it can affect the team's output.	Distinguished between objective facts and subjective elements of individual problems and grievances through careful listening and meticulous study of all relevant documentation.	Established a helping relationship which respects the individual, whilst aiming at understanding the perspective of other parties and acknowledging cultural.	Handle potentially delicate and conflictual situations well and model professionalism to those inside and outside the organization.

Competency Area 2: Technical Competency

Key Role: Procurement Specialist

2.1 Key Competency: Legislative framework alignment

Behavior Indicator: 2.1.1 Awareness of public procurement policies, related laws and pragmatic application

PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Basic awareness of the public procurement policies, rules, regulation and related laws.	Understand the public procurement policies and related laws through the experience and know when to seek advice.	Understand and able to comply with public procurement policies and related laws through knowledge and experience. Has the knowledge and ability to provide sound advice. Ensure those dealing with procurement fully understand the approved processes and their responsibilities, targets and limits of authority.	In depth understanding of public procurement Policies and related legal frameworks and in cooperation with GPPMD, contribute to the further development of Policies in this area. Consistently monitors performance against objectives.

Behavior Indicator: 2.1.2 Understand the associated implications that regulates procurement

PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)

| Basic awareness of the compliance and associated implications. | Compliance with pre-determined rules, accompanied by and understands the risk of non-compliance. | Understand risks of non-compliance. Review compliance options, challenge, and recommend the preferred approach. Balance the risks of non-compliance with those of compliance. | Thoroughly familiar with compliance rules, is seen as a valued source of advice on compliance options/risk of non-compliance. |

2.2 Key Competency: Procurement Process			
Behavior Indicator: 2.2.1 Dexterously Administers the procedural aspects of public procurement, precisely implements the rules governing the public procurement and Skillfully understands the risk of non-compliance to the rules			
PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Basic awareness of procurement processes and systems in place to initiate the public procurement process.	Confident enough to administer the procurement process in line with public procurement norms.	Implement the best practices of the procurement process in Bhutanese public procurement context.	Advise the subordinate on the risk and opportunity of the identifying the right procurement process.
2.3 Key Competency: Financial Acumen			
Behavior Indicator: 2.3.1 Applies a broad understanding of financial management principles and other quantitative information to ensure decisions are fiscally responsible and based on the procurement budget			
PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Demonstrate basic understanding of financial management and information to ensure decisions are made responsibly.	Assess the risk of contracting with an organization based on review of their organization account. Enough knowledge on financial accounts to identify when further advice may be necessary.	Identify financial risk of the contracting organization and frame evaluation criteria to assess the financial capacity. Partner with finance function to achieve procurement goals, interprets wide range of financial data to make management decisions.	Aware of boundaries of own knowledge, can judge when specialized financial advice is necessary.

Behavior Indicator: 2.3.2 Evaluates, Optimizes and controls all aspect of cost of the procurement project to monitor and ensure that the project remains aligned with the forecasted budget

PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Possess basic cost accounting principles.	Understand cost analysis to evaluate cost, compare quality, and monitor cost pressures relating to the product category.	Demonstrate an advance level of financial management and knowledge to provide life cycle cost techniques.	Exhibits expert knowledge of financial knowledge and detailed understanding of suppliers cost basis and cost drivers.

2.4 Key Competency: Supply Chain management

Behavior Indicator: 2.4.1 Implements best approach towards supply chain management

PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Possess basic knowledge on principles of supply chain management: display a basic awareness of market as a source of supply, settle damages or losses with suppliers, vendors, and client.	Apply the principles and knowledge of the supply chain management in procurement process to mitigate risk of supply delay and cost overrun.	Long-term improvements and innovations in supply chain management to meet client demands.	Skilled and experienced in market exploitation. Identify appropriate tactics dependent on supplier position in the market. Focused commercially, credible externally. Adopting best practices in creating networks of reliable suppliers and logistic handlers.

2.5 Key Competency: Contract Management

Behavior Indicator: 2.5.1 Demonstrates excellent understanding of the contract and how the services should be delivered to support and improve the contract. Utilize knowledge of the contract for right delivery, performance and pricing models can be applied to ensure successful delivery of the goods and/or services comprehension of the operational and financial risks

PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Understand the basic contractual provisions and implement in Contract management.	Understand the contract provisions and interpret the provisions as deemed necessary.	Understands when contractor performance requires corrective action, and is able to identify the appropriate action to be taken.	Experienced in identifying and negotiating contractor performance milestones, and in monitoring performance.

		Experienced in negotiating to achieve and maintain the necessary level of improvement.	Ability to resolve difficulties through negotiation, leading to improvement. Knowledge of how to complete contracts appropriately and legally where necessary.
2.6 Key Competency: Technological Aptitude			
Behavior Indicator: 2.6.1 Applies and improves extensive and in-depth specialized knowledge, skills, and judgment by assessing and transplanting information technology into responsive and effective procurement solutions			
PL at Foundation (P5)	PL at Intermediate (P4&3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Illustrate basic skills in using technology to carry out procurement function - Basic comprehension of the e-GP System and inventory, operate basic IT tools, coupled with appreciation of how to exploit them to support procurement processes and use them to make basic recommendations.	Familiar and comfortable with basic IT tools. Working knowledge of E procurement systems and specifically the ability to provide management information to assist e-sourcing and contract management process. Determine appropriate format for Management information reports and level of information required. Act on the information provided by IT systems. Understands and uses e-sourcing tools in all aspects of the procurement cycle.	Full use and exploitation of existing IT tools and IT procurement systems to extract procurement management information, manage and support procurement. Identify opportunities where IT systems can be developed to further support Procurement Activity.	Experienced in design thinking, implementation and management of procurement systems that interface with financial systems reduce manual effort and facilitate provision of meaningful procurement management information. Working to exploit opportunities offered by e-commerce. Assess the value added by IT systems to resources employed. Assess benefits of new e-solutions such as e-sourcing, e-auctions and e-tendering.
Key Role: Procurement Strategist			
3.1 Key Competency: Financial Acumen			
Behavior Indicator: 3.1.1 The aim of financial management in procurement is to maximize value for every member in the value chain while minimizing costs and reducing risks.			

PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
The aim of financial management in procurement is to maximize value for every member in the value chain while minimizing costs and reducing risks	Should be able to understand the basic concepts of costing, pricing, value analysis, spend analysis, activity base costing, economic value added, etc.	Able to apply the costing and pricing techniques to know what the buyers need to know; conduct spend and value analysis and compute economic value added under the guidance of the superior	Conduct the analysis of the value, spend and compute economic value added and guide the subordinates and also provide the fact base information to management and committee to take appropriate decision.

3.2 Key Competency: Supply Chain Analysis			
Behavior Indicator: 3.2.1 To evaluate every stage of a supply chain from the start of the procurement process till the end.			
PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Undertake market research and sourcing activities under close supervision.	Keep abreast of market developments through industry magazines, trade exhibitions, discussions with current suppliers and other procurement professionals. Able to make recommendations on alternate sources of supply to inform specifications.	Understand where product or service sits in the supply chain and uses this to source suppliers. Uses a range of market specific intelligence to inform decision making. Identify supply options to meet the requirements of the specification.	Skilled and experienced in market exploitation. Identify appropriate tactics dependent on supplier position in the market. Very focused commercially, very credible externally. Actively seeks to develop markets where there is little competition. Uses market knowledge to inform strategy making e.g. moving up a supply chain (backwards integrating) to a more competitive market.

3.3 Key Competency: Analytical Skills			
Behavior Indicator: 3.3.1 Displays analytical thinking by identifying, defining and analyzing information, situations and problems. Arrives at viable solutions through a variety of approaches: critical thought, methodical review of implications, intuition and rational conclusions			

PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Undertake basic analysis/interpretation of the data and identifies patterns/ trends which can assist the work of others Provide attention to detail necessary to identify errors, discrepancies or gaps in information, and follows these up as required, on own initiative	Able to assess needs quickly and accurately, makes logical conclusions and examines consequences of pursuing different options.	Able to anticipate the risks or implications inherent in a suggested plan of action and proposes appropriate strategies to mitigate their impact Keep an open mind with respect to the results of research and analysis, and to the strengths of other's arguments.	Able to consider Organization's mission in mind, converts detailed analysis of issues into strategy and action plans. Able to make choice in order to leverage organization's resources towards achieving the overall mandate; is able to switch back and forth from detailed analysis to big picture thinking.

Behavior Indicator: 3.3.2 Displays skills to quality-checking data from multiple sources, choosing appropriate metrics measurements, to provide the organization with analytics-based solutions.

PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Review data and is able to identify and verify what is relevant or accurate and discard what is not.	Able to identify trends and implications of raw data to produce relevant and usable information, packaged in an appropriate format and communicated clearly.	Analyze reports of previous and current initiatives to assess difficulties and achievements to identify learning points for future. Is able to identify hidden or root causes of problems and predict the best option for long-term resolution or improvement.	Consider information made in analysis and recommendations; brings experience and perspective to bear on issues to solidify or reject options and choose a course of action.

3.4 Key Competency: Strategic Planning

Behavior Indicator: 3.4.1 Demonstrates the ability to understand the broader procurement picture; to develop and communicate a clear strategic direction, taking into account the needs of persons of concern and the interests of the organization as a whole

PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)

Competency-Based Framework for Procurement Officer

Seek help from supervisors to identify strategic issues, opportunities and risks and aligns actions to agency's vision, values and mandate.	Use the agreed strategic direction for the area of responsibility to identify, prioritize and plan resource requirements as accurately and as early as possible	Clearly communicates links between the organization's visions, values and mandate so that it has meaning and relevance to the work unit and aligns other's actions accordingly. Generate and communicate broad and compelling organizational direction, inspiring others to pursue that same direction.	Translate vision into work plan and sets overall strategy. Step back from operational issues to focus on a long-term direction for the area of responsibility which directly links the needs of persons of concern with overall agency objectives. Communicate vision to staff and explains strategy to achieve it; engages resources to achieve them.
Behavior Indicator: 3.4.2 Formulate SWOT analysis for transforming the organization's mission, goals, and objectives into measurable activities to be used to plan, budget, and manage the procurement function within the organization.			
PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Able to know the basic SWOT analysis of the organizations to achieve goals and objectives	Adopt a strategic perspective and incorporates strategy into work and pursues projects with the overall vision in mind	Able to identify and/or create the vision for a project (higher goals and objectives, issues, opportunities and risks). Identify strategic issues, opportunities and risks	Consult with group inside and outside the organization as appropriate to ensure that the strategic direction is realistic and suitable. Develop challenging, yet realistic goals for the area or responsibility which provide all interested parties with a clear and common understanding of the strategic direction.
3.5 Key Competency: Risk management			
Behavior Indicator: 3.5.1 Understands and apply organizational policies/procedures to manage and control both financial and non-financial			

risks to which the organization might be exposed			
PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Understand relevant risk regulations, policies and procedures to non-complex agency issues.	Apply relevant risk regulations, policies and procedures to non-complex business issues.	Develop innovative approaches to managing significant agency risks effectively and efficiently.	Drive integration and standardization of risk management processes across the organization. Advise on the application of the organization's risk management policies and international best practices, and construct organization guidelines
Behavior Indicator: 3.5.2 Detects and evaluate risk factors that could adversely affect the implementation of the organization's strategy			
PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Participate in risk assessment and identification efforts.	Diagnose significant, unusual and emerging risks to which the agency is exposed.	Lead implementation, execution and monitoring activities. Advise on best solutions and foresee the impact of changes in regulations, policies and procedures for noncomplex and increasingly complex agency issues.	Advise on the application of the organization's risk management policies and international best practices, and construct organization guidelines.
Behavior Indicator: 3.5.3 Demonstrates basic understanding of the entity's risk components and organizational controls			
PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Identify and assess the impact and likelihood of risks to	Monitor the effectiveness of actions taken to manage identified	Advise on best solutions and foresee the impact of changes in	Analyze trends in risk management and internal

achieving agency's objectives; monitor changes in risk environment.	risks and intervene as appropriate.	regulations, policies and procedures for noncomplex and increasingly complex agency issues.	control, evaluate implications, and define and implement an organization-wide response. Advise on applicable aspects of risk identification and assessment.

Behavior Indicator: 3.5.4 Develops and implements procedures to mitigate identified risks or exposure to risk, and disclosing risk information to both internal and external stakeholders			
Understand effective controls or mitigation options to manage specific risks and refer to experts where appropriate.	Understand and be able to explain the purpose of risk mitigation measures. Understand, develop and prepare risk reporting.	Develop and implement appropriate risk mitigation for significant and unusual risks to which the agency is exposed. Design and implement risk reporting systems and communicate to executive management risk processes and results, including recommendations for improvement.	Develop innovative and strategic approaches to managing significant business risks across the organization. Interpret risk reporting and make effective decisions based on high-level understanding and expertise.

Key Role: Property Manager			
4.1 Key Competency: Technological Aptitude			
Behavior Indicator: 4.1.1 Keeping abreast of changing inventory and property record keeping trends to focus on organization on digital transformation, supplier synergies, inventory management. Cost savings through use of technologies to improve specialized knowledge and judgement by assessing and translating information technologies into responsive and effective procurement solutions			
PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Operate basic IT tools, coupled with an appreciation of how to exploit them to support	Familiar and comfortable with basic IT tools. Working knowledge of E inventory and	Full use and exploitation of existing IT tools and IT inventory and property recording keeping	Experienced in design, implementation and management of inventory and

inventory and asset record keeping processes. Interpret basic MI reports and use them to make basic recommendations Use of internet for research.	property recording keeping systems and specifically the ability to provide management information to assist inventory and property management process. Determine appropriate format for MI reports and level of information required.	systems to extract information, manage and support inventories and property record. Identify opportunities where IT systems can be developed to further support Inventory systems.	property recording keeping systems that interface with financial systems reduce manual effort and facilitate provision of meaningful inventory and property information. Working to exploit opportunities offered by e-commerce Assess the value added by IT systems to resources employed. Assess benefits of new e-solutions such as e-auctions.

4.2 Key Competency: Inventory management

Behavior Indicator: 4.2.1 Manage the inventory and record to ensure that it is properly maintained and used for rightful purpose

PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Basic understanding of inventory management techniques and methods and record keeping. Understand the cost associated with inventory management.	Use appropriate inventory management techniques and methods to reduce the inventory cost to the organization. Compiling inventory reports.	Forecast demand from the inventory data and project budget. Develop loss mitigating process and protocol. Controlling flows of supplies.	Ensure effective inventory control. Addressing any problem and issues. Reporting to management and advising process improvement.

4.3 Key Competency: Logistic Management

Behavior Indicator: 4.3.1 Ensures proper planning and managing the safe movement/transportation and distribution of the property on time and place. Implement and controls the flow and storage of goods, services and related information between point of origin and point of consumption

PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Awareness of inventory management techniques and logistic control. Awareness of strengths and weaknesses associated with the main freight transportation. Basic understanding of incoterms in international logistics.	Basic understanding of main modes of transportation in logistics and their strengths and weaknesses Understand the incoterms in international logistics and apply appropriate incoterms.	Advise appropriate logistic methods and control techniques. Provide advice to stakeholders on appropriate use of freight transportations and incoterms in international logistics.	Ensure effective logistics control Knowledge of design, implementation and management of logistics, transportation and warehousing methodologies. Develop and implement optimal transportation and logistics strategies reconciling VFM with sustainability.

4.4 Key Competency: Accounting and Finance management			
Behavior Indicator: 4.4.1 Provide sufficient information on value of stock held, provide basis for issue rate and convenient means of stock control by value			
PL at Foundation (P5 & P4)	PL at Intermediate (P3)	PL at Experienced (P2)	PL at Expert (P1 & above)
Understand how maintain store account. Obtain information about the status of all the materials in store regarding their receipt, issue and stock value so as to exercise better inventory control. Know the procedure of stock verification.	Classify and codify the store materials to minimize obsolescence and surplus Determine the issue rate. Verify and provide information for purchase action.	Determine the purchase action and apprise management Prepare budget, schedule expenditure and initiate corrective measures.	Complete store operational requirements by scheduling and assigning employees; following up on work results. Ensure smooth and effective functioning of the store. Ensure Security and safety of the store and properties.

2.8   Training Needs Analysis

The Training Needs is the differences between desired capability and current capability. The Training Needs Analysis is the process of recognizing the skills gap and needs of training. It is the procedure to determine whether the training will bring out the solution to the problem. It ensures that training is targeting the correct competencies, the correct employees and the needs of the Department. The training can reduce, if not eliminate, the gap by equipping the Procurement Officer with knowledge and skills. It should be the shared responsibility of the employee and Department to build and enhance their capability and competency.

The training needs analysis is carried out in consultation with the stakeholders through interview, survey and Focused Group Discussion (FGD). The questionnaire consists of both closed and open-ended questions. The questionnaire is based on 37 behavioral indicators of different proficiency levels on Likert Scale of "Competent" and "Not Competent" followed by open-ended questions asking the likely reasons for 'Not Competent" and suggesting interventions to address the gap. The behavioral indicators were assessed by proficiency level to identify the performance gaps.

2.8.1   Training Needs Assessment

Leadership	Proficiency Level	Performance (competent/Not competent)	
Procurement Specialist/Strategist/Property Manager		**Competent**	**Not Competent**
1.1 Innovation and sustainability	Foundation (P5 & P4)	96%	4%
	Intermediate (P3)		
	Experienced (P 2)	0%	100%
	Experts (P 1)		
1.2 Relationship management	Foundation (P5 & P4)	96%	4%
	Intermediate (P3)		
	Experienced (P 2)	100%	0%
	Experts (P 1)		
1.3 Emotional Intelligence in decision making	Foundation (P5 & P4)	96%	4%
	Intermediate (P3)		
	Experienced (P 2)	0%	100%

	Experts (P 1)		
1.4 Task management	Foundation (P5 & P4)	93%	7%
	Intermediate (P3)		
	Experienced (P 2)	0%	100%
	Experts (P 1)		
1.5 Professionalism	Foundation (P5 & P4)	100%	0%
	Intermediate (P3)		
	Experienced (P 2)	100%	0%
	Experts (P 1)		
1.6 Fostering Communication	Foundation (P5 & P4)	96%	4%
	Intermediate (P3)		
	Experienced (P 2)	100%	0%
	Experts (P 1)		
1.7 Change Management	Foundation (P5 & P4)	89%%	11%
	Intermediate (P3)		
	Experienced (P 2)	0%	100%
	Experts (P 1)		
1.8 Conflict management	Foundation (P5 & P4)	93%	7%
	Intermediate (P3)		
	Experienced (P 2)	0%	100%
	Experts (P 1)		
1.9 Negotiation Skill	Foundation (P5 & P4)	88%	11%
	Intermediate (P3)		
	Experienced (P 2)	0%	100%
	Experts (P 1)		

Technical Key Competencies	Proficiency Level	Performance (Competent/Not Competent)	
Procurement Specialist		**Competent**	**Not Competent**
2.1 Legislative Framework Alignment	Foundation (P5 & P4)	100%	0%
	Intermediate (P3)		
	Experienced (P 2)	0%	100%
	Experts (P 1)		
2.2 Procurement process	Foundation (P5 & P4)	100%	0%
	Intermediate (P3)		
	Experienced (P 2)	0%	100%
	Experts (P 1)		
2.3 Financial acumen	Foundation (P5 & P4)	96%	4%
	Intermediate (P3)		
	Experienced (P 2)	0%	100%
	Experts (P 1)		
2.4 Supply Chain management	Foundation (P5 & P4)	89%	11%
	Intermediate (P3)		
	Experienced (P 2)	0%	100%
	Experts (P 1)		
2.5 Contract management	Foundation (P5 & P4)	96%	4%
	Intermediate (P3)		
	Experienced (P 2)	0%	100%
	Experts (P 1)		
2.6 Technological aptitude	Foundation (P5 & P4)	93%	7%
	Intermediate (P3)		
	Experienced (P 2)	0%	100%
	Experts (P 1)		
Procurement Strategist		**Competent**	**Not Competent**
3.1 Financial	Foundation (P5 & P4)	0%	100%

		Competent	Not Competent
acumen	Intermediate (P3)		
	Experienced (P 2)	0%	100%
	Experts (P 1)		
3.2 Supply chain analysis	Foundation (P5 & P4)	89%	11%
	Intermediate (P3)		
	Experienced (P 2)	0%	100%
	Experts (P 1)		
3.3 Analytical skills	Foundation (P5 & P4)	93%	7%
	Intermediate (P3)		
	Experienced (P 2)	0%	100%
	Experts (P 1)		
3.4 Strategic Planning	Foundation (P5 & P4)	93%	7%
	Intermediate (P3)		
	Experienced (P 2)	0%	100%
	Experts (P 1)		
3.5 Risk management	Foundation (P5 & P4)	93%	7%
	Intermediate (P3)		
	Experienced (P 2)	0%	100%
	Experts (P 1)		
Property Manager		**Competent**	**Not Competent**
4.1 Technological aptitude	Foundation (P5 & P4)	89%	11%
	Intermediate (P3)		
	Experienced (P 2)	0%	100%
	Experts (P 1)		
4.2 Inventory management	Foundation (P5 & P4)	96%	4%
	Intermediate (P3)		
	Experienced (P 2)	0%	100%
	Experts (P 1)		
4.3 Logistic management	Foundation (P5 & P4)	93%	7%
	Intermediate (P3)		

	Experienced (P 2)	0%	100%
	Experts (P 1)		
4.4 Financial management	Foundation (P5 & P4)	93%	7%
	Intermediate (P3)		
	Experienced (P 2)	0%	100%
	Experts (P 1)		

2.8.2 Mandatory Long-Term Training (Specialization)

Course Title	Priority			Number of Slots
	Immediate (2021-22)	Medium (2022-23)	Long-term (2023++)	
Masters in Strategic and sustainable supply chain management	1	2	3	6
Masters in public procurement and laws	2	1	1	4
Masters in procurement, logistic and supply chain management	1	2	1	4
International masters in Digital supply chain (operations, Procurement and Logistics) management	1	2	2	5
Masters in Project/contract management	1	2	2	5

2.8.3 Professional Course

- CIPS program or equivalent

2.9 Developing Learning Objectives

The framework has highlighted the likely reasons of the gaps and interventions were proposed above. In order to provide capacity building program, the following are the expected learning objectives. The respective proficiency level officials will be able to achieve the objectives mentioned against each of the training.

Foundation Proficiency Level		
Sl. #	Methods of Intervention/Training Requirement	Learning Objectives
Short Term Training (STT):		
1	Financial Management in Procurement	- Describe the importance and major elements of financial statements. - Use balance sheets to determine the assets a company has at its disposal. - Interpret income statements to identify corporate earnings, expenses, and profitability. - Understand what cost estimating is - The importance of accurate cost estimates - Cost estimating techniques - How to generate a cost estimate - Your role as a project manager
2	Market/Product Research	- Elements of Research - In-depth discussion of Research concepts - Knowledge of Market research - Define and identify emerging, non-traditional and traditional suppliers - Research and interpret key supplier segments and capabilities - Inform your acquisition/procurement/teaming strategy with a complete market summary report
3	Contract management	- Describe the Contract Management Framework and identify the ways in which value may be created or destroyed through effective contract management. - Define the role of the contract manager and understand how that role relates to other stakeholders supporting effective contract management. - Identify the tools and resources that are appropriate at each phase of contract management

		● Understand what a 'value risk' approach to contract management means, and adopt contract management processes consistent with the risk and value profile of the contract
4	Supply chain and Logistic management	● Understand the basic concepts of logistics and its main components ● Able to apply basic concepts of logistics in the supply chain. ● Understand how logistics play an impactful role in the procurement decision.
5	INCOTERMS and International Trading norms	● Understand allocation of tasks, costs, and risks to buyer/seller according to latest version of INCOTERMS ● Use appropriate logistical arrangements for a range of requirements ● Understand the pros and cons of using different INCOTERMS ● Understanding of the need for and types of insurance ● Incorporate contract management clauses, containerization, pre-shipment inspection, payment terms ● How to reduce the risk of loss and damage
6	Inventory management & accounting	● Understand the importance of inventory & the role it plays in the profitability of the company ● Examine the most appropriate method for managing an item ● Understand the value chain in inventory management ● Apply best methods to optimize the investment in inventory ● Examine the appropriate inventory management technique for each type of item ● Analyze the financial statement and assess the risk of contracting. ● Understand how to maintain stores account, ● Obtain information about the status of all the materials in stores regarding their receipt, issue and stock value so as to exercise better inventory control, and ● Know the procedure of stock verification
7	Effective Negotiations in project and procurement	● Identify the negotiation objectives ● Develop and prepare a negotiation plan and strategy ● Understand the different components of the negotiation process ● Establish a positive and constructive atmosphere at the negotiation table ● Understand the essential skills necessary to be a successful negotiator ● Identify own strengths and weaknesses at the negotiation table ● Understand and appreciate the impact different cultural backgrounds

Sl. #	Methods of Intervention/Training Requirement	Learning Objectives
		- can have on verbal and nonverbal communication - Enhance negotiation skills through role-plays and by applying best practices
8	System user training	- Be compatible to use the system. - Able to guide other users in the Agencies.
9	Grievances and Dispute management	Gain knowledge and skills to understand the contracts interpretation and contract management, common disputes in the contracts and methods of alternative dispute resolution.

Intermediate Proficiency Level		
Sl. #	**Methods of Intervention/Training Requirement**	**Learning Objectives**
1	Specification development	- Describe the role and purpose of specifications - identify a framework for organizing and producing specifications - Describe key steps involved in creating effective specifications - Explain methods used in defining requirements - List tools and techniques for scoping and structuring specifications - Identify methods to write and edit specifications - Describe the methods to use systems requirements to prepare system specifications, drawings and master plans - Identify differences between functional and design specifications
2	Category management	- Describe what Category Management is and how it adds value - Explain the key steps of the process - Describe the ways that suppliers gain advantage - Apply some simple tools to help understand and plan a category - Define business requirements - Play an active role in a Category Management project
4	Risk Management in Procurement	- Understand that every decision in Procurement and Supply Chain Management includes risk - Gain the better understanding of risks complexity - Learn how to quantify and compare the risk - Learn how to make the strong action plan for different risks

5	Financial Ratio Analysis	● Analyze a board classification of ratios ● Identify ratios which are appropriate for control of activities ● Understand a system of ratios which responds to the needs of control by management.
6	Contract Negotiation	● Learn how to get stakeholders and suppliers to share more vital commercially sensitive information. Understand how to leverage this information to win more 'yeses'. ● Neutralize the sellers' informational advantage (knowledge of their market, products and services). ● Multiply your probabilities of winning bigger discounts and more freebies (e.g. innovation, quality and better services).
7	Customer Relationship	● Recognize why Customer Relationship Management (CRM) system is essential ● Know the best practices of CRM implementation ● Explain the value generated by using the customer relationship management tool ● Support teams and individuals to strategize and set key milestones for using the CRM ● Determine the benefits of using a CRM system ● Application of the CRM system ● Support the customer by using the CRM ● Apply the learning to enhance customer service, sales and marketing ● Document the interactions with the customer to follow through

Experienced Proficiency Level		
Sl. #	**Methods of Intervention/Training Requirement**	**Learning Objectives**
1	Innovation and sustainable procurement and supply chain	● Understand techniques for supplier development ● Understand methods to achieve procurement and supply improvement and innovation ● Understand the environmental factors which affect supply chain improvement and innovation ● Develop and implement a strategic plan for Sustainable Procurement Plan (SPP) ● Identify key stakeholders in the SPP procurement process

		● Bring SPP from a concept into practical use ● Integrating SPP in the public procurement processes, practices, and procedures ● Use specifications to improve the sustainable outcome of the procurement process ● Identify methods to improve sustainability of the supplier base ● Understand how evaluation criteria can be used in bidding documents ● Understand the methods and importance of contract management in the bidding/contract management process.
2	Negotiation cornerstone	● Understand the wants and needs of colleagues and counterparts better, enabling you to create more value. ● How to review your negotiations to draw out empowering lessons ● Identifying your preferred negotiation styles, knowing how to shift style, especially between collaboration and competition. ● Handling tough competitive negotiators. ● Navigating your way through confrontational objections with confidence
3	Advance Risk Management	● Develop the tools and techniques needed to measure market risk effectively ● Master liquidity risk management ● Use credit risk modeling and management ● Employ credit derivatives to manage credit risk ● Incorporate the latest developments in regulation and capital requirements ● Use the lessons learned from the credit crisis and attempted global recovery
4	Data Analysis of procurement data	● Understand a series of concepts, thought patterns, analysis paradigms, and computational and statistical tools, that together support data science and reproducible research. ● Fundamentals of reproducible science using case studies that illustrate various practices. ● Key elements for ensuring data provenance and reproducible experimental design. ● Statistical methods for reproducible data analysis. ● Computational tools for reproducible data analysis and version control reproducible data and reproducible dynamic report generation and workflows.

		● How to develop new methods and tools for reproducible research and reporting, and how to write your own reproducible paper.

Expert Proficiency Level

Sl. #	Methods of Intervention/Training Requirement	Learning Objectives
1	Advance Sustainable Procurement	● Incorporating sustainability criteria in the organization's purchasing evaluations; ● Developing monitoring mechanisms and assessments to promote vendor compliance in the supply chain; ● Stimulating innovation through crowd-sourcing, functional specifications and piloting other innovative technologies; ● Better Integration of procurement at the project design stage; ● Promoting and utilizing public-private partnerships with companies that focus on innovation and sustainability; and ● Enhancing the already high transparency standards in procurement activities.
2	Procurement Performance Management	● Develop skills and knowledge in selecting procurement strategies, supplier appraisal, performance measurement and risk management. They will gain a greater insight and understanding of the negotiation process and will be better able to construct and manage contracts.
3	Procurement Strategy Development	● Describe the issues to be considered when developing a procurement strategy for a business unit ● Articulate the objectives of a procurement activity for a business unit ● Conduct procurement spend analysis, supply risk assessments, demand and supply market analysis ● Model and implement strategies for significant procurement ● Implement strategies for routine, volume, critical and strategic categories ● Align systems, capabilities, and administrative processes with strategic objectives ● Measure performance, outcomes and results

	Induction/orientation/Workshop/Seminar for Foundation, Intermediate, Experience and Expert	
1	Ethics and integrity	- Recognize the essential role of each stakeholder in reducing opportunities for corrupt practices and conflicts of interest through promulgation of best practices and application of transparent and accountable policies, procedures and standards - Recognize where in the procurement process corruption risks and ethical dilemmas can occur and understand how to anticipate and avoid them through proper risk management and monitoring. - Promote common values and define the behavior and performance expected Public Procurement Staff - Demonstrate a clear understanding of how the principles of public procurement play a key role in conducting a fair and ethical procurement process.
2	Legislative framework alignment	- Understand and be able to apply all the procurement related laws like, contract, dispute, trading and licensing law of the country. - Understand what rules and procedures apply to Donor funded and RGoB Funded procurement - Understand do's and don'ts when drafting bidding documents
3	Procurement process and regulation	- Describe the principles of effective procurement, the procurement process, and the role of procurement strategy - Understand the activities associated with effective procurement projects - Conduct procurement planning and stakeholder management - Choose appropriate procurement methods - Select advertisement method and type of competition - Invite and evaluate bids and proposals - Practice ethics and integrity in procurement - Appreciate the relevance of these rules and understand why they exist.

2.10 Implementation of Competency based Framework

The implementation of training and other CDI has to be based on the mandatory **Methods of Intervention/Training Requirement** listed under the training needs analysis (Section 2.7.1 to 2.7.4) of this document. The mandatory list of training/other methods of intervention includes all the interventions that are found to be "Not Competent" under the Training Needs Analysis. However, for implementation, it has to be prioritized based on the following:

a. Most critical area of intervention without its intervention will lead to non-performance

b. Interventions which are reflected as "Not Competent"

c. Availability of the resource allocation

For implementation, the prioritization has to be done on the annual basis by the concerned department/division and the HR Division of the agencies.

2.11 Recommendations

a. The committee would like to recommend RCSC to align the Technical and leadership key competencies with the Max system for the evaluation and development as per the proficiency level.

b. Develop and Implement the Formal Training plan for Specialization in Procurement Professionalization

c. Explore, develop a training plan for enhancing interpersonal skills

d. Institute Standard Induction Program for New Appointees and Employees on Lateral Transfer;

e. Establish Procurement Officer's Training & Certification

f. Conduct Refresher Course, Seminar, and conference on the identified key competencies regularly

g. Promote research culture in the Department.

2.12 Conclusion

The CBF of the procurement officer has been developed to further enhance the capacity and capabilities of the procurement officers to be efficient and effective in the changing dynamics of responsibilities. It highlights the Knowledge, Skills and Abilities (KSA) required for Procurement Officers at various levels to achieve a high level of professional competencies and deliver the highest standard services. The framework is developed with the following aim and objectives. The competency framework for procurement officers includes 3 role profiles, 2 competency areas, 24 key competencies-15 technical competencies and 9 leadership competencies and 37 behavioral indicators exclusively identified and designed for the procurement officers in the Civil Service.

The taskforce team after attending 5 days cascading workshop from 23rd to 28th November 2021 developed this Competency Based Framework by having retreat, consultation meetings with Procurement colleagues, presentation of draft CBF to the Management-Department and Ministerial HRC.

This Competency Based Framework is developed with the aim to provide a structured approach/Road-map to build competencies required for the Procurement officers at different position levels and to Guide and ensure optimum utilization of limited resources allocated for professional development of Procurement Officers.

Based on the current competency gap analysis, various short term and long-term competency development interventions are recommended including classroom setting, online training sessions, workshops, seminars and master's courses to build the competencies of Procurement Officers at various proficiency levels.

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