



# Agenda

9:00 – 9:30	<b>Welcome and registration</b>
9:30 – 9:40	<b>Introductory remarks</b>
9:40 – 11:00	<b>Stakeholder views on procurement professionalisation: results from the ProcurComp<sup>EU</sup> exercise</b>
11:00 – 11:25	<b>Coffee break</b>
11:25 – 12:25	<b>Enabling conditions for strategic public procurement: where does Estonia stand?</b>
12:25 – 12:55	<b>Advancing strategic public procurement with pilots</b>
12:55 – 13:00	<b>Concluding Remarks</b>



# PROMOTING THE UPTAKE OF STRATEGIC PUBLIC PROCUREMENT IN ESTONIA THROUGH PROFESSIONALISING THE PUBLIC PROCUREMENT WORKFORCE ANALYSIS

*Analysis of aggregated self-assessment results*



June 14, 2024





# Table of contents

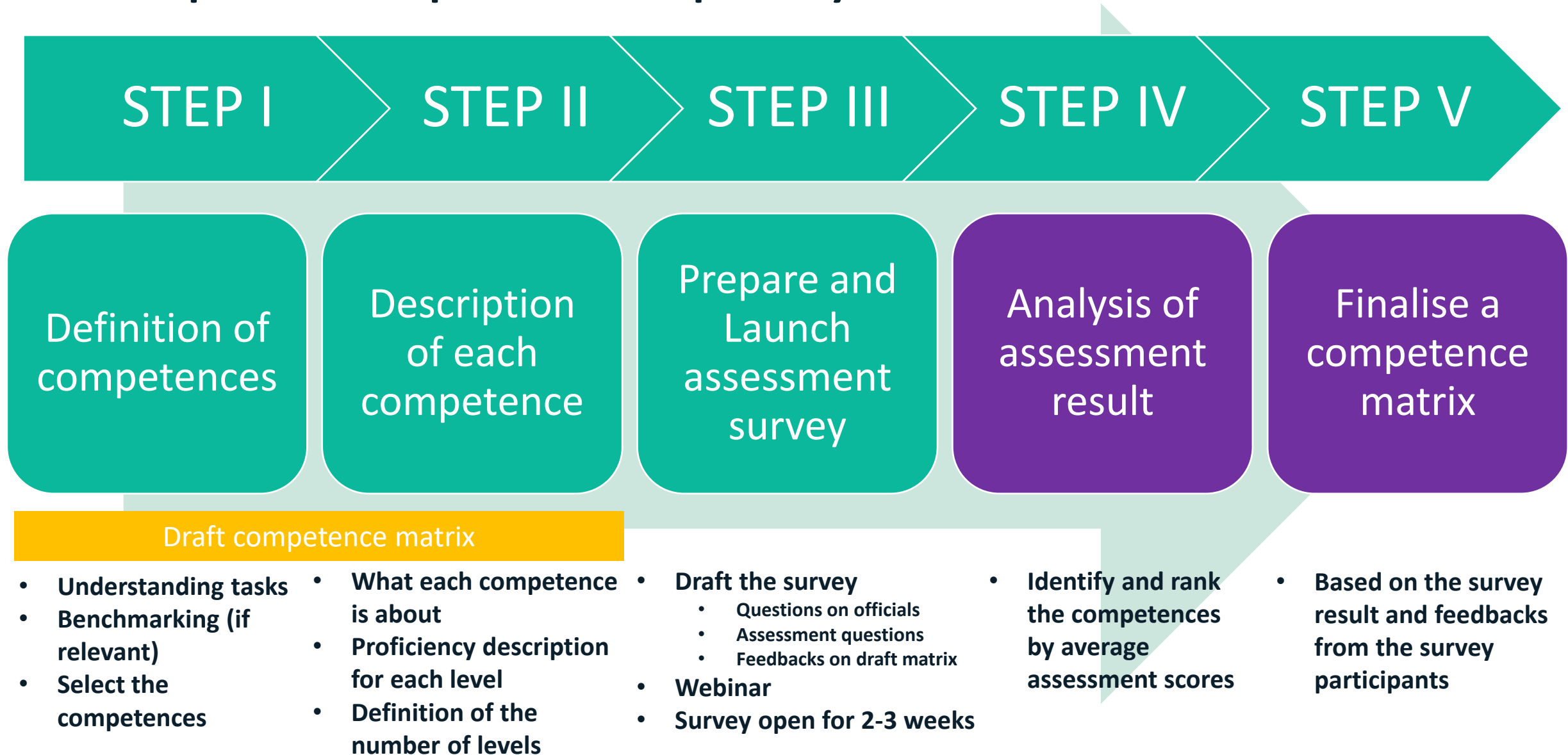
- 1 Recap the self-assessment survey
- 2 Survey result on professionalisation
- 3 Q&A / Discussion

The background of the slide features a photograph of several flags flying in front of a light-colored stone building. The most prominent flag is the United Nations flag, which is white with a blue circular emblem in the center containing a white map of the world. To its left, a portion of a blue flag with a white globe is visible. Below the UN flag, another flag with green and grey vertical stripes is partially seen. The scene is brightly lit, suggesting a sunny day.

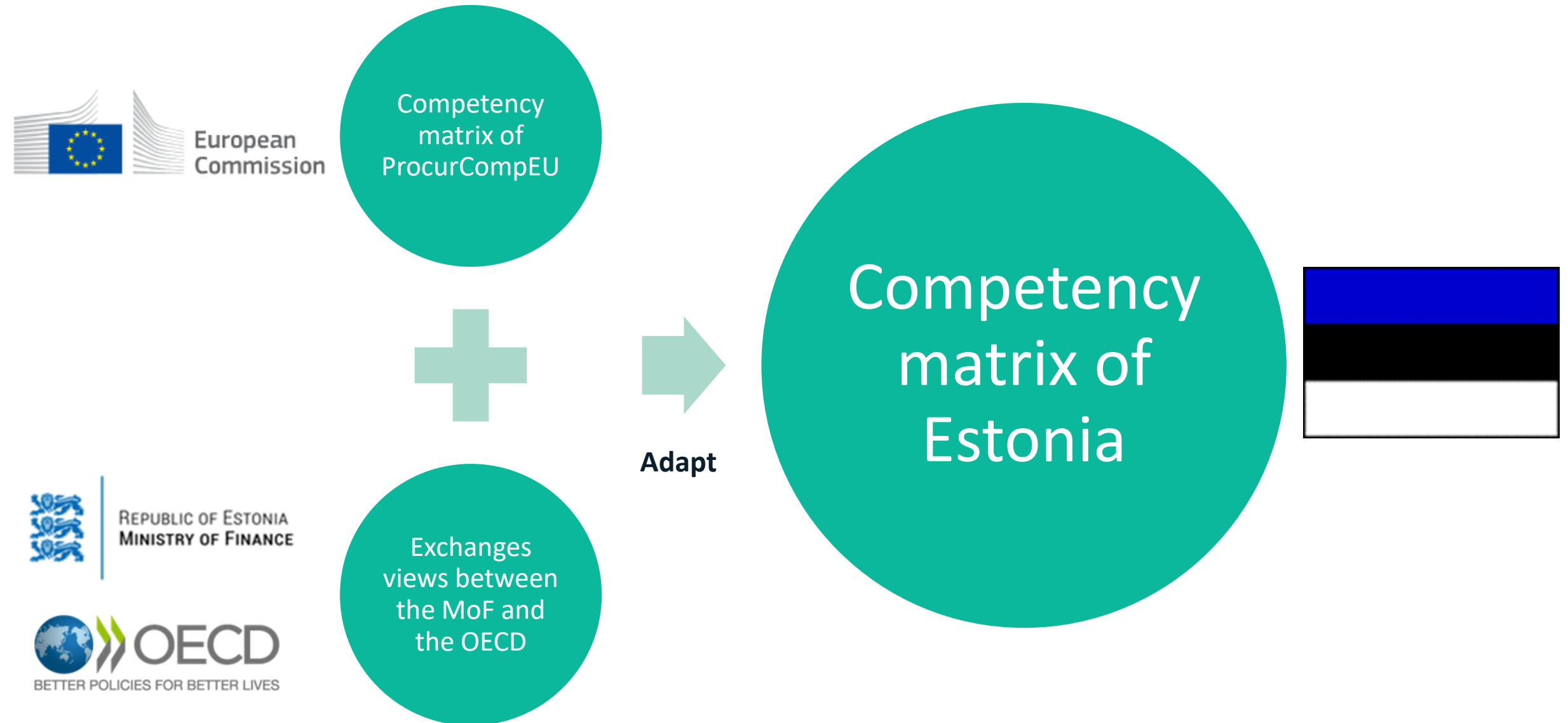
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# Recap the self-assessment survey

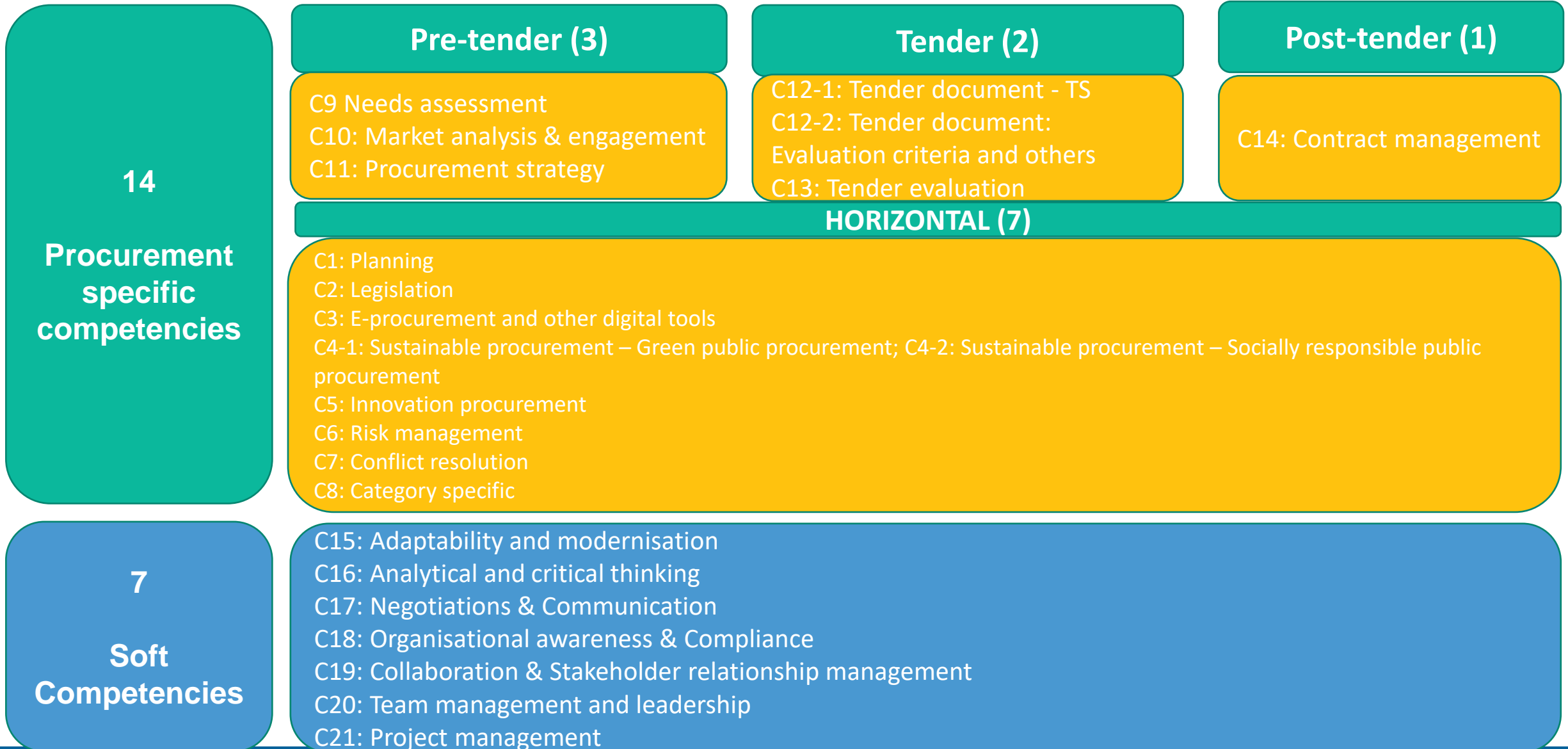
## — Steps to develop a draft competency matrix



# — Methodology to draft a competency matrix



## — Future competency matrix for Estonia (total 21 competences)



## — Objective of the survey

### The survey allows each participant to:

- Understand their current capability
- Identify competences that require more capacity-building initiatives
- Provide feedbacks on the draft competency matrix and professionalisation initiatives
- Provide their views on strategic public procurement

### The survey result will be used:

- To finalise the competency matrix
- To identify training priorities for upcoming activities (e.g., training, pilots)

## — How to achieve the objective of the survey?

- 1. Assess the current capability level by ranking each of 21 competences (23 including sub-competences for C4 and C12) as follow:**
  - Calculate the average score of all the participants (**All** participants)
  - Calculate the average score of all the participants (by **CA**, if relevant)
- 2. Collect feedback on capacity-building needs of the participants**
- 3. Collect feedback on the draft competency matrix and professionalisation initiatives**
- 4. Collect information on the practice of strategic procurement**

# — Structure of the survey

## **I. General questions**

Information related to your current position and experiences in public procurement

## **II. Public procurement competencies**

Assessment of your current level for the 14 procurement specific competencies

## **III. Soft competencies**

Assessment of your current level for the 7 soft competencies

## **IV. Feedback on capacity-building needs**

Collecting feedback on (i) capacity-building needs, (ii) the draft competency matrix and (iii) professionalisation initiatives

## **V. Practices on strategic public procurement**

Collecting information on your perception of strategic procurement

## — Self-assessment questions (Part II. & III.)

Each participant is requested to select one proficiency level to self assess their current level in each of 21 competencies, in accordance with the definition available in the draft Competency Matrix:

Level	Number of points
Less than basic	Point 0
Basic	Point 1
Intermediary	Point 2
Advanced	Point 3
Expert	Point 4

Check the **Competency Matrix !!!**



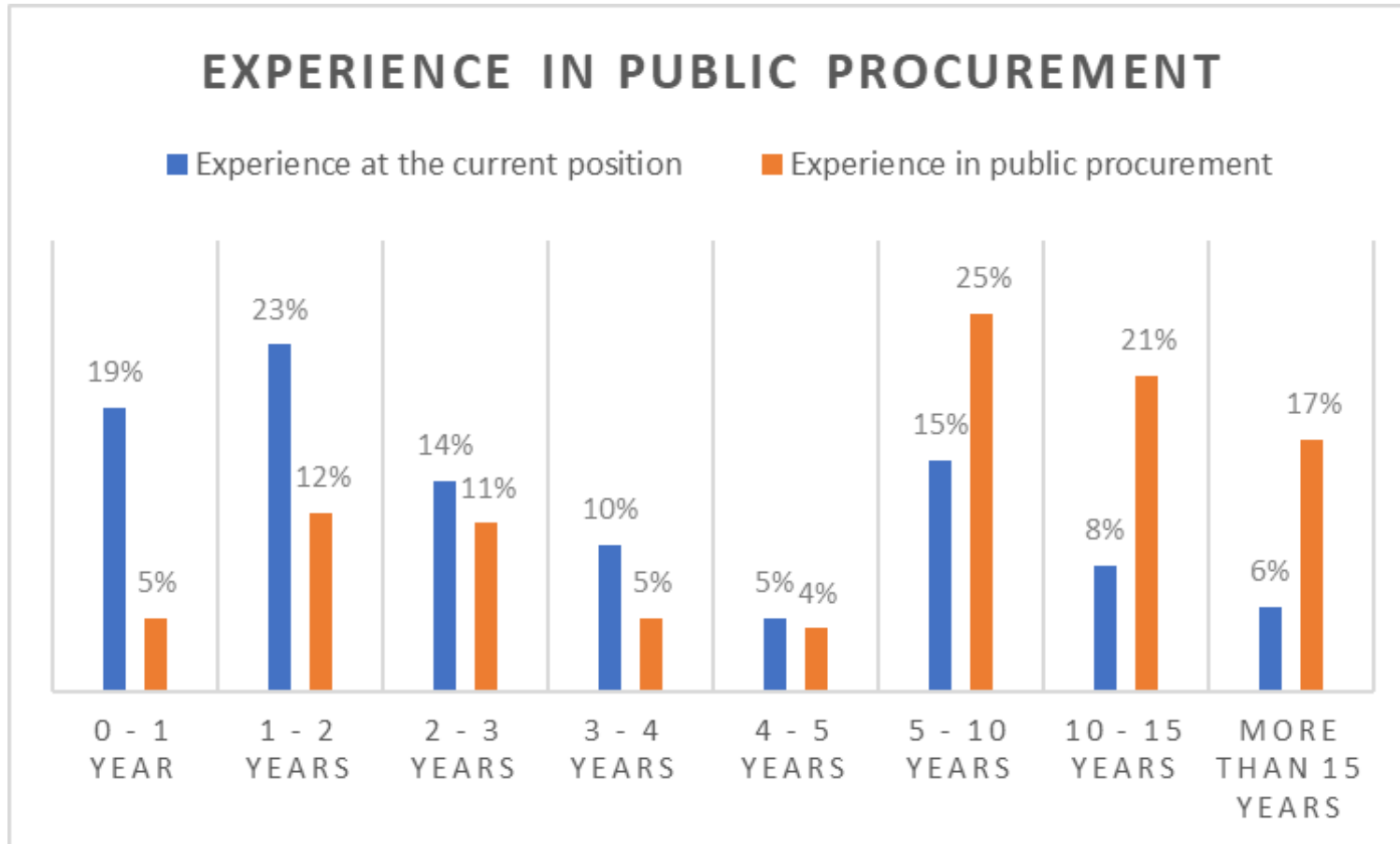
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## Survey result - Profile of participants

# 143 officials participated in the survey from 37 CAs

	CAs	Number of participants
1	AS Eesti Raudtee	7
2	AS Eesti Varude Keskus	1
3	AS Hoolekandeteenused	3
5	AS Tallinna Sadam	3
6	AS Tallinna Vesi	4
7	Eesti Energia AS	15
8	Eesti Maaülikool	2
9	Elektrilevi OÜ	4
10	Elering AS	5
11	Ettevõtluse ja Innovatsiooni SA	3
12	Harku Vallavalitsus	1
13	Majandus- ja Kommunikatsiooniministeerium	1
14	Mulgi Vallavalitsus	1
15	Rae Vallavalitsus	1
16	Rahandusministeerium ühisosakonna õigustalitus	3
17	Rahandusministeeriumi Infotehnoloogia Keskus	1
19	Rakvere Linnavalitsus	1
20	Regionaal- ja Põllumajandusministeerium	5
21	Registrite ja Infosüsteemide Keskus	2
22	Riigi Info- ja Kommunikatsioonitehnoloogia Keskus	2
23	Riigi Kaitseinvesteeringute Keskus	8
24	Riigi Kinnisvara AS	1
25	Riigi Tugiteenuste Keskus	23
27	RÜ Riigi Tugiteenuste Keskus	5
28	SA Põhja-Eesti Regionaalhaigla	10
30	SA Tallinna Lastehaigla	2
31	Siseministeerium	1
32	Siseministeeriumi Infotehnoloogia- ja Arenduskeskus	1
33	Tallinna Linnavaaramet	2
34	Tallinna Strateegiakeskus	5
35	Tallinna Ülikool	5
36	Tartu Vallavalitsus	5
37	Tartu Ülikool	4
38	Tervise ja Heaolu Infosüsteemide Keskus	2
39	Tervisekassa	2
40	Transpordiamet	1
41	Viljandi Linnavalitsus	1
	TOTAL	143

# Professional experiences



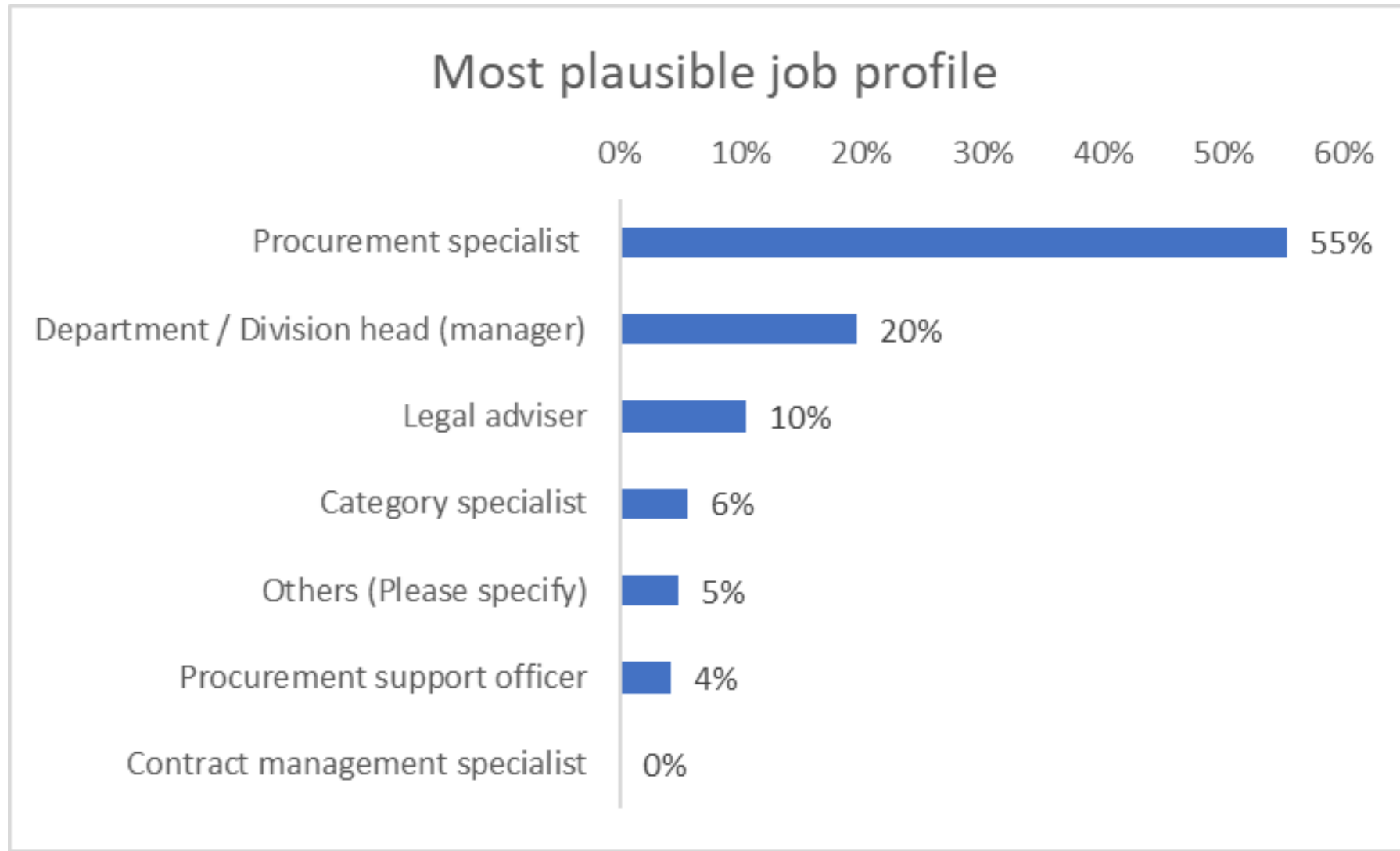
#### Experience at the current position:

- Average: 59 months (**4.9 years**)
- Max: 720 months (60 years)
- Min: 1 months (0.08 years)

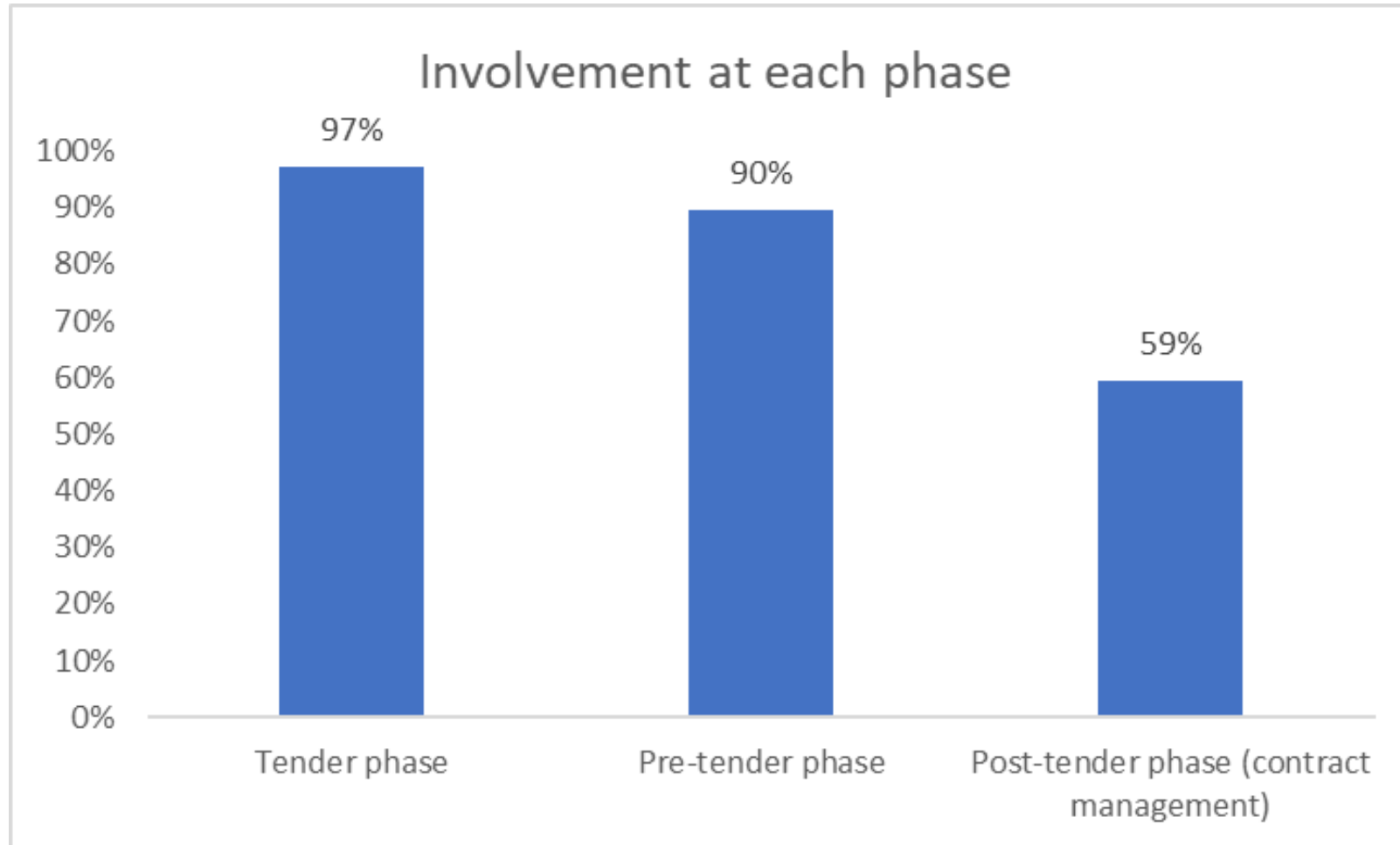
#### Experience in PP:

- Average: 114 months (**9.5 years**)
- Max: 720 months (60 years)
- Min: 1 months (0.08 years)

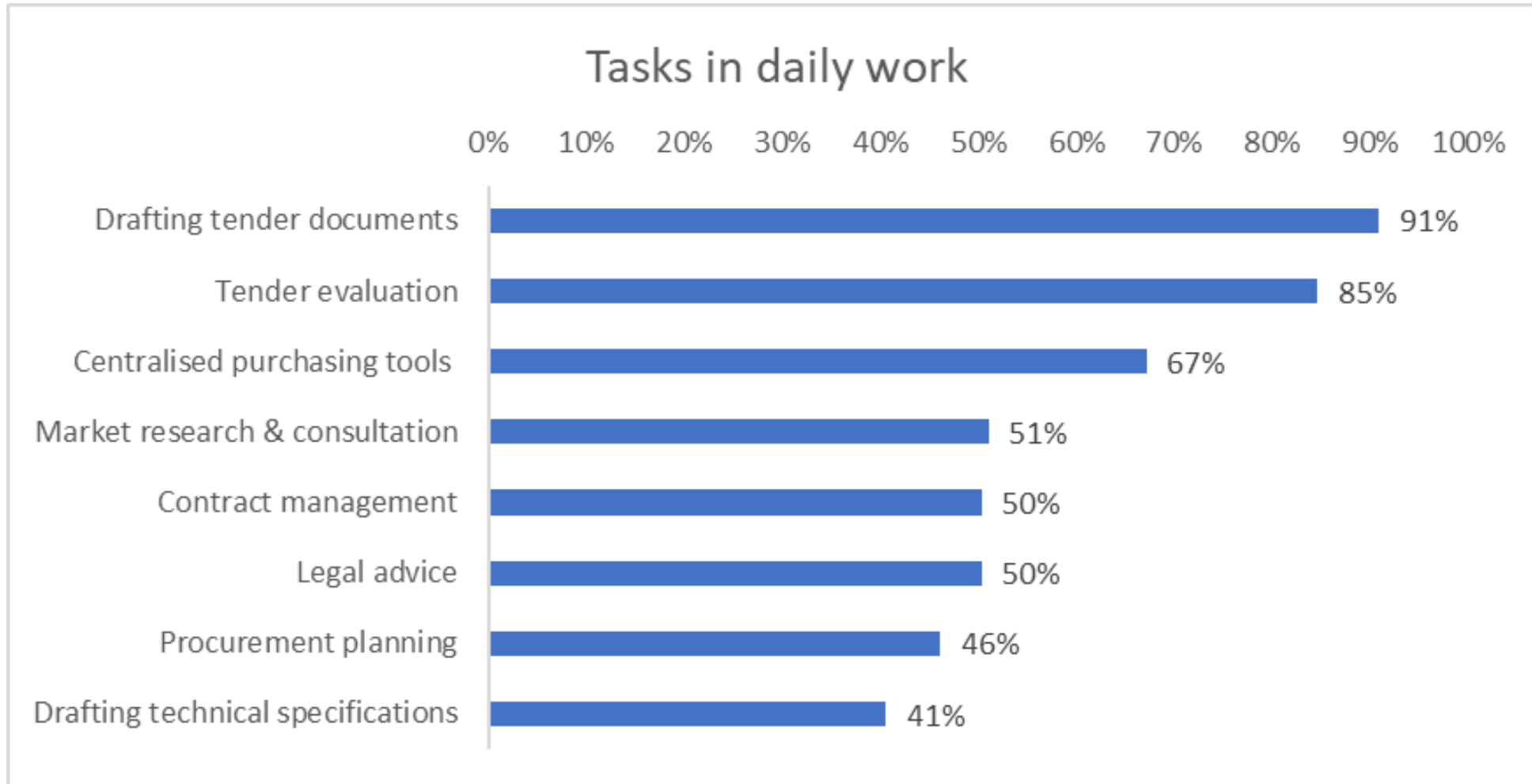
## — Plausible job profile



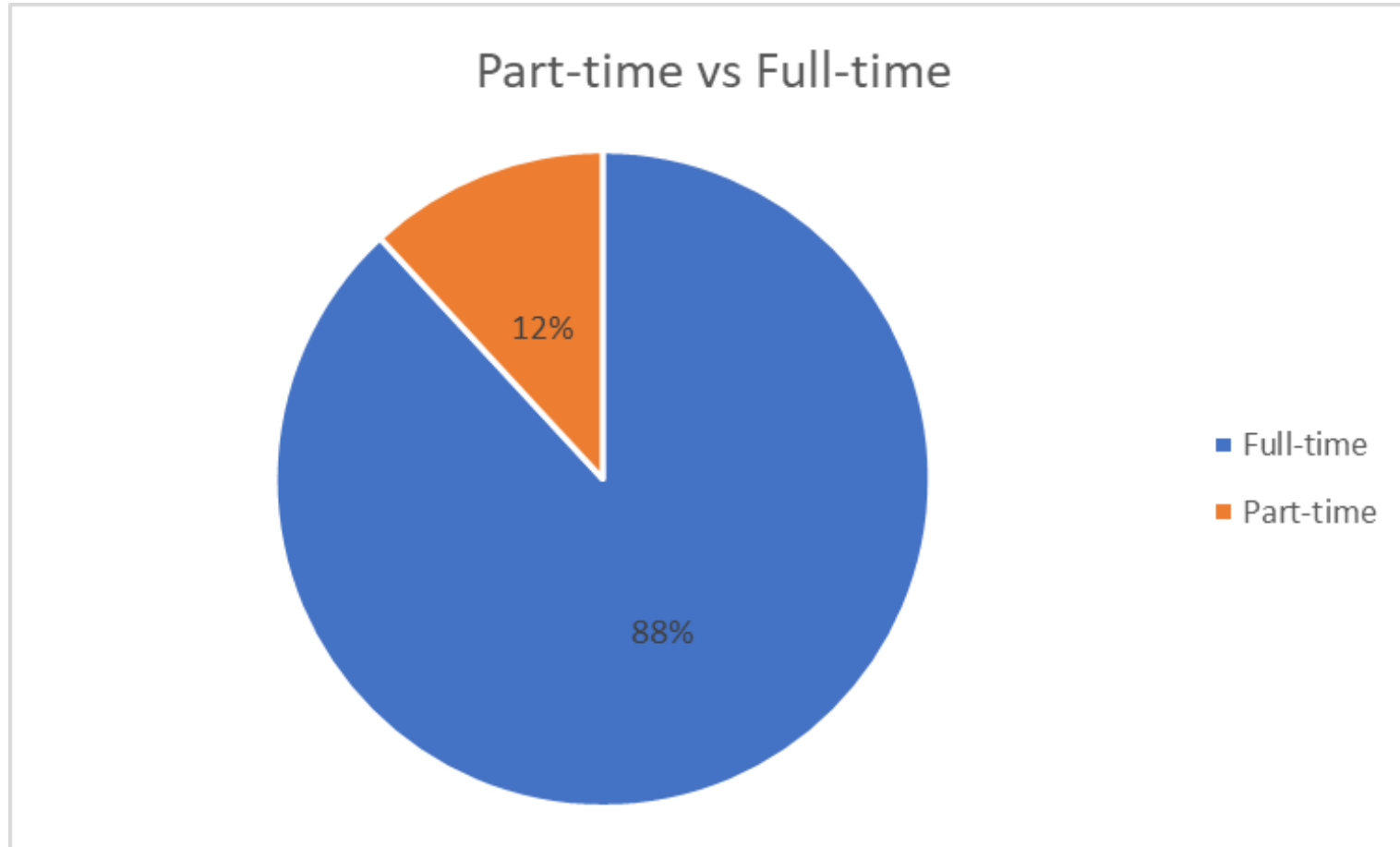
## — Less participants get involved in contract management



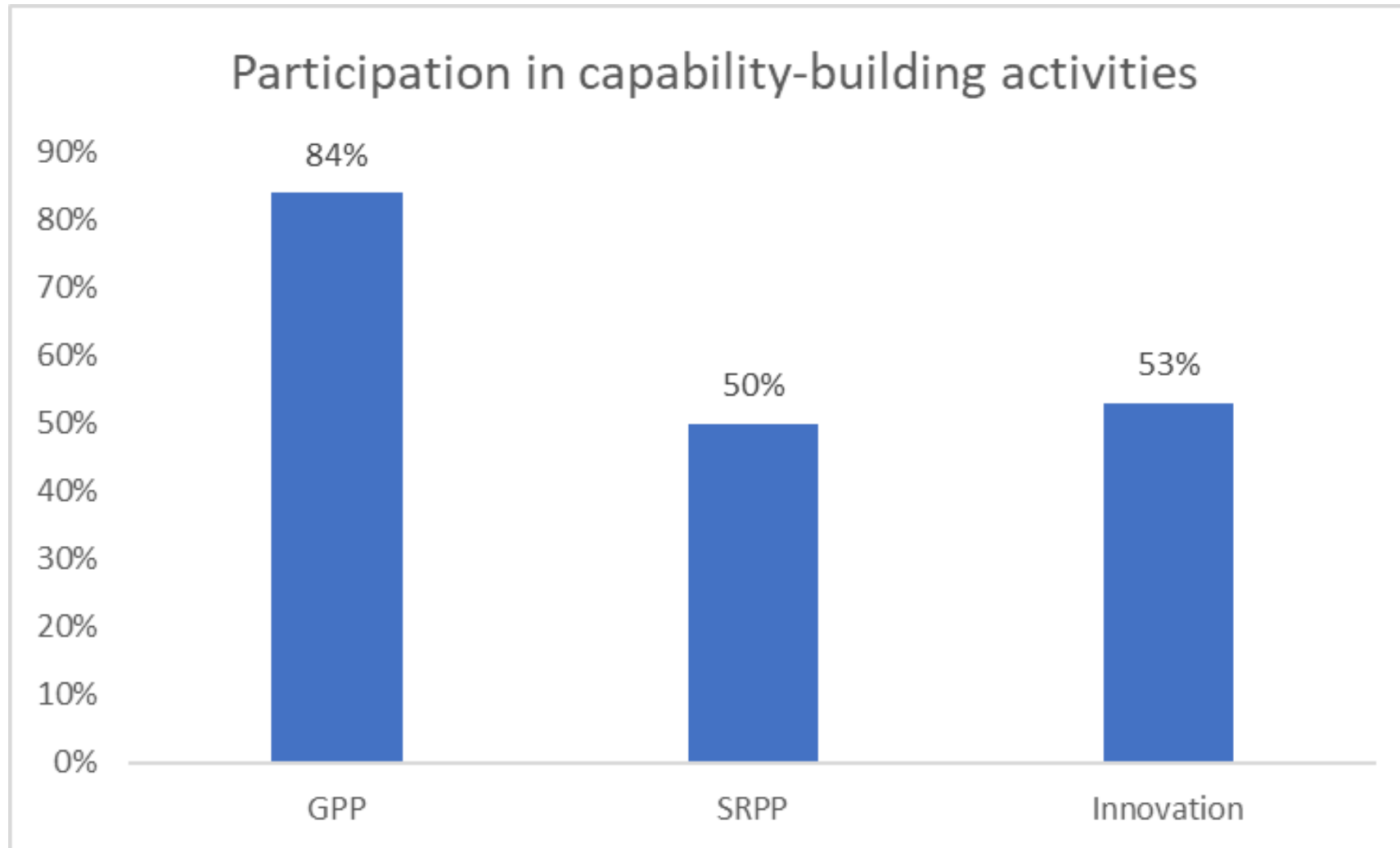
## — Procurement tasks in daily work



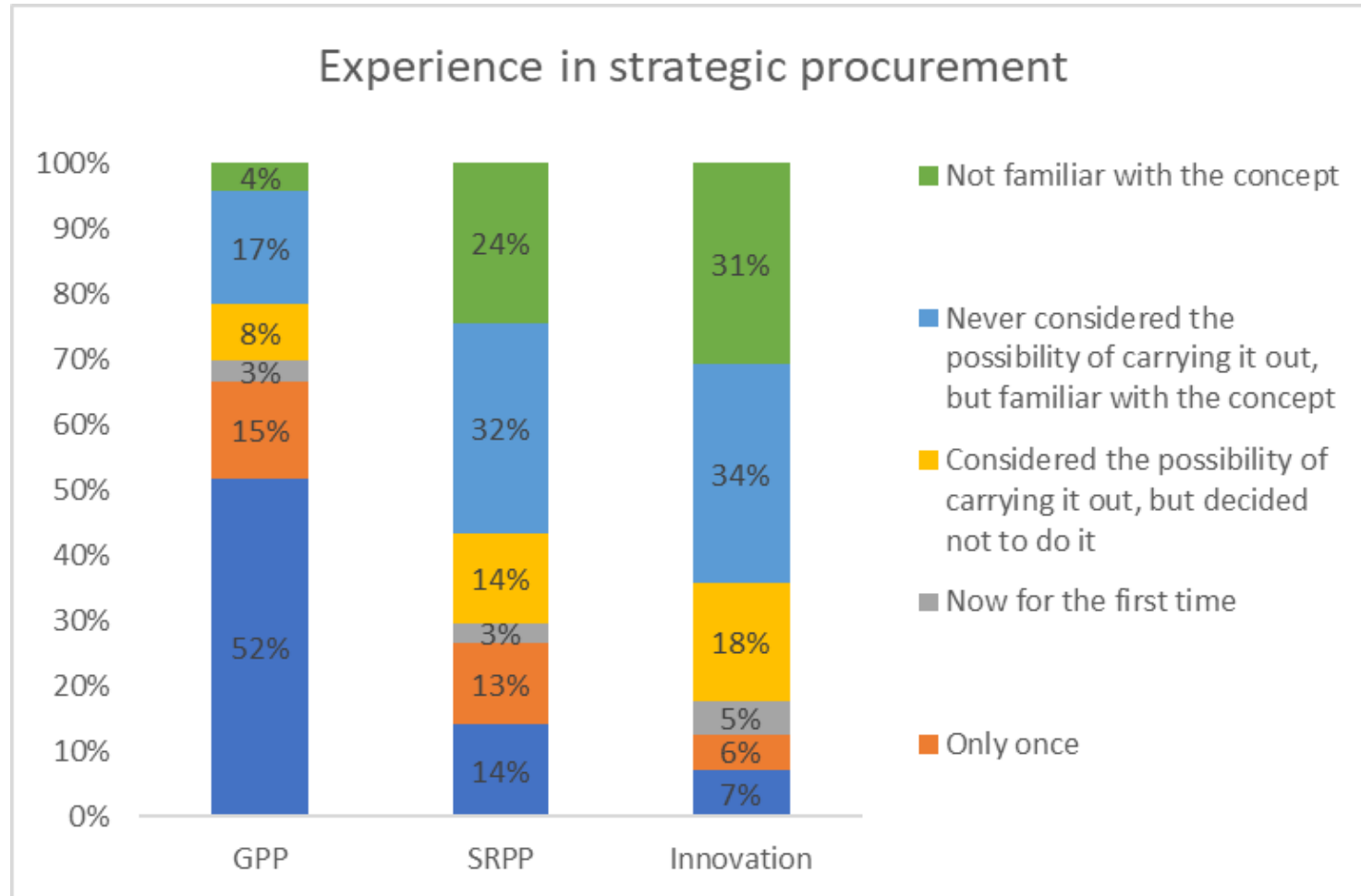
# — 88% work full-time for public procurement



## — Training record for strategic procurement



# Experiences in strategic procurement (most in GPP / least in innovation)

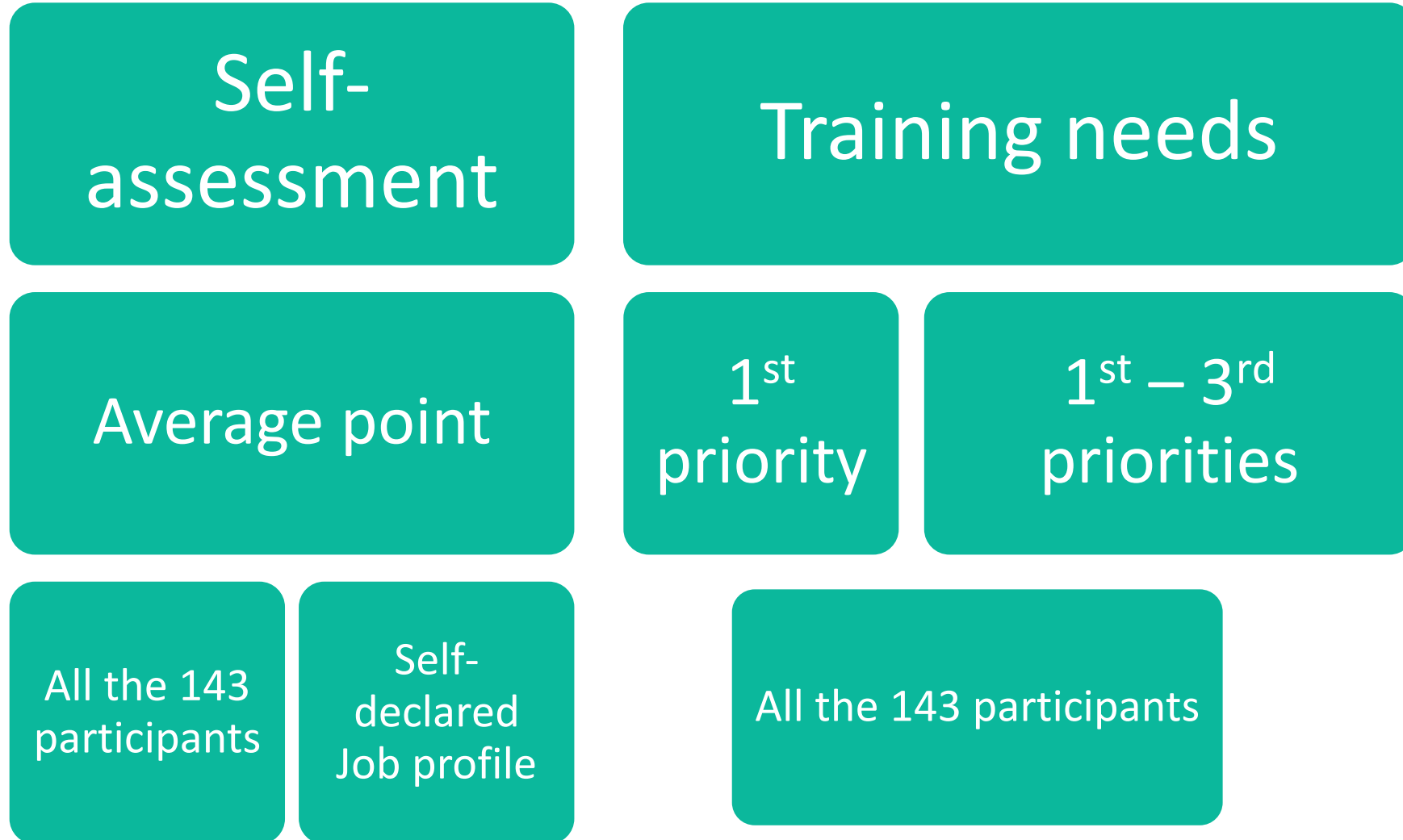




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## ProcurCompEU survey result - Aggregated result

— Overall analysis dimension

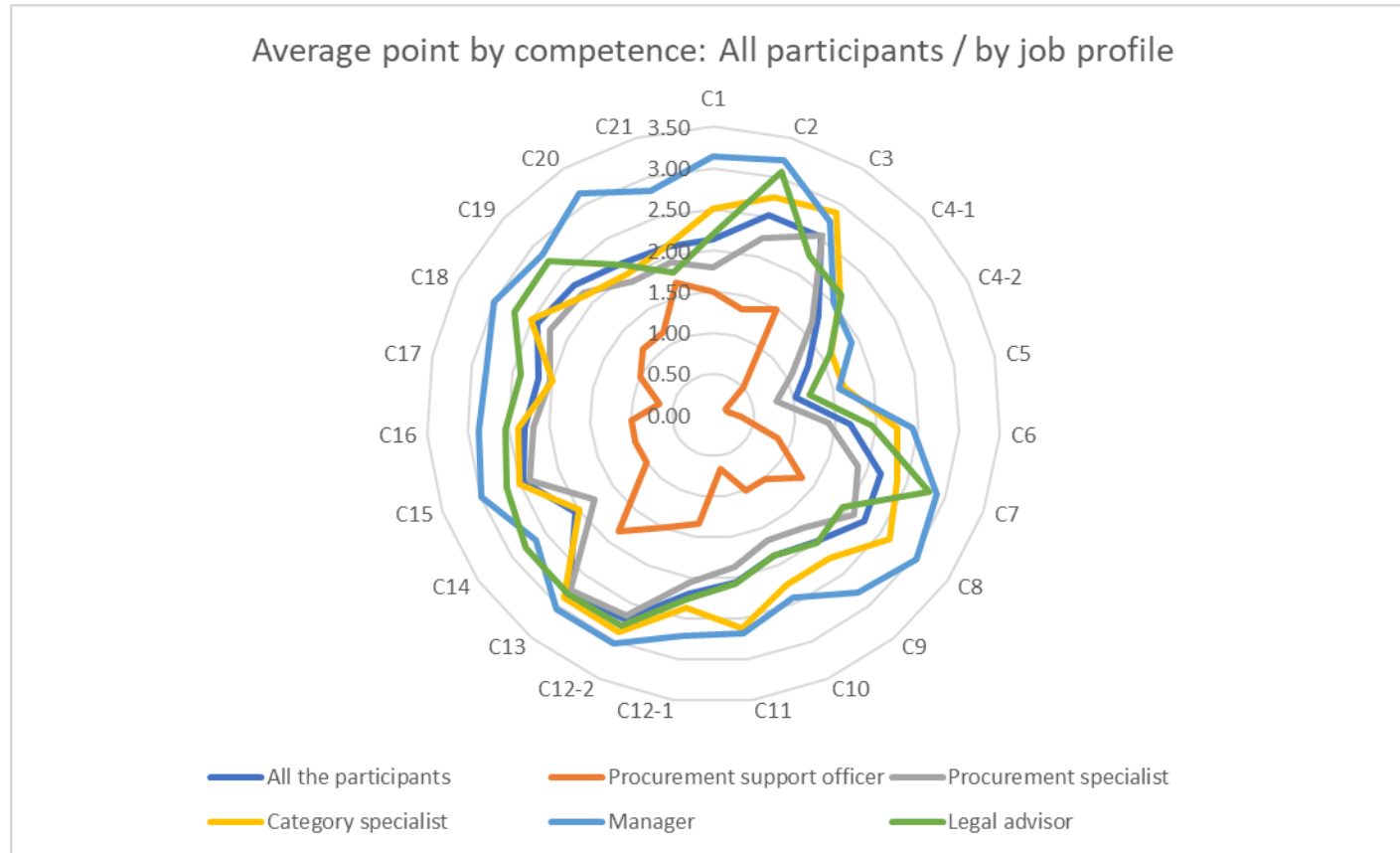


# — Average point by competence 1/2

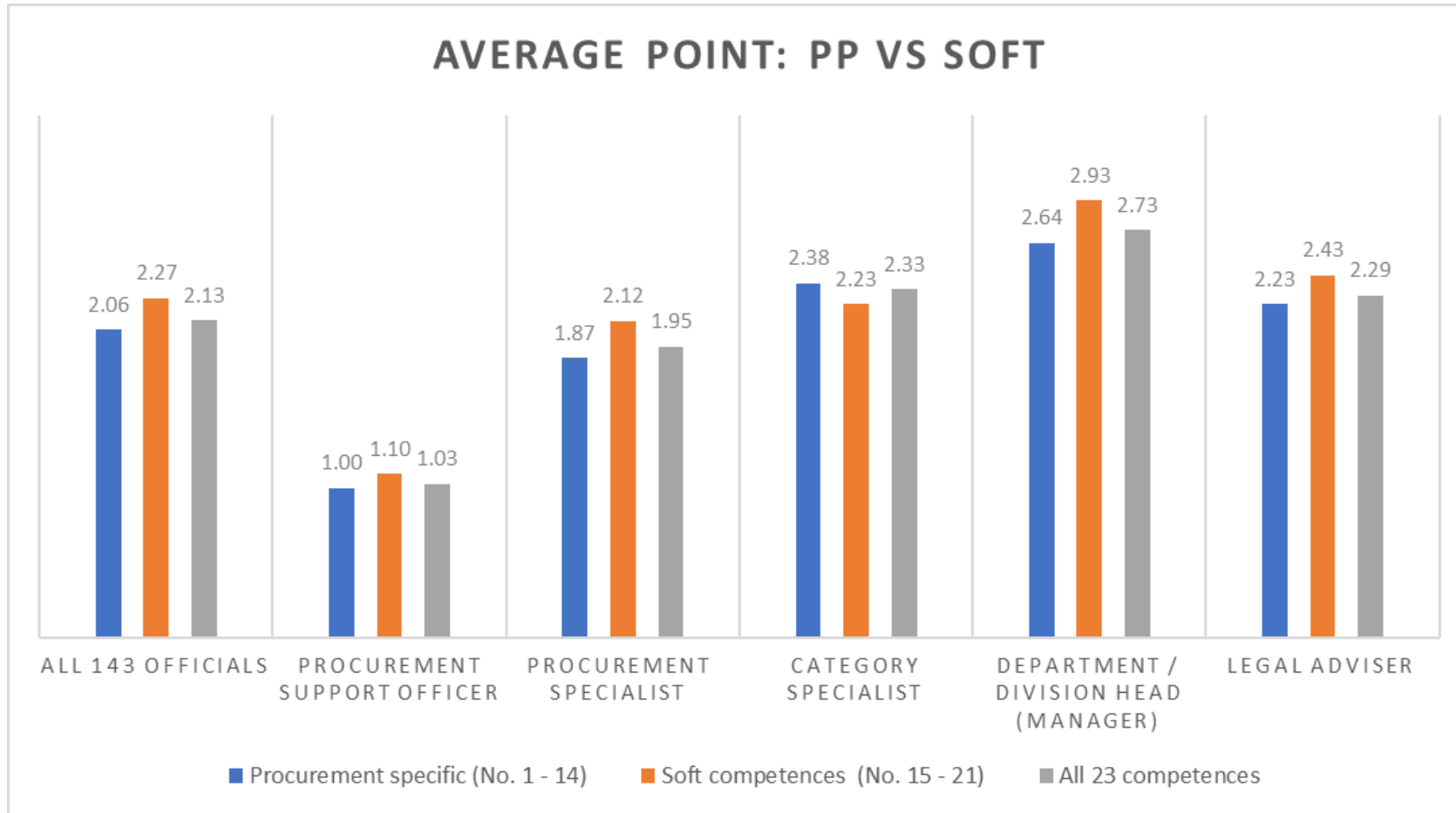
- Manager is the best performer in 19 out of 23 competences

No.	Competence	All participants			Procurement support officer			Procurement specialist			Category specialist			Manager			Legal adviser		
		Average	Max	Min	Average	Max	Min	Average	Max	Min	Average	Max	Min	Average	Max	Min	Average	Max	Min
C1	Planning	2.13	4	0	1.50	2	1	1.78	4	0	2.50	4	0	3.14	4	2	2.20	4	1
C2	Legislation	2.52	4	0	1.33	3	0	2.23	4	1	2.75	4	0	3.21	4	1	3.07	4	2
C3	e-Procurement and other digital tools	2.53	4	0	1.50	2	0	2.56	4	1	2.88	4	1	2.75	4	0	2.27	4	1
C4-1	Sustainable public procurement - GPP	1.76	4	0	0.50	1	0	1.65	3	0	2.13	4	0	2.00	3	0	2.13	3	0
C4-2	Sustainable public procurement - SRPP	1.31	4	0	0.17	1	0	1.08	3	0	1.63	4	0	1.89	4	0	1.60	3	0
C5	Innovation procurement	1.02	4	0	0.17	1	0	0.78	3	0	1.63	3	0	1.57	4	0	1.20	3	0
C6	Risk management	1.68	4	0	0.33	1	0	1.41	4	0	2.25	4	0	2.43	4	0	1.93	3	0
C7	Conflict resolution	2.16	4	0	0.83	2	0	1.87	4	0	2.38	4	0	2.89	4	0	2.80	4	1
C8	Category specific	2.25	4	0	1.33	2	0	2.10	4	0	2.63	4	0	3.04	4	0	1.93	4	0
C9	Needs assessment	1.98	4	0	1.00	2	0	1.76	4	0	2.25	4	0	2.79	4	1	2.00	4	0
C10	Market analysis & engagement	1.87	4	0	1.00	2	0	1.67	4	0	2.25	4	0	2.43	4	0	1.87	4	0
C11	Procurement strategy	2.05	4	0	0.67	1	0	1.86	4	0	2.63	4	0	2.68	4	0	2.07	4	0
C12-1	TD - Technical specifications	2.20	4	0	1.33	2	1	2.05	4	0	2.38	4	0	2.71	4	1	2.27	4	1
C12-2	TDt - Evaluation criteria and other elements	2.71	4	0	1.50	2	1	2.66	4	1	2.88	4	1	3.04	4	0	2.80	4	1
C13	Tender evaluation	2.78	4	0	1.83	2	1	2.75	4	0	2.88	4	1	3.04	4	1	2.80	4	1
C14	Contract management	2.06	4	0	1.00	1	1	1.77	4	0	2.00	4	0	2.64	4	1	2.80	4	1
C15	Adaptability and modernization	2.45	4	0	1.00	2	0	2.37	4	1	2.50	4	1	3.00	4	1	2.67	4	1
C16	Analytical and critical thinking	2.30	4	0	1.00	2	0	2.19	4	1	2.38	4	1	2.86	4	1	2.53	4	2
C17	Negotiations & Communication	2.17	4	0	0.67	1	0	2.04	4	0	2.00	4	0	2.82	4	1	2.40	3	2
C18	Organisational awareness & Compliance	2.41	4	0	1.00	1	1	2.24	4	0	2.50	4	1	3.00	4	1	2.73	4	1
C19	Collaboration & Stakeholder RM	2.31	4	0	1.17	2	0	2.16	4	0	2.13	4	0	2.86	4	0	2.73	3	1
C20	Team management and leadership	2.15	4	0	1.17	2	0	1.90	4	0	2.00	4	0	3.14	4	2	2.13	4	1
C21	Project management	2.11	4	0	1.67	2	1	1.92	4	0	2.13	4	0	2.82	4	0	1.80	3	1
	Procurement specific (No. 1 - 14)	2.06	4	0	1.00	3	0	1.87	4	0	2.38	4	0	2.64	4	0	2.23	4	0
	Soft competences (No. 15 - 21)	2.27	4	0	1.10	2	0	2.12	4	0	2.23	4	0	2.93	4	0	2.43	4	1
	ALL	2.13	4	0	1.03	3	0	1.95	4	0	2.33	4	0	2.73	4	0	2.29	4	0

# — Average point by competence 2/2

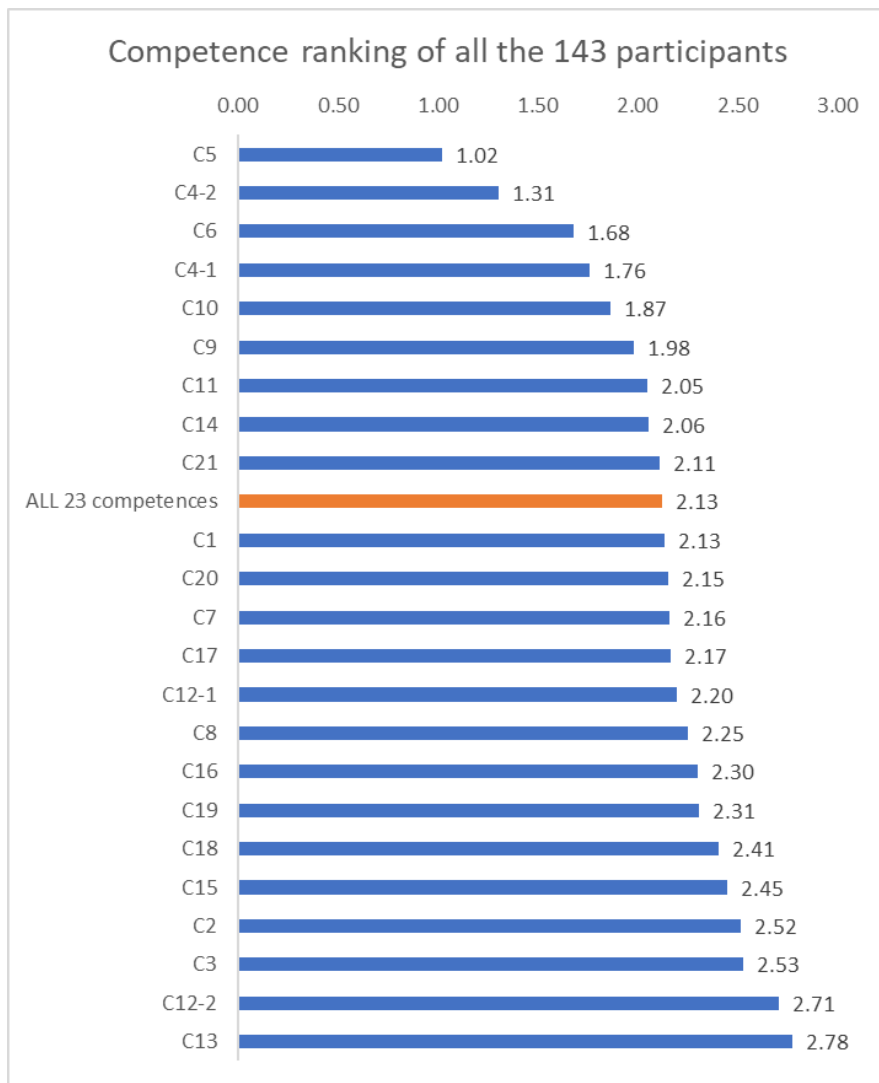


— **Soft competences showed a higher level than PP competences (except Category specialist)**



## Ranking of competences of **all the 143 participants**:

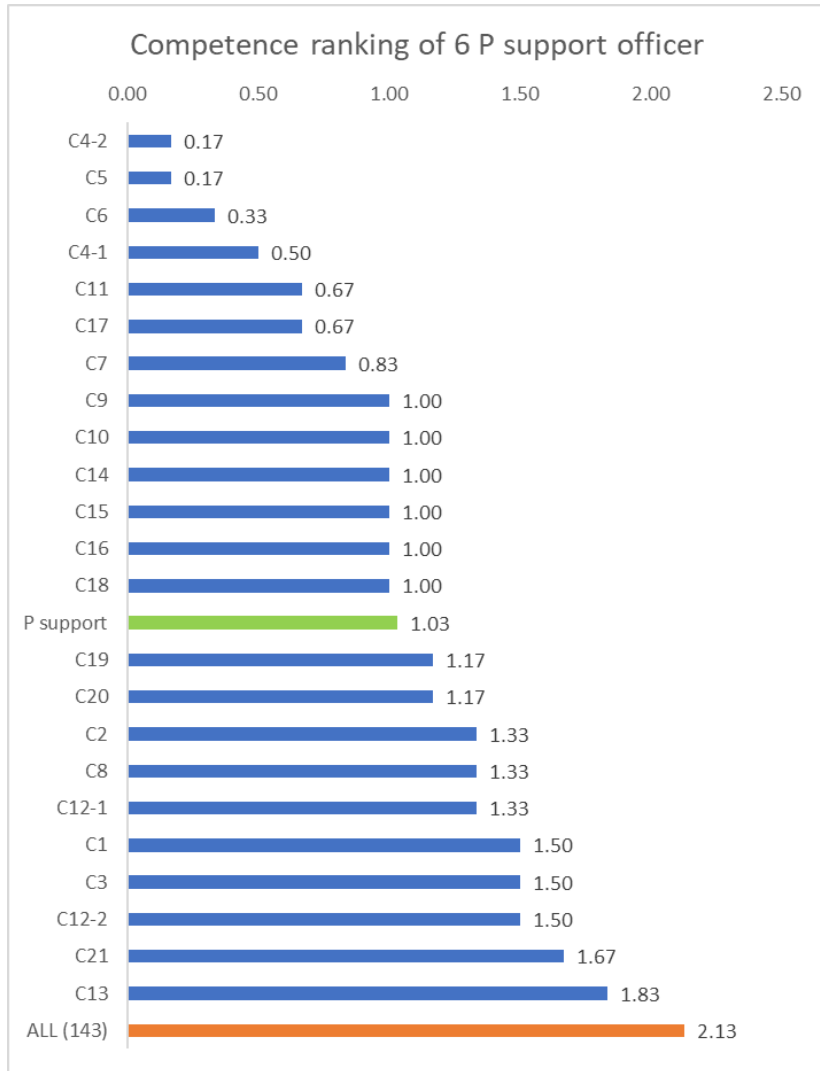
— **C5 (Innovation Procurement) is identified as the weakest competence, followed by C4-2 (SRPP), C6 (Risk management), C4-1 (GPP), C10 (Market analysis & engagement)**



- In general, the following 4 competences are the weakest under many scenarios / job profiles:
  - C5 Innovation procurement (***weakest for all job profiles***)
  - C4-2 Socially responsible public procurement (SRPP)
    - (***Weakest tie with C5, or 2<sup>nd</sup> weakest for all job profiles***)
  - C4-1 Green public procurement (GPP)
  - C6 Risk management
- All the 10 competences with the lowest average scores are PP specific competences except C21 (Project management)

Ranking of competences of **all the 6 participants (Procurement support officer):**

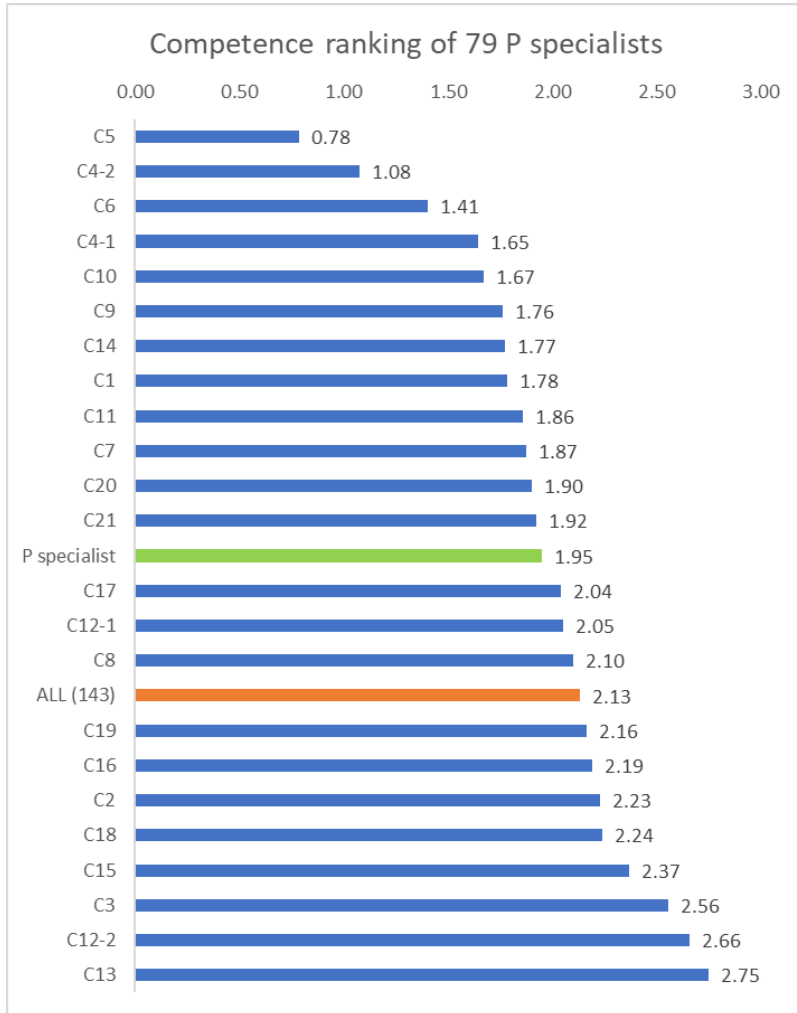
— C4-2 (SRPP) and C5 (Innovation procurement) are identified as the weakest competences, followed by C6 (Risk management), C4-1 (GPP), C11 (Procurement strategy), C17 (Negotiations and Communication)



- Average score of all the 23 competences:
  - All 143 participants: **2.13** points
  - Procurement support officer: **1.03** points

Ranking of competences of **all the 79 participants (Procurement specialist)**:

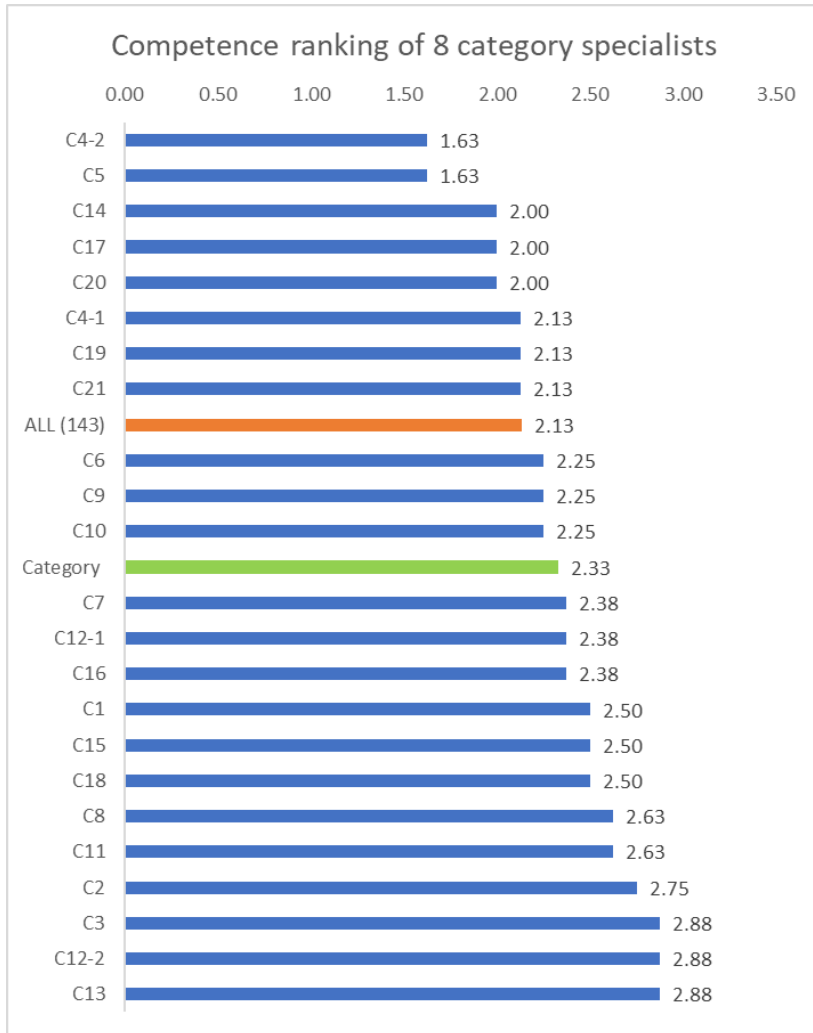
— **C5 (Innovation procurement) is identified as the weakest competence, followed by C4-2 (SRPP), C6 (Risk management), C4-1 (GPP), C10 (Market analysis & engagement)**



- Average score of all the 23 competences:
  - All 143 participants: **2.13** points
  - Procurement specialist: **1.95** points

Ranking of competences of **all the 8 participants (Category specialists)**:

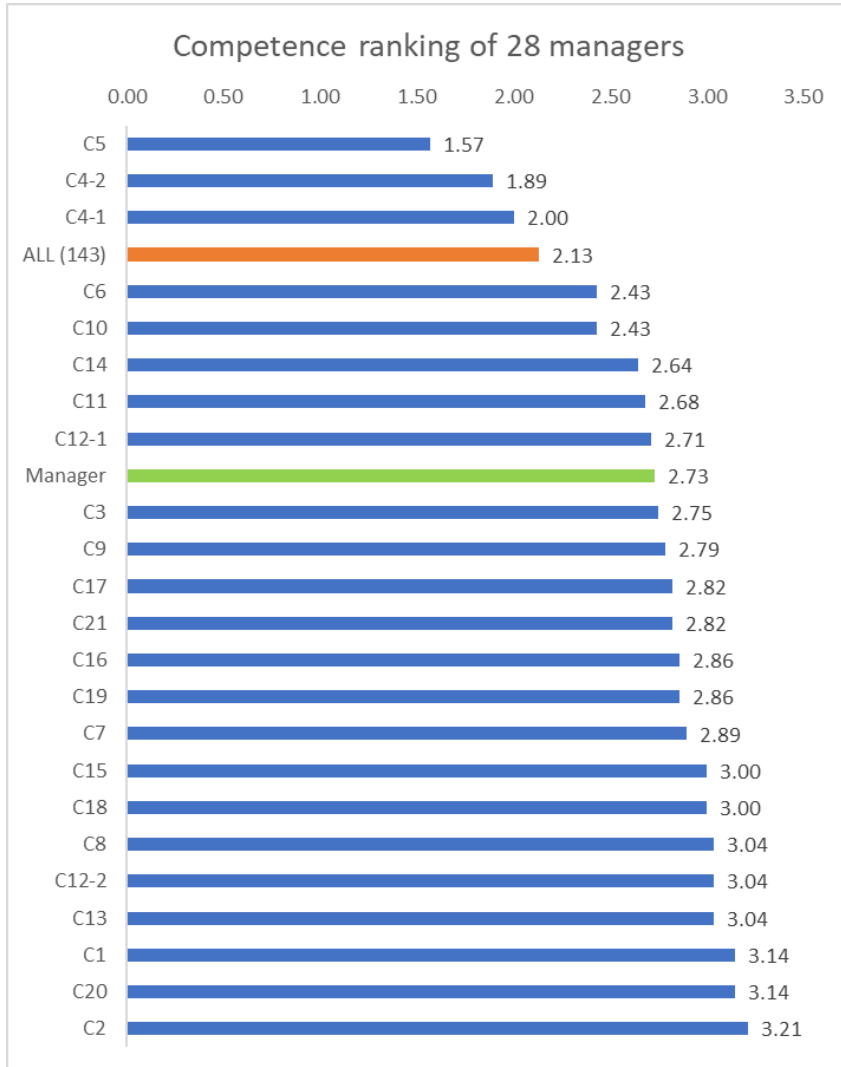
— C4-2 (SRPP) and C5 (Innovation procurement) are identified as the weakest competence, followed by C14 (Contract management), C17 (Negotiations and Communication), C20 (Team management and leadership)



- Average score of all the 23 competences:
  - All 143 participants: 2.13 points
  - Category specialist: 2.33 points

Ranking of competences of **all the 28 participants (Manager)**:

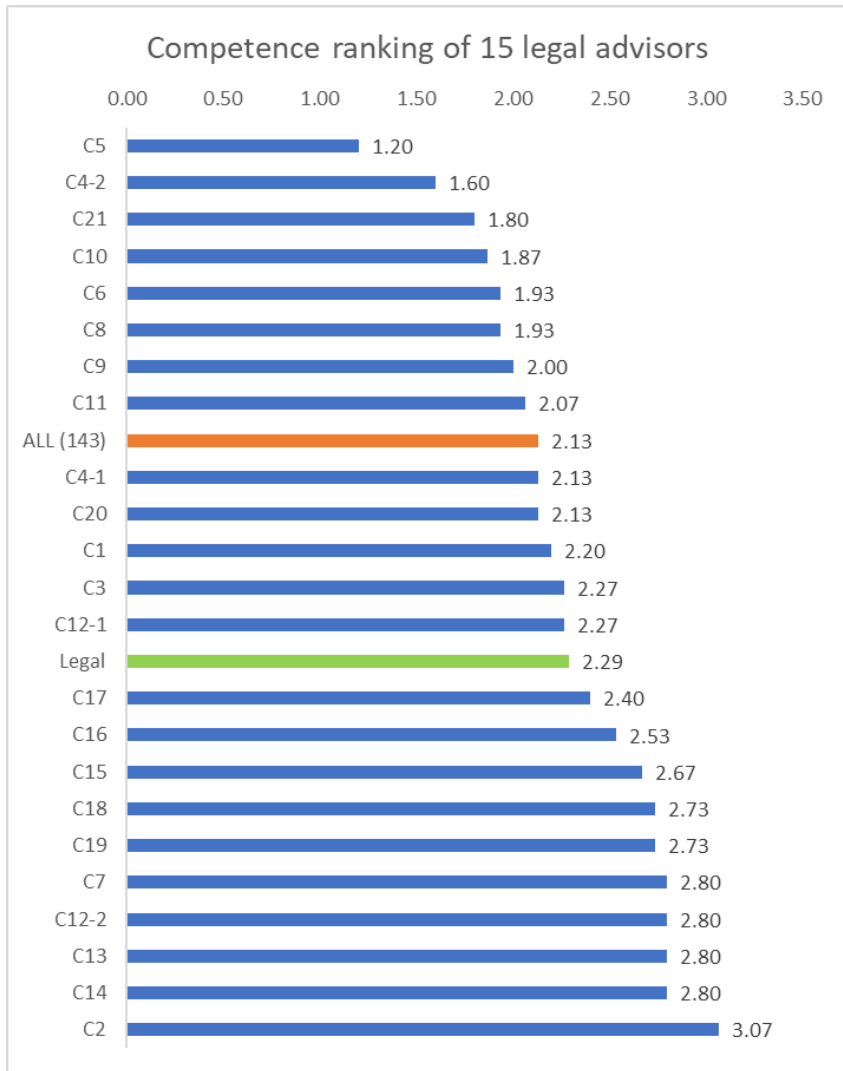
— C5 (Innovation procurement) is identified as the weakest competence, followed by C4-2 (SRPP), C4-1 (GPP), C6 (Risk management), C10 (Market analysis & engagement)



- Average score of all the 23 competences:
  - All 143 participants: 2.13 points
  - Managers: 2.73 points

Ranking of competences of **all the 15 participants (Legal advisor)**:

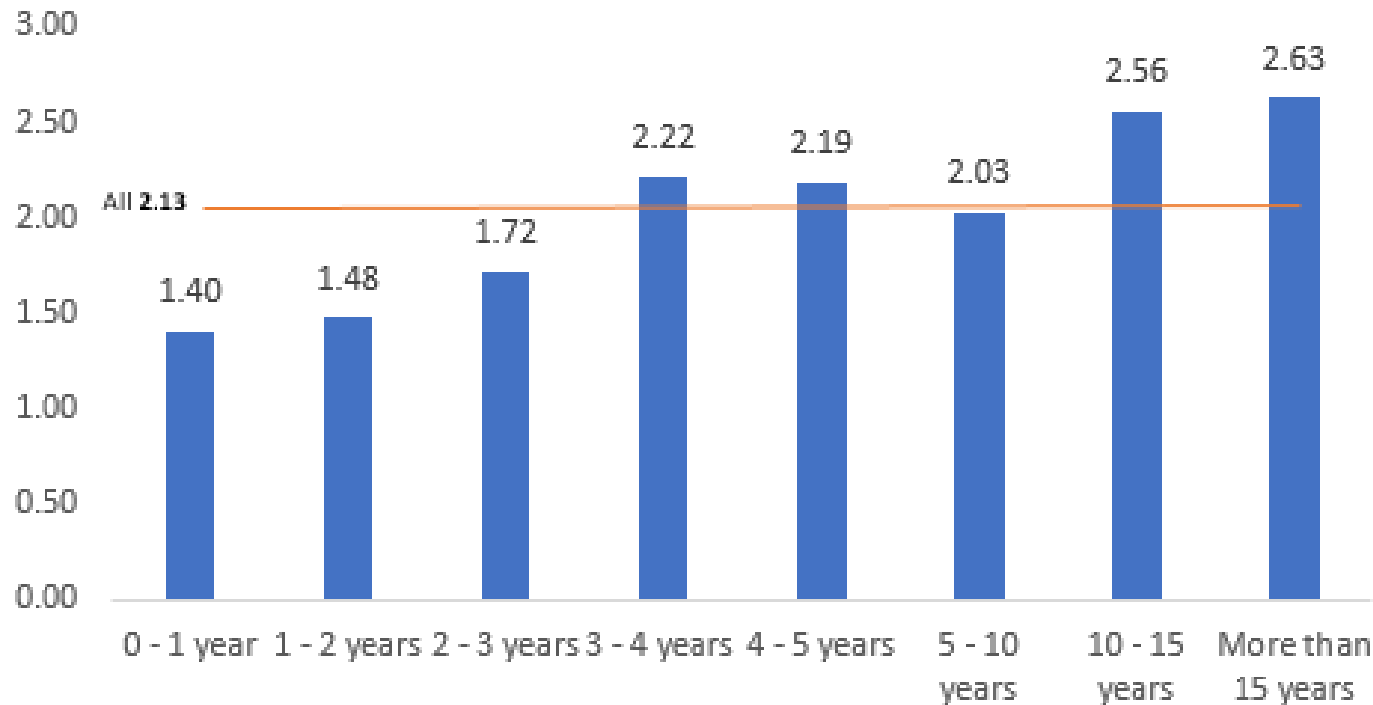
— C5 (Innovation procurement) is identified as the weakest competence, followed by C4-2 (SRPP), C21 (Project management), C10 (Market analysis & engagement), C6 (Risk management),



- Average score of all the 23 competences:
  - All 143 participants: 2.13 points
  - Legal advisors: 2.29 points

- In general, average scores are proportional to experiences except (3-10 years). Officials with more than 15 years of experiences marked the highest average score.

Total average point by PP experience



Average points of all the 23 competences:

- All the participants: **2.13** / 4.00
- Procurement support officer: **1.03** points
- Procurement specialist: **1.95** points
- Category specialist: **2.33** points
- Managers: **2.73** points
- Legal advisors: **2.29** points

# Summary table:

## Weakest competences in self-assessment (average points)

Ranking	All the participants	Procurement support officer	Procurement specialist
1	C5 Innovation procurement (1.02 point)	C5 Innovation procurement	C5 Innovation procurement (0.78 point)
2	C4-2 SRPP (1.31 point)	C4-2 SRPP (0.17 point)	C4-2 SRPP (1.08 point)
3	C6 Risk management (1.68 point)	C6 Risk management (0.33 point)	C6 Risk management (1.41 point)
4	C4-1 GPP (1.76 point)	C4-1 GPP (0.50 point)	C4-1 GPP (1.65 point)
5	C10 Market analysis & engagement (1.87 point)	C11 Procurement strategy C17 Negotiations and Communication (0.67 point)	C10 Market analysis & engagement (1.67 point)
Ranking	Category specialist	Manager	Legal advisor
1	C5 Innovation procurement	C5 Innovation procurement (1.57 point)	C5 Innovation procurement (1.20 point)
2	C4-2 SRPP (1.63 point)	C4-2 SRPP (1.89 point)	C4-2 SRPP (1.60 point)
3	C14 (Contract management)	C4-1 GPP (2.00 point)	C21 Project management (1.80 point)
4	C17 (Negotiations and Communication)	C6 Risk management	C10 Market analysis & engagement (1.87)
5	C20 (Team management and leadership) (2.13 point)	C10 Market analysis & engagement (2.43 point)	C6 Risk management / C8 (Category specific) (1.93 point)

### Top priority:

- C5 Innovation procurement
- C4-2 SRPP
- C6 Risk management

# — Q&A

Join at the poll at [menti.com](https://menti.com)  
Use the code: **3969 4343**

Or scan the **QR code**





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## Survey result -Training needs

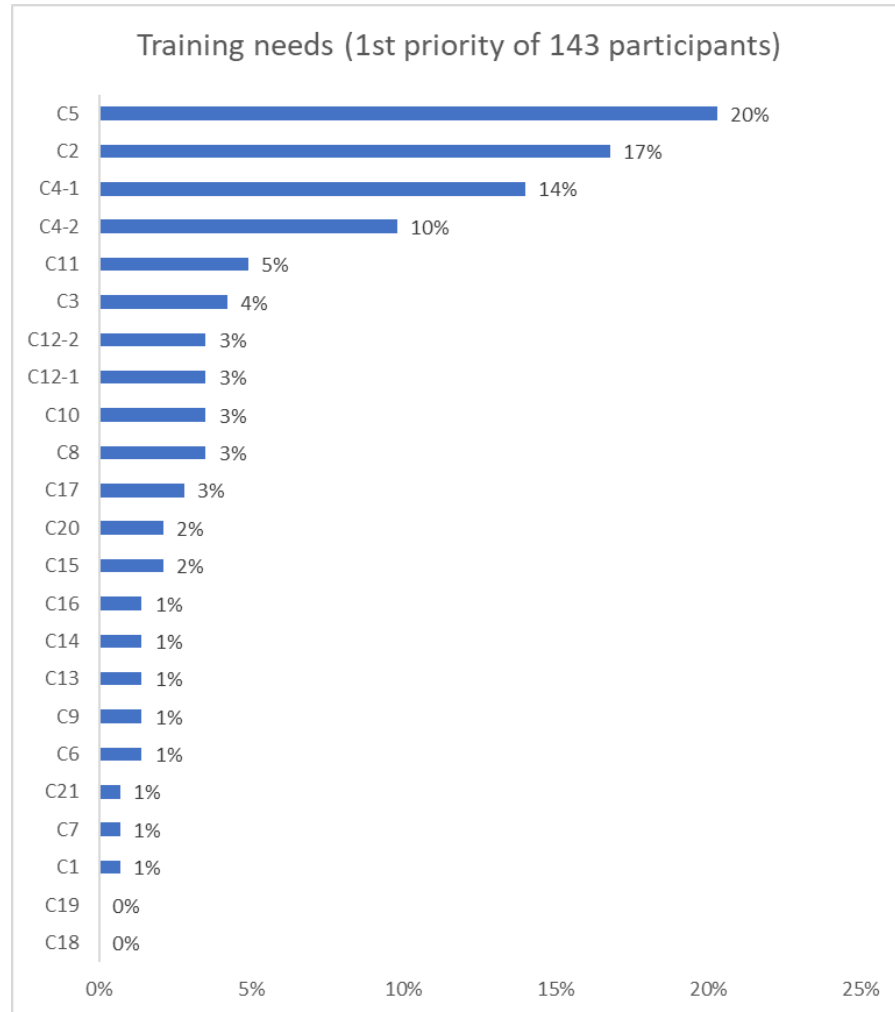
# Overview of training needs:

- High priority for strategic procurement (in particular, innovation and SRPP) Legislation is also relatively demanded

No.	Competence	ALL				Support Officer				P specialist				Category				Manager				Legal				Others			
		1st	2nd	3rd	Total	1st	2nd	3rd	Total	1st	2nd	3rd	Total	1st	2nd	3rd	Total	1st	2nd	3rd	Total	1st	2nd	3rd	Total	1st	2nd	3rd	Total
C1	Planning	1	1	3	5	0	0	1	1	0	0	0	0	0	0	1	1	1	1	0	2	0	0	0	0	0	0	1	1
C2	Legislation	24	14	7	45	0	1	1	2	15	10	2	27	2	0	1	3	3	2	2	7	3	1	0	4	1	0	1	2
C3	e-Procurement and other digital tools	6	2	3	11	3	0	0	3	1	1	0	2	0	1	0	1	1	0	2	3	0	0	1	1	1	0	0	1
C4-1	Sustainable public procurement - GPP	20	14	11	45	1	0	0	1	10	8	6	24	2	0	0	2	5	4	5	14	2	1	0	3	0	1	0	1
C4-2	Sustainable public procurement - SRPP	14	23	14	51	1	1	0	2	9	13	8	30	1	3	0	4	1	3	5	9	1	2	1	4	1	1	0	2
C5	Innovation procurement	29	11	20	60	0	1	1	2	18	4	14	36	1	1	1	3	6	3	0	9	3	2	2	7	1	0	2	3
C6	Risk management	2	12	9	23	0	0	0	0	1	8	6	15	0	0	1	1	1	0	1	2	0	1	1	2	0	3	0	3
C7	Conflict resolution	1	3	4	8	0	0	0	0	0	2	3	5	0	1	0	1	1	0	1	2	0	0	0	0	0	0	0	0
C8	Category specific	5	8	3	16	0	0	0	0	3	4	1	8	0	1	0	1	0	1	0	1	2	2	1	5	0	0	1	1
C9	Needs assessment	2	4	5	11	0	0	0	0	1	2	3	6	0	0	0	0	0	1	2	3	1	0	0	1	0	1	0	1
C10	Market analysis & engagement	5	12	9	26	0	0	0	0	2	7	8	17	1	0	0	1	1	4	0	5	1	1	1	3	0	0	0	0
C11	Procurement strategy	7	2	8	17	0	0	1	1	5	2	4	11	0	0	1	1	1	0	2	3	0	0	0	0	1	0	0	1
C12-1	TD - Technical specifications	5	3	6	14	0	2	0	2	2	0	4	6	0	0	1	1	2	0	1	3	1	1	0	2	0	0	0	0
C12-2	TDt - Evaluation criteria and other elemen	5	6	10	21	1	0	2	3	4	3	5	12	0	1	0	1	0	1	1	2	0	1	2	3	0	0	0	0
C13	Tender evaluation	2	4	2	8	0	1	0	1	1	2	1	4	0	0	0	0	1	0	0	1	0	1	1	2	0	0	0	0
C14	Contract management	2	7	2	11	0	0	0	0	1	3	2	6	1	0	0	1	0	4	0	4	0	0	0	0	0	0	0	0
C15	Adaptability and modernization	3	2	2	7	0	0	0	0	1	0	2	3	0	0	0	0	1	2	0	3	0	0	0	0	1	0	0	1
C16	Analytical and critical thinking	2	2	6	10	0	0	0	0	0	0	4	4	0	0	0	0	1	1	0	2	1	0	2	3	0	1	0	1
C17	Negotiations & Communication	4	10	3	17	0	0	0	0	3	7	1	11	0	0	1	1	0	1	1	2	0	2	0	2	1	0	0	1
C18	Organisational awareness & Compliance	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0
C19	Collaboration & Stakeholder RM	0	0	6	6	0	0	0	0	0	0	2	2	0	0	0	0	0	0	2	2	0	0	1	1	0	0	1	1
C20	Team management and leadership	3	1	3	7	0	0	0	0	2	1	0	3	0	0	1	1	1	0	2	3	0	0	0	0	0	0	0	0
C21	Project management	1	2	6	9	0	0	0	0	0	2	3	5	0	0	0	0	1	0	1	2	0	0	1	1	0	0	1	1
Total		143	143	143	429	6	6	6	18	79	79	79	237	8	8	8	24	28	28	28	84	15	15	15	45	7	7	7	21

## Ranking of training needs of all the 143 participants:

C5 (Innovation procurement) is selected most as the 1st-priority competence that requires more methodological assistance, followed by C2 (Legislation), C4-1 (GPP), C4-2 (SRPP)

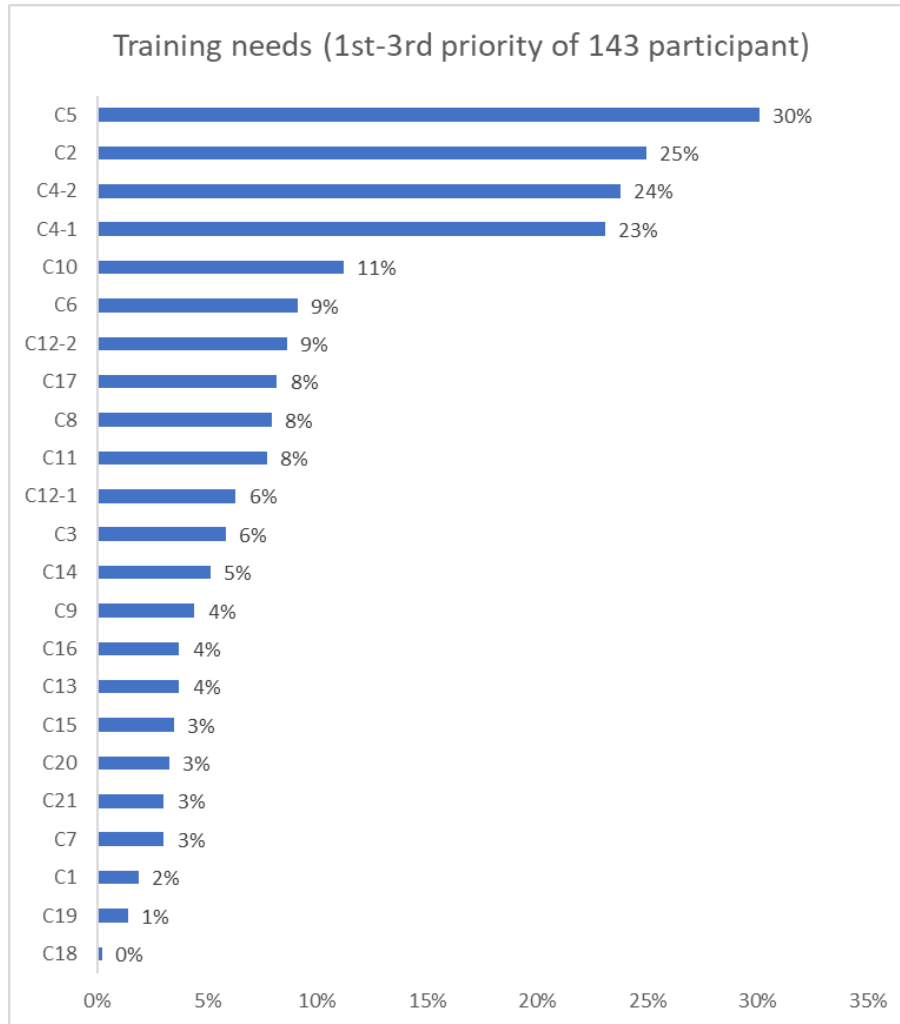


- Training needs are aligned with the self-assessment survey result with the priority on the following three competences:
  - C5 Innovation procurement
  - C4-1 GPP
  - C4-2 SRPP
- **C2 (Legislation)** has stronger training needs (2<sup>nd</sup>) compared with the self-assessment result (18<sup>th</sup>) with 2.52 average points.

Any feedback / reaction on this?

## Ranking of training needs of all the 143 participants:

C5 (Innovation procurement) is selected most as the 1<sup>st</sup>-3<sup>rd</sup> priority competence that requires more methodological assistance, followed by C2 (Legislation), C4-2 (SRPP), C4-1 (GPP), C10 (Market analysis & engagement)



- Training needs are aligned with the self-assessment survey result with the priority on the following four competences:
  - C5 Innovation procurement
  - C4-1 GPP
  - C4-2 SRPP
  - C10 Market analysis & engagement
- **C2 (Legislation)** has stronger training needs (2<sup>nd</sup>) compared with the self-assessment result (18<sup>th</sup>) with 2.52 average points.

## — Summary: Training needs

Ranking	1st priority	1st-3rd weighted priorities
1	C5 Innovation procurement (20%)	C5 Innovation procurement (30%)
2	C2 Legislation (17%)	C2 Legislation (25%)
3	C4-1 GPP (14%)	C4-2 SRPP (24%)
4	C4-2 SRPP (10%)	C4-1 GPP (23%)
5	C11 Procurement strategy (10%)	C10 Market analysis & engagement (11%)



2

## Survey result -Key findings and recommendations

# — Key findings and recommendations 1/2

- The self-assessment showed very solid and positive result due to the professional experiences of all the 143 participants:
  - Average years at the current position (4.9 years) and in public procurement (9.5 years)
  - Average points of all the 23 competences:
    - All the participants: 2.13 / 4.00
    - Procurement support officer: 1.03 points
    - Procurement specialist: 1.95 points
    - Category specialist: 2.33 points
    - Managers: 2.73 points
    - Legal advisors: 2.29 points
  - In general, average scores are proportional to experiences except (3-10 years) highest scores for the group of more than 15 years of experiences
  - Some competences showed a higher level than PP competences (except Category specialist)
  - C5 (Innovation Procurement) is identified as the weakest competence, followed by C4-2 (SRPP), C6 (Risk management), C4-1 (GPP), C10 (Market analysis & engagement)
  - C5 (Innovation procurement) is selected most as the 1st-priority competence that requires more methodological assistance, followed by C2 (Legislation), C4-1 (GPP), C4-2 (SRPP)

## — Key findings and recommendations 2/2

- Develop and reinforce the capability-building initiatives, considering the next two slides that summarise the ranking of 5 weak competences in terms of:
  - Average points
  - Training needs (selected most as the 1<sup>st</sup> priority competence)
  - Training needs (selected most as the 1<sup>st</sup> – 3<sup>rd</sup> priority competences)
  - Top priorities could be **C5 Innovation procurement, C4-2 SRPP and C6 Risk management**
    - 13% of participants carried out innovation procurement several times or once, compared with 27% of SRPP and 67% of GPP

# Summary table:

## Weakest competences in self-assessment (average points)

Ranking	All the participants	Procurement support officer	Procurement specialist
1	C5 Innovation procurement (1.02 point)	C5 Innovation procurement	C5 Innovation procurement (0.78 point)
2	C4-2 SRPP (1.31 point)	C4-2 SRPP (0.17 point)	C4-2 SRPP (1.08 point)
3	C6 Risk management (1.68 point)	C6 Risk management (0.33 point)	C6 Risk management (1.41 point)
4	C4-1 GPP (1.76 point)	C4-1 GPP (0.50 point)	C4-1 GPP (1.65 point)
5	C10 Market analysis & engagement (1.87 point)	C11 Procurement strategy C17 Negotiations and Communication (0.67 point)	C10 Market analysis & engagement (1.67 point)
Ranking	Category specialist	Manager	Legal advisor
1	C5 Innovation procurement	C5 Innovation procurement (1.57 point)	C5 Innovation procurement (1.20 point)
2	C4-2 SRPP (1.63 point)	C4-2 SRPP (1.89 point)	C4-2 SRPP (1.60 point)
3	C14 (Contract management)	C4-1 GPP (2.00 point)	C21 Project management (1.80 point)
4	C17 (Negotiations and Communication)	C6 Risk management	C10 Market analysis & engagement (1.87)
5	C20 (Team management and leadership) (2.13 point)	C10 Market analysis & engagement (2.43 point)	C6 Risk management / C8 (Category specific) (1.93 point)

### Top priority:

- C5 Innovation procurement
- C4-2 SRPP
- C6 Risk management

## — Summary: Training needs

Ranking	1st priority	1st-3rd weighted priorities
1	C5 Innovation procurement (20%)	C5 Innovation procurement (30%)
2	C2 Legislation (17%)	C2 Legislation (25%)
3	C4-1 GPP (14%)	C4-2 SRPP (24%)
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5	C11 Procurement strategy (10%)	C10 Market analysis & engagement (11%)

The background of the slide features a close-up of several flags flying against a light-colored stone building facade. The most prominent flag is the United Nations flag, which is white with a blue circular emblem in the center containing a white map of the world. To its left, a portion of a blue flag with a white globe is visible. Below the UN flag, another flag with green and grey geometric patterns is partially seen. The scene is brightly lit, suggesting a sunny day.

2

## Survey result: Feedbacks on professionalisation

# — Feedbacks on the draft competency matrix

Please provide us with your suggestions / feedbacks on the draft competency matrix.

## Core competences:

- Include *cooperation and communication with stakeholders and organisational awareness*
- *C3 e-Procurement and other digital tools* is very relevant to Estonia
- Include *stress management, time planning, functional literacy (unfortunately increasingly relevant today), presentation skills*.

## General:

- Advanced and expert level could be applied to very specific circumstances depending on the area of activity
- Training programme, aligned with these competences, should be developed
- Very supportive comments such as great initiatives (4 participants)

# — Feedbacks on the professionalisation initiatives 1/2

## Capability-building (11):

- Concrete cases and practice / more practical training (12)
  - Specific modules in specific sectors (e.g. construction, medicine, defense, etc.) (1)
  - Long training days where more in-depth information can be obtained (1)
  - International procurement practice and availability of good examples across Europe - options for evaluation criteria (1)
  - Summaries of the most problematic situations in practice and guidance on how to better identify and avoid potential problems.
  - One official mentioned the fear of mistake in procurement, in particular, in ESIF big projects
  - Training provided by the MoF could be mandatory and be free of charge (1)
  - More regular opportunity in particular for entry / intermediate / advanced level staff)
- User-guide to e-procurement system could be more detailed with more explanatory guidance (1)
- Standard template for call for tender (1)
- Training to senior management is essential (1)
  - Small voice of procurement specialists are often dismissed by the management
- Information on case law (Estonia, EC) giving new or changing fundamental positions could be made available as soon as possible.

# — Feedbacks on the professionalisation initiatives 2/2

## Others:

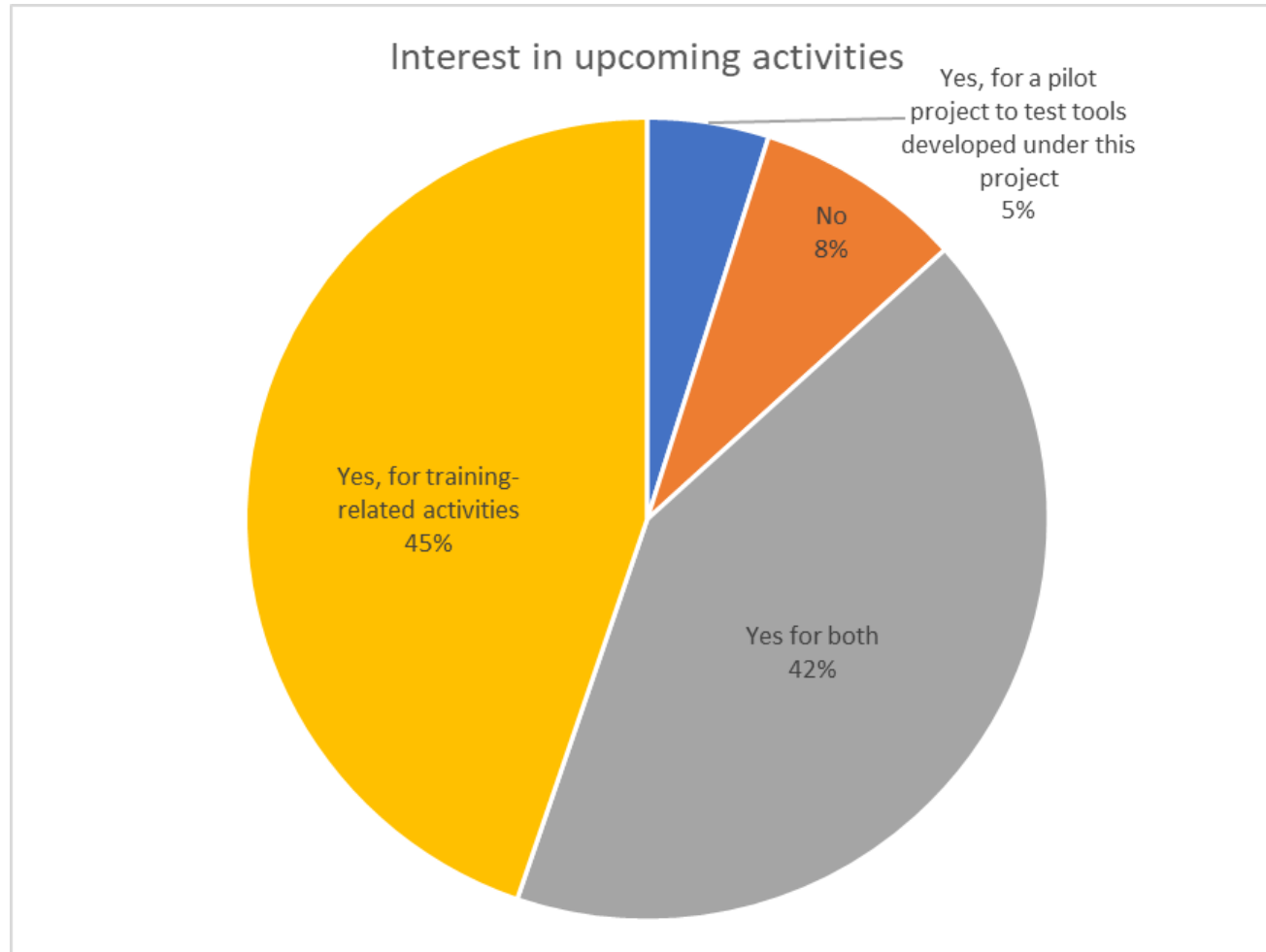
- Creating a certification framework (2)
- Clear career promotion / salary model (1)
- Procurement course at higher level education (even connected to gaining job of procurement) (1)
- Degree programme on public procurement (1)
- Community of Practice / Professional network to share good practices / experiences (3)
- Centre of excellence (1)

The background of the slide features a photograph of several flags flying in front of a light-colored stone building. The most prominent flag is the United Nations flag, which has a white field with a blue globe in the center. To its left, a portion of a dark blue flag with white text is visible. Below the UN flag, another flag with green and white vertical stripes is partially seen. The scene is brightly lit, suggesting a sunny day.

# 4

## Discussion

— **87%** of the participants are interested in participating in future training



# — Q&A

Join at the poll at [menti.com](https://menti.com)  
Use the code: **3969 4343**

Or scan the **QR code**



## Discussion

- Any other suggestions on potential job profile? Any voluntary CAs to share job profiles
  - Procurement support officer
  - Procurement specialist (more details for low/high value, complexity?)
  - Category specialist
  - Manager
  - Legal advisor
- Which is your preferred training topics?
  - Innovation procurement
  - SRPP
  - GPP (but on LCC)
  - Risk management

***Thank you!***  
***Aitäh!***

*The project is funded by the European Union via the Technical Support Instrument, and implemented by the OECD, in cooperation with the European Commission Directorate-General for Structural Reform Support (DG REFORM).*

