



**PROCURA+
CONFERENCE**

Organised by



PROCURA+

LISBON

2024

Supported by



In partnership with



Rijkswaterstaat
Ministry of Infrastructure
and Water Management

#Procura2024

Organised by



PROCURA+
CONFERENCE



Plenary

Essential Steps for Better Procurement Outcomes



Erika Bozzay

Senior Policy Adviser, Infrastructure and Public Procurement Division, Public Governance Directorate, OECD



conference.procuraplus.org #Procura2024

Promoting strategic procurement through professionalisation and change management

Essential Steps for Better Procurement Outcomes

Erika Bozzay

Senior Policy Adviser

Infrastructure and Public Procurement Division, Public
Governance Directorate

March 13, 2024





I.	Public procurement as a strategic policy tool – increased expectations require a highly skilled procurement workforce	3
II.	Assessment of the current level of professionalisation	12
III.	Establishing an effective professionalisation strategy	14
IV.	Implementation of a strategy through specific initiatives	17

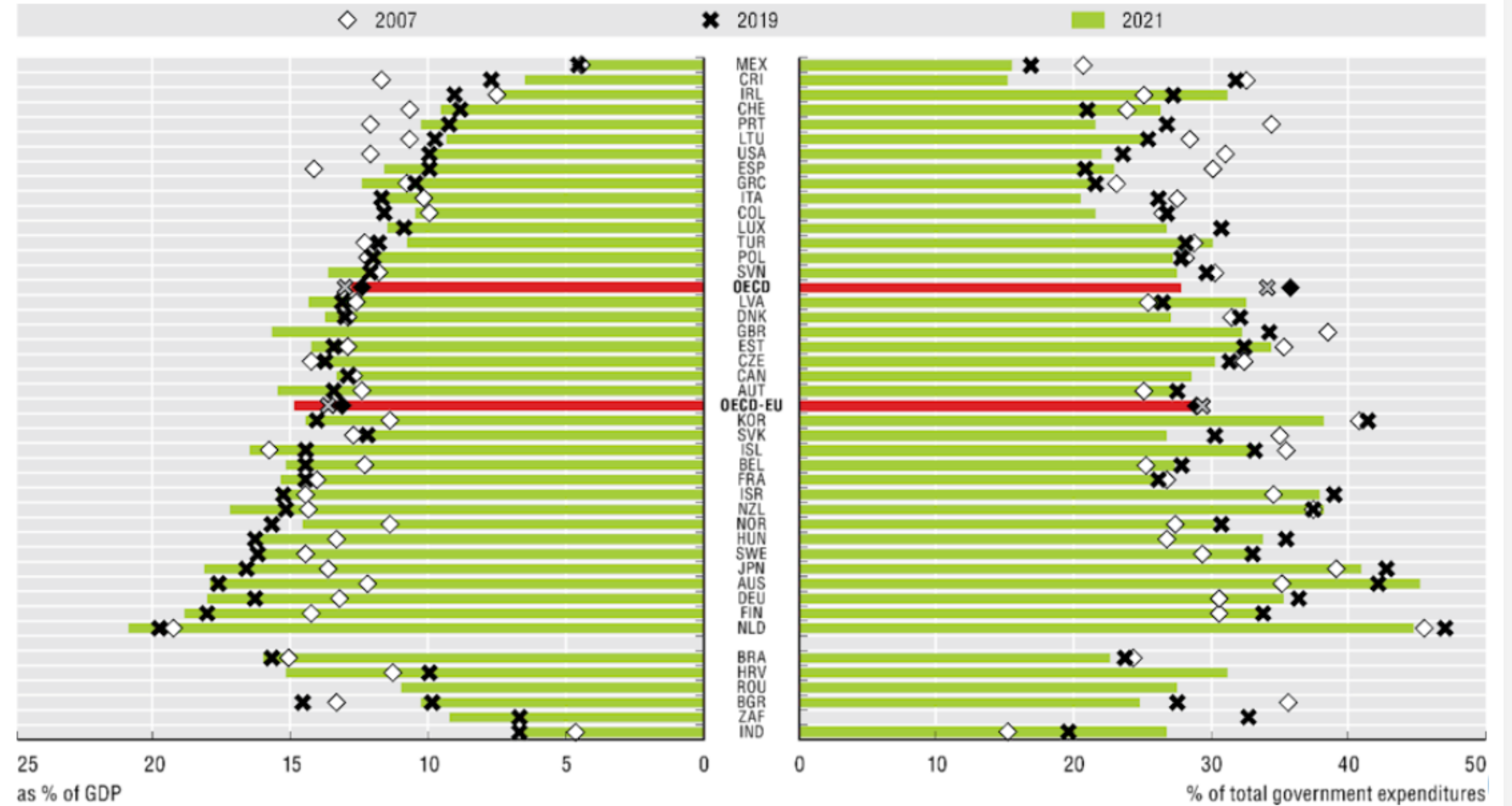


Public procurement as a strategic policy tool – increased expectations require a highly skilled procurement workforce



Public procurement accounts for a large share of the global economy

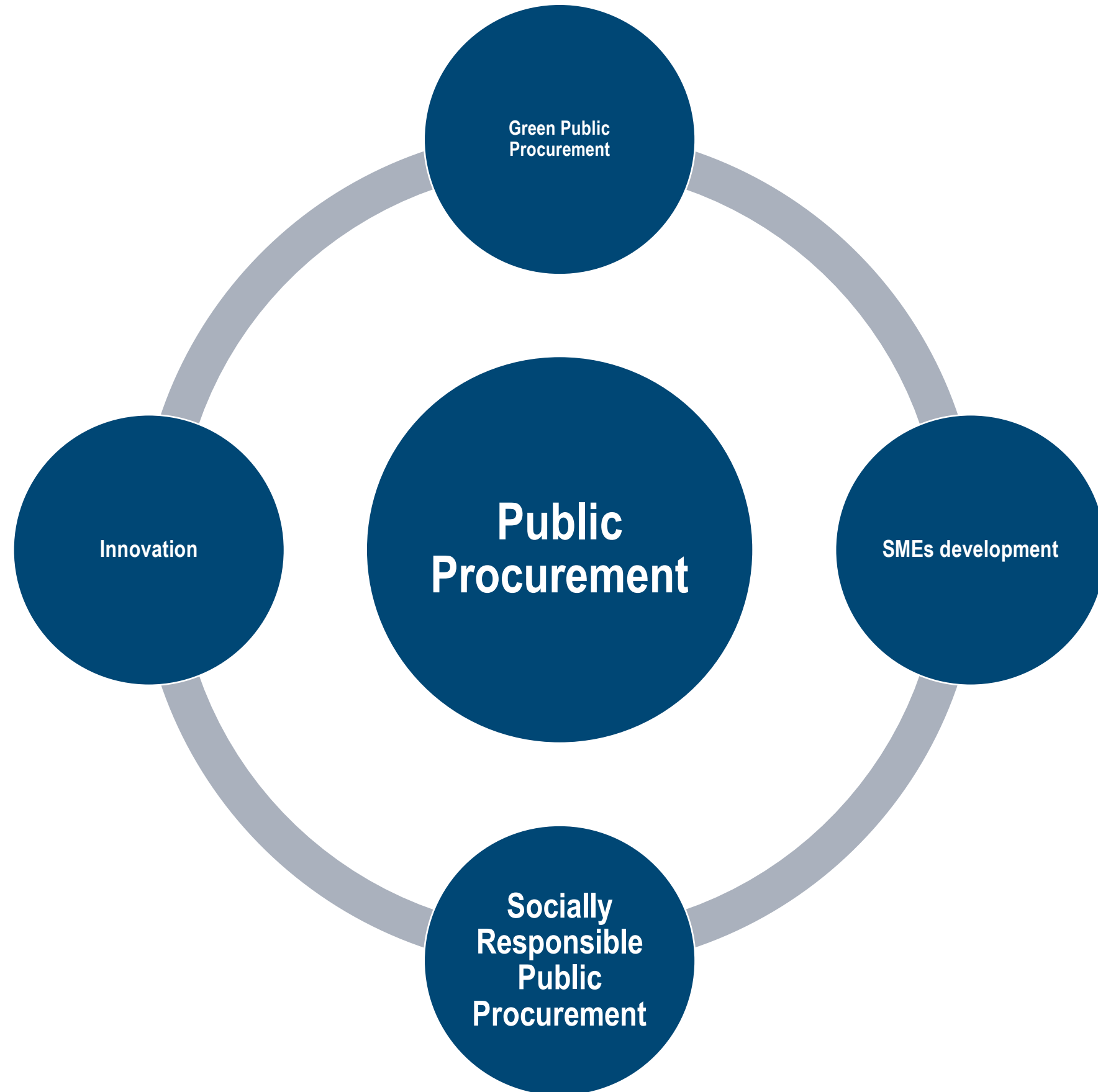
- > 12% of GDP
- > 30% of general government expenditures



Source: OECD National Accounts Statistics (database).



Public procurement is recognised as a strategic policy tool



SUSTAINABLE DEVELOPMENT GOALS

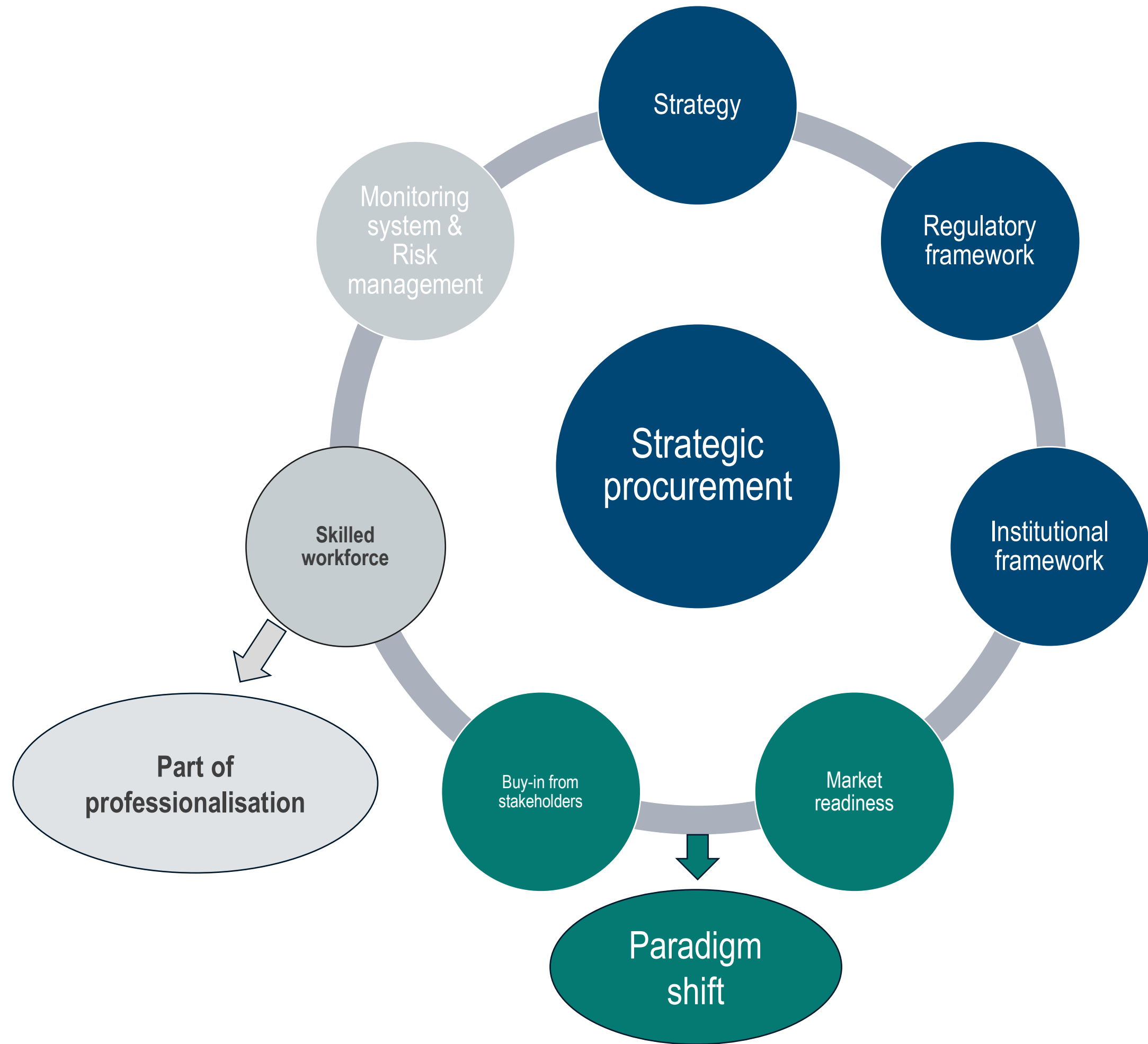
SDG 12.7 Sustainable Public Procurement:

Promote public procurement practices that are sustainable, in accordance with national policies and priorities

Public procurement is linked to over 80% of the total SDG indicators



Enabling elements for strategic procurement: A series of change management processes



Professionalisation of the PP workforce through change management (including the paradigm shift of key stakeholders)



Professionalisation and change management are key factors to the uptake of strategic procurement

Lack of clear regulations /
strategy / monitoring system

Lack of capacity and
capability

Resistance to new concepts

Professionalisation



Change
management



Uptake of
strategic
procurement



Paradigm shift and capability of stakeholders are essential to increase the uptake of strategic procurement

Key stakeholders

Contracting authorities
(PP officials / CEO /
end-users etc)

Economic operators

Oversight bodies

We do not want to do it. It is too risky...

Paradigm shift
(Relevance of strategic
procurement)

Awareness-raising workshop

Dialogue / Communication

We want to do it!

But wait, how can I do it? I changed my mind. I do not want to do it...

Capable
workforce

Capability-building system

Other professionalisation initiatives

We can do it!





OECD Recommendation on Public Procurement (2015)



[Link](#)



OECD Policy Paper (2023):
Professionalising the public procurement workforce: A review of current initiatives and challenges



Click [here](#) for downloading the paper.

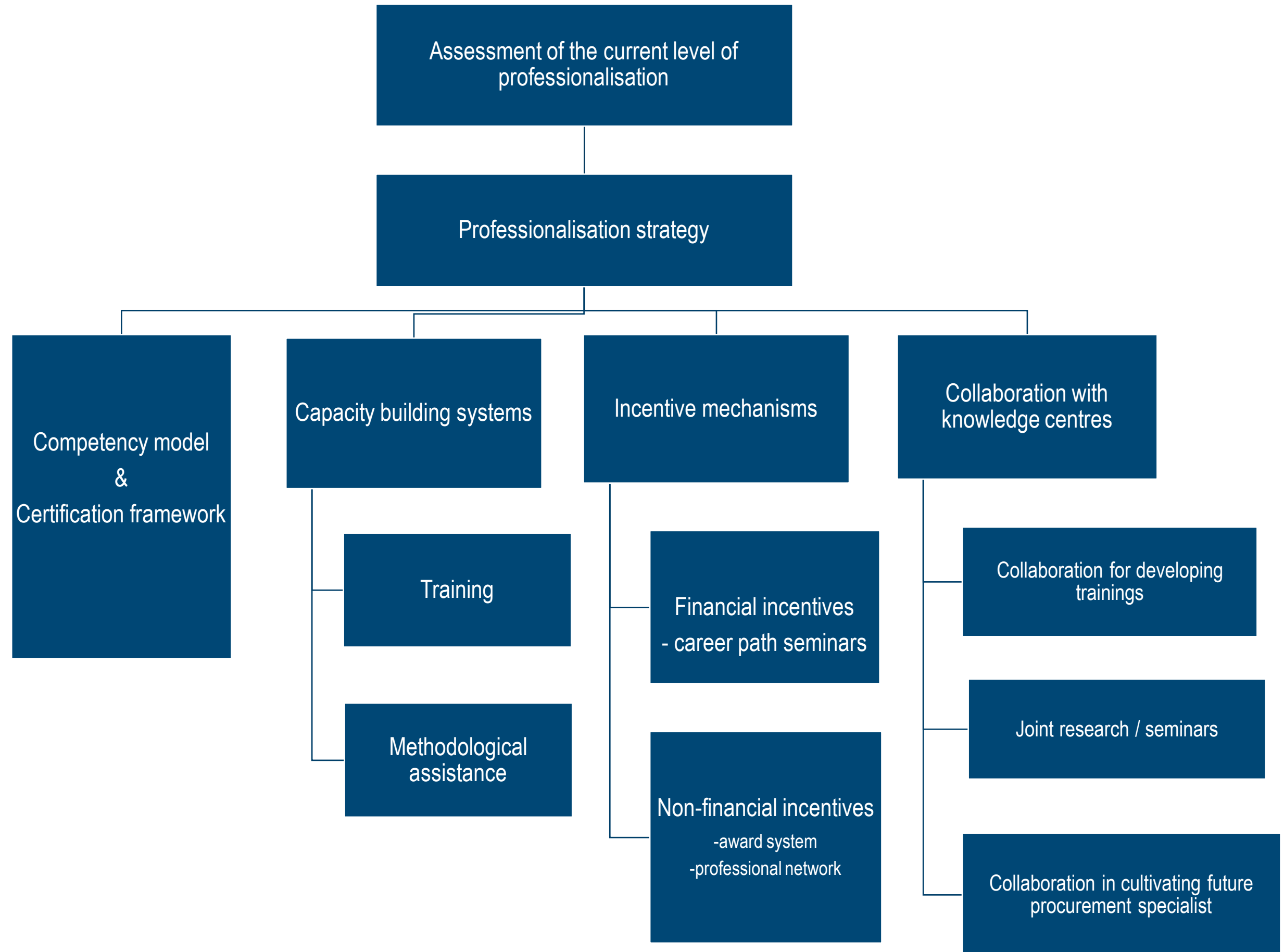


Professionalising the public procurement workforce

**Step 1
Assessment**

**Step 2
Development of a
strategy**

**Step 3
Implementation of a
strategy**





Assessment of the current level of professionalisation



Assessment of the current level of professionalisation

Assessment of the current level of professionalisation

Assessment angles

Macro level
System of professionalisation

Micro level
Capability level of the PP workforce

Assessment tools



ProcurCompEU: the European competency framework for public procurement professionals



Establishing an effective professionalisation strategy



Developing a professionalisation strategy and/or action plan

Goal: to define initiatives and set up targets within a specified timeline

Developing and implementing a strategy effectively involves the following steps:

01

assessing the current level of professionalisation of the procurement workforce

02

ensuring stakeholder engagement

03

drafting a strategy

04

monitoring the implementation



Examples for establishing a professionalisation strategy



Action plan of professionalisation (2018-)

- Competency matrix
- Public Procurement Academy



Action plan of professionalisation (2019-2022)

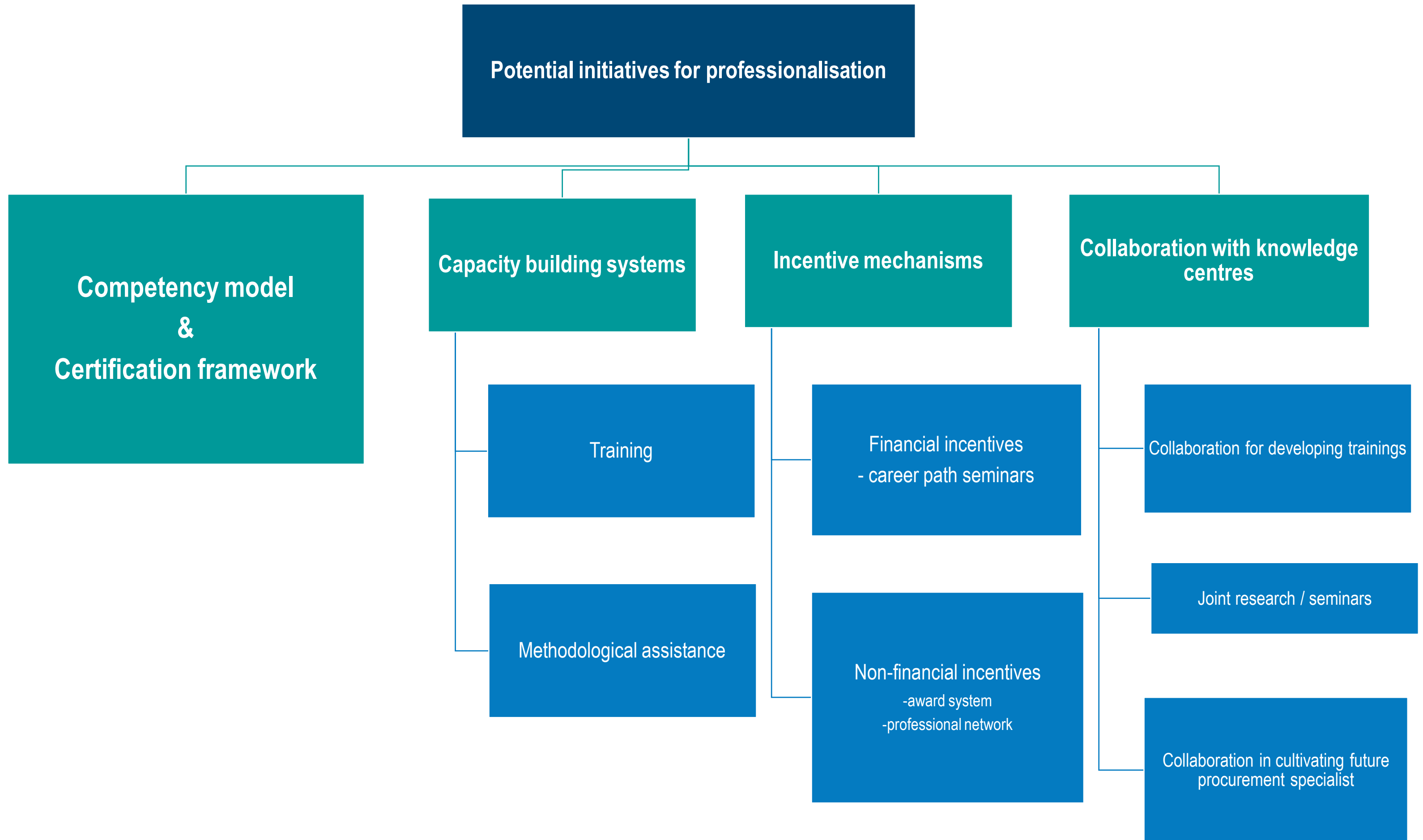
- Certification framework
- Various training / manuals
- Training to EOs and control
- Excellence award system

» IV.

**Implementation of a
strategy through specific
initiatives**



Wide variety of professionalisation initiatives are included in professionalisation strategies



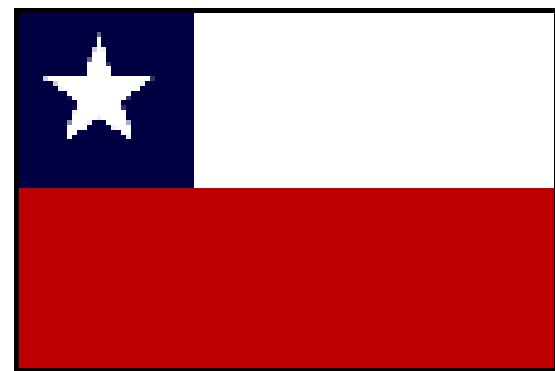


Competency matrix and certification framework – examples

Initiatives in developing a competency matrix (**41%**) and a certification framework (**35%**) is still limited in the OECD countries, as of 2020.

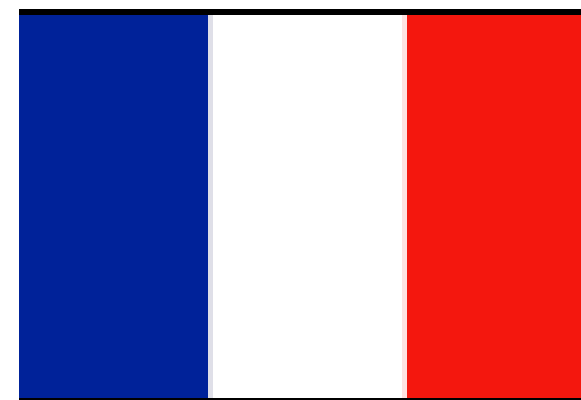
Competency models differ across countries:

Level



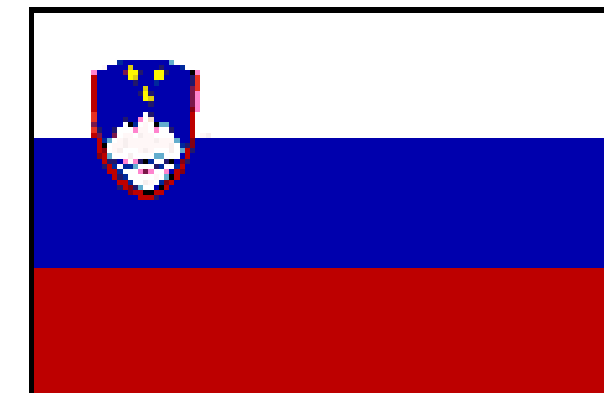
4 levels

Job profile



5 job profiles

Both elements



6 job profiles
(3 levels for each job profile)



ProcurCompEU

Training

Methodological assistance

Training course

Practical training

Guidelines and manuals

Standardised templates

Help desk

Direct support in implementing PP procedures



Mentor programme



On strategic PP



Tender and contract documents



Phone e-mail

e-mail



Pilot for strategic PP

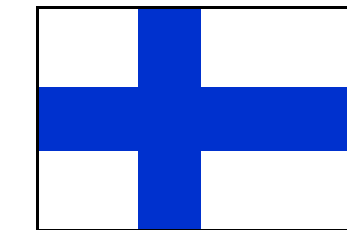


Setting up incentive mechanisms to attract and retain public procurement officials

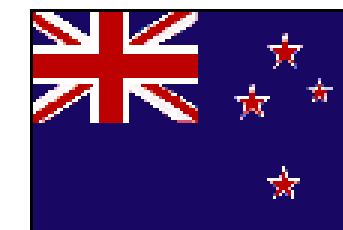
Types of incentives	Specific Incentives
1. Financial Incentives	
1.1 Payment	Wages / Salaries Performance-linked bonus / Promotion Stock Option
1.2 Other direct financial benefits	Pensions Insurance Clothing / Accommodation allowance Travel allowance Child care allowance
2. Non-Financial Incentives	Professional development - Training and Certification Recognition / Award Constructive Feedback Working environments Holidays /sabbatical leave Flexible working hours



Active recruitment policy with clear promotion criteria



Performance-based bonus (up to 15%) of the annual salary at Hansel



Procurement Excellence Awards



Promoting further collaboration with knowledge centres

In 2020, **79%** of OECD countries had adopted a certain collaborative approach with knowledge centres, compared with 74% in 2018.

Developing training courses (62%)

Joint research (44%)
Joint seminars (62%)

Collaboration in cultivating future procurement specialists



Public Procurement Excellence Programme (PPE) by BBG and Vienna University of Economics and Business



Polish PPO

Analysis on the PP system with universities

Organised various conferences

Courses and degree programmes

Thesis contest

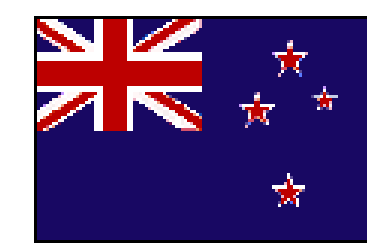
Internship



Master programme in collaboration with MoEI, PPO and CPO LT



Thesis contest for master students



Internship programme



Procurement People of Tomorrow programme (PPoT): engage with young people to promote PP as a career option



Promoting the uptake of strategic public procurement in Estonia through professionalising the public procurement workforce





Useful links



- OECD website of public procurement: <https://www.oecd.org/gov/public-procurement>
- *OECD Recommendation on Public Procurement* (2015): <https://www.oecd.org/gov/public-procurement/OECD-Recommendation-on-Public-Procurement.pdf>
- *Professionalising the public procurement workforce: A review of current initiatives and challenges* (2023): <https://www.oecd.org/gov/public-procurement/professionalising-the-public-procurement-workforce-e2eda150-en.htm>
- Implementing the European Competency Framework for Public Procurement Professionals (ProcurCompEU): <https://www.oecd.org/gov/public-procurement/country-projects/procurcomp-eu>
- OECD publications on public procurement: <https://www.oecd.org/gov/public-procurement/publications/>
- OECD projects on public procurement: <https://www.oecd.org/gov/public-procurement/country-projects/>



- ProcurCompEU – the European competency framework for public procurement professionals: https://commission.europa.eu/funding-tenders/tools-public-buyers/professionalisation-public-buyers/procurcompeu-european-competency-framework-public-procurement-professionals_en



- MAPS professionalisation supplementary module: <https://www.mapsinitiative.org/methodology/supplementary-modules/professionalisation/>

THANK YOU!

erika.bozzay@oecd.org



Organised by



#Procura2024