



GPP SKILLS FRAMEWORK

FOR MIDDLE
MANAGEMENT AND
ADMINISTRATIVE
PROFILES



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The benefits of GPP include:

- Meeting specific environmental goals and targets – for example CO2 emission reductions, energy efficiency and conservation of natural resources;
- Raise awareness of environmental issues;
- Cost savings when life-cycle costs are considered;
- Can reduce prices for environmental technologies;
- Increased confidence in public administration from citizens, businesses and civil society;
- Encouraging innovation and supporting the development of competitive green goods and services and enlarging the market for these;
- Creating healthier working conditions for staff;
- Improves quality of life;
- Building capacity for public organisations to meet environmental and resource challenges in the future

1.1.2 Challenges

There is a number of key **challenges** to the implementation of GPP and they are quite similar in different countries.

- Lack of political support
- Green products are perceived to cost more
- Lack of legal expertise in applying environmental criteria
- Lack of practical tools and information
- Lack of training
- Lack of co-operation between authorities
- Limited established environmental criteria for products/services
- The need for systematic implementation and integration into management systems



1.2. Greener Project

GREENER project is **addressing** the increasing need of training for people participating in GPP. Staff responsible for carrying out specific tasks do not always have the skills, or are not provided with the appropriate training. Training is generally required for procurers on the legal and technical aspects of GPP implementation, on the concept of life-cycle costing and for end-users on the sustainable use of products.

1.2.1 Objectives

1. Improve the skills of procurers and administrative profiles focusing on SMEs, with regard to GPP criteria, including ecolabels, material passports, product eco-design and

- design for recyclability, extended producer responsibility, waste prevention, packaging material and sharing, collaborative economy, reuse, and refurbishment;
2. Enhancing the responsiveness of curricula of traditional profiles, such as administrative professionals working in SMEs tendering departments, to the future demand of skills (upskilling – reskilling training path);
 3. Increasing the employability of VET students facing the global challenges;
 4. Improve regional actors’ readiness and create knowledge awareness on the influence of green public procurement on the adoption of sustainable consumption and production patterns by businesses operating in the region;

The project will have strong Impacts on VET Innovation and Companies’ engagement in GPP by providing, promoting and implementing the results of its IOs. The first step is **IO1: Design of a common skills framework for professionals in circular/ strategic sustainable procurement**. It will enhance the responsiveness of curricula of traditional profiles to the future demand of skills, as well as increase the employability of VET students facing global challenges.

1.2.2 GPP skills framework

Previous work identifies companies’ skills gap to the GPP through online surveys and interviews with public authorities and SMEs. Skill gap were classified in three main topics: knowledge of the tendering process, environmental sustainability for SMEs, and human resources.

Based on that results the **GPP skills framework** contains knowledge and skills divided in 3 areas: Procurement specific competencies; Soft Competencies and Green competencies – which is GREENER’s innovation and contribution to the existing frameworks.



This framework will be used as a base for the next step of the project, to create **IO3: GREENER Training Course** - a modular training program adapted to local industry stakeholder needs.

Using this framework, each participant could assess his/her level of skills and knowledge and take the module/s needed.

In the development of our skills framework, we lay on self-assessment methodology, knowing that assess yourself is a critical skill for making progress. Each participant can evaluate his/her knowledge from Lack of knowledge to Advanced C2. This will permit participants to receive a clear map of knowledge and skills in GPP and reflect on their future professional development, for organisations - to assess their competency gaps and maturity.

The outcomes of the self-assessment results will be used to define generic and/or individual training curricula. For SMEs - to organise their resource and capabilities planning according to their goals. So designed, the framework allows it to be more widely used and applicable at different learning levels.



The **modular training course** has many **advantages** and is the best learning format addressed to working people with a busy schedule.

A module based course is undoubtedly going to reduce stress levels, it allows learner more control over his/her studies as he/she choose what to learn and what pace to study.

With a modular based structure, the learner will be aware of what topics are coming up, allowing him/her to structure his/her time in advance.

Studying in smaller chunks is highly beneficial in retaining information as the lerner won't feel frazzled trying to take in all the knowledge at once.

Dividing the course in individual modules allows carefully structure and revision the information and assignments received, as opposed to the tradicional often used learning approach to cramming all the information learned right at the end.

II. GPP SKILLS FRAMEWORK FOR MIDDLE MANAGEMENT AND ADMINISTRATIVE PROFILES

Competence groups	Competency name	Description	lack of knowledge	basic A1-A2	pre-intermediate B1	intermediate B2	upper intermediate C1	advanced C2
			0	1	2	3	4	5
PROCUREMENT SPECIFIC COMPETENCES								
Horizontal	Planning	knows organisation's procurement planning, policy priorities and budget						
		is able to develop a procurement plan according to available budget resources						
	Lifecycle	knows the different phases of the procurement lifecycle, from pre-publication through post-award						
		is able to follow the various phases of the procurement lifecycle						
	Legislation	knows the legislation on public procurement and other relevant areas of law						
		is able to apply specific aspects of procurement legislation and other legal frameworks impacting procurement						

	e-Procurement and other IT tools	knows e-procurement and other IT systems and tools						
		is able to use e-procurement and other IT systems and tools						
	Sustainable procurement	knows relevant sustainability policies and how to promote them						
		is able to incorporate environmental and sustainable objectives set by the organisation and national policies into the procurement process						
	Innovation procurement	knows relevant innovation policies and how to promote them						
		is able to incorporate innovation objectives set by the organisation and national policies into the procurement process						
	Category specific	knows the features and specificities of one or more specific category of supplies, services or works						
		is able to get the most out of one or more category of supplies, services or works						
	Supplier management	knows supplier management strategies and processes						

		is able to develop, manage and maintain relationship with suppliers while respecting public procurement principles						
	Negotiations	knows negotiation processes relevant in public procurement						
		is able to apply negotiation processes and strategies in accordance with public procurement principles and ethical standards						
Pre-award	Needs assessment	knows needs identification tools and techniques						
		is able to determine the underlying needs of the organisation and end-users regarding the subject-matter of the procurement						
	Market analysis & engagement	know market analysis tools and appropriate market engagement techniques						
		is able to use market analysis and market engagement techniques to understand the characteristics and trends of the supplier market						
	Procurement strategy	knows different procurement strategies, such as procedure types, use of lots, and kinds of contracts						

		is able to define a procurement strategy that is best suited to the procurement at stake						
	Technical specifications	knows the requirements of drafting technical specifications						
		is able to draft technical specifications that enable potential bidders to submit realistic offers that address the underlying needs of the organisation						
	Tender documentation	knows the requirements of preparing tender documentation						
		is able to prepare procurement documentation including appropriate exclusion, selection and award criteria						
	Tender evaluation	knows the evaluation process?						
		is able to evaluate offers against pre-defined criteria in an objective and transparent way						
	Post-award	Contract management	knows the principles of contract management					
is able to oversee contract implementation while ensuring technical compliance of the good, work or service delivered								

	Certification and payment	knows the process for certification and payment						
		is able to apply verification principles and the financial control framework to verify the legal compliance of the procurement contract before proceeding to payment						
	Reporting and evaluation	knows contract monitoring tools and techniques?						
		is able to evaluate the process, deliverables and outcomes of a procurement to draw lessons on how to improve the performance of future procurements						
	Conflict resolution / mediation	knows conflict resolution and mediation processes and the functioning of the review system						
		is able to prevent and resolve conflicts and manage complaints in the framework of the national review system						
SOFT COMPETENCES								
Self	Adaptability and modernisation	knows change management techniques and tools						

		is able to anticipate and accommodate to changing tasks and circumstances and aim to continuously learn and grow						
	Analytical and critical thinking	knows analytical and critical thinking approaches and tools						
		is able to use analytical and critical thinking in evaluating an information and/ or a situation and solving problems						
	Communication	knows communication tools and techniques and how to apply the public procurement principles in various communication situations						
		is able to ensure compliance with applicable public procurement rules, principles, and ethical standards						
	Ethics and compliance	knows the procedural rules and principles as well as tools, codes and guidance document that help ensure adherence thereto						
		is able to communicate effectively by adapting the communication medium and message to the target audience while ensuring public						

		procurement principles are respected						
People	Collaboration	knows collaboration tools and techniques						
		is able to promote inclusive and collaborative thinking and processes						
	Stakeholder relationship management	knows the key concepts and methods of stakeholder management						
		is able to create mutual trust and credibility that contribute to solid internal and external stakeholder relationships						
	Team management and leadership	knows the key concepts and methods of team management?						
		is able to tailor management and leadership methods and techniques to the team and circumstances thereby creating a conducive environment for achieving common goals						
Performance	Organisational awareness	knows organisation's administrative structure, procedures and processes, internal culture and legal and policy framework						

		is able to navigate both the procurement function and organisation’s structure, and understand their culture						
	Project management	knows project management tools and techniques relevant for the public administration						
		is able to apply project management tools and techniques to effectively carry out a procurement procedure and contract						
	Performance orientation	know cost and performance management strategies and methods as well as Key Performance Indicators (KPIs) that help identify inefficiencies and monitor the financial performance of the procurement and the way it delivers value for money						
		is able to apply commercial and performance management strategies and methods to maximise value for money of procurement contracts						
	Risk management and internal control	knows audit and control functions						

		is able to carry out the different functions of inspection, control, audit, and evaluation applicable to public procurement						
		knows audit risk management tools and techniques?						
		is able to monitor risks closely and apply mitigating measures and proactive approaches to protect the interest of the organisation						
GREEN COMPETENCES								
General	Cognitive	knows the principles of sustainable development and has environmental awareness						
		is able to identify opportunities and create new strategies to respond to green challenges						
	Interpersonal	knows how to promote greener products and services						
		is able to facilitate holistic and interdisciplinary approaches that encompass ecological objectives						
	Intrapersonal	is able to apply new technologies and processes required to green their jobs, entrepreneurial skills to						

		is able to capture opportunities presented by green technologies						
Specific	Tools and reglaments	knows EU GPP criteria						
		is able to include environmental requirements into tender procedures						
		knows Life-cycle costing (LCC) and can assign costs to environmental externalities						
		is able to apply effective measurement approaches to improve environmental performance						
		knows the standards for environmental protection, environmental labels and certificates						
		is able to make sustainable purchasing decisions						
		knows circular economy principles						
		is able to apply circular economy approach into procurement practices						

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