



# ProcurComp<sup>EU</sup>

## European Competency Framework for Public Procurement Professionals

*Self-Assessment Tool  
User guide for Organisations*

Version 1 - December 2020



Internal Market,  
Industry,  
Entrepreneurship  
and SMEs

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**ProcurComp<sup>EU</sup>**  
**European Competency**  
**Framework for Public**  
**Procurement Professionals**

**Self-Assessment Tool**  
**User Guide for Organisations**

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## TABLE OF CONTENTS

ProcurComp <sup>EU</sup> .....	3
European Competency Framework for Public Procurement Professionals .....	3
Introduction.....	6
1. Overview of the Self-Assessment Tool & process.....	7
What is the Self-Assessment Tool? .....	7
What is the overall self-assessment process? .....	8
2. Organisational assessment.....	9
Step 1: Adapt the Competency Matrix.....	9
Step 2: Define the job profiles.....	11
Step 3: Perform the individual self-assessment.....	14
Step 4: Collect and analyse the results .....	19
3. Good practices for the implementation of an organisational assessment.....	24
Annex 1: Common job profiles in ProcurComp <sup>EU</sup> .....	25
Annex 2: Template for defining new job profiles.....	26
Annex 3: Self-assessment questionnaire.....	27

## INTRODUCTION

The **ProcurComp<sup>EU</sup> Self-Assessment Tool User Guide for Organisations** is part of the European Competency Framework for Public Procurement Professionals, developed by the European Commission to support the Member States in their effort to professionalise their procurement workforce. The ProcurComp<sup>EU</sup> package aims to valorise the procurement function as a strategic function and make it fit for future challenges.

The complete ProcurComp<sup>EU</sup> package consists of a number of elements, including:

- A **Competency Matrix**, which outlines the competences and skills public procurement professionals should have depending on the role they perform;
- A **Generic Training Curriculum**, which provides governments, national training institute and public administrations with standard training content to create public procurement training modules and training curriculum;
- A **Self-Assessment Tool**, which public procurement professionals and organisations can use to assess their levels of proficiency and organisational maturity in the different competences identified in the Competency Matrix; and
- A **Study on professionalisation of public procurement in the EU and beyond**, providing an overview of professionalisation policies in public procurement related to competency-based human resource management in the Member States and selected third countries.

The **Self-Assessment User Guide for Organisations (this document)** explains the technical steps to perform a self-assessment at organisational level using the Self-Assessment Tool.

The **Self-Assessment Tool** is a professional organisational development tool that provides an opportunity to public procurement professionals to assess their mastery of activities core to their role and job profile in the organisation and to reflect on their future professional development, and to organisations to assess their competency gaps and maturity and organise their resource and capabilities planning according to their goals. The tool can be used both by organisations and individuals, as many times as needed.

The Self-Assessment Tool is presented in detail in the ProcurComp<sup>EU</sup> main document (Part II) and contains:

- The template Job Profiles
- The Self-Assessment Questionnaire with a template survey on EUSurvey
- The Self-Assessment calculation spreadsheets

This **Self-Assessment User Guide is intended for organisations** and provides detailed step-by-step guidance on how to set up the Self-Assessment Tool and use its results for the organisation and for the individual working in it.

The user guide is structured as follows:

- Section 1 provides an overview of the Self-Assessment tool and the process through which it can be implemented;
- Section 2 provides guidance on the steps to be carried out for completing an organisational assessment;
- Section 3 offers tips on good practices identified during the pilot implementation of the tool;
- The Annexes include: 1/the most common job profiles used in ProcurCompEU, 2/ a template for defining job profiles and 3/ the standard self-assessment questionnaire.



*This User Guide may evolve with future improvements of the ProcurCompEU tools and new versions may be published as a result.*

Please make sure you are using the latest version here: [https://ec.europa.eu/info/policies/public-procurement/support-tools-public-buyers\\_en](https://ec.europa.eu/info/policies/public-procurement/support-tools-public-buyers_en)

We welcome your observations and suggestions: [GROW-G1@ec.europa.eu](mailto:GROW-G1@ec.europa.eu).

# 1. OVERVIEW OF THE SELF-ASSESSMENT TOOL & PROCESS

## What is the Self-Assessment Tool?

The **Self-Assessment Tool** allows both public procurement professionals and organisations to review and assess their mastery of competences which are core to their roles and activities.

The Self-Assessment Tool is composed of the following key elements:

- Examples of most common job profiles with target levels (see Annex 1)
- A template for defining job profiles (see Annex 2)
- A self-assessment questionnaire (see Annex 3 and separate EUSurvey file with extension .eus)
- A calculation spreadsheet containing the following worksheets (see separate excel file):

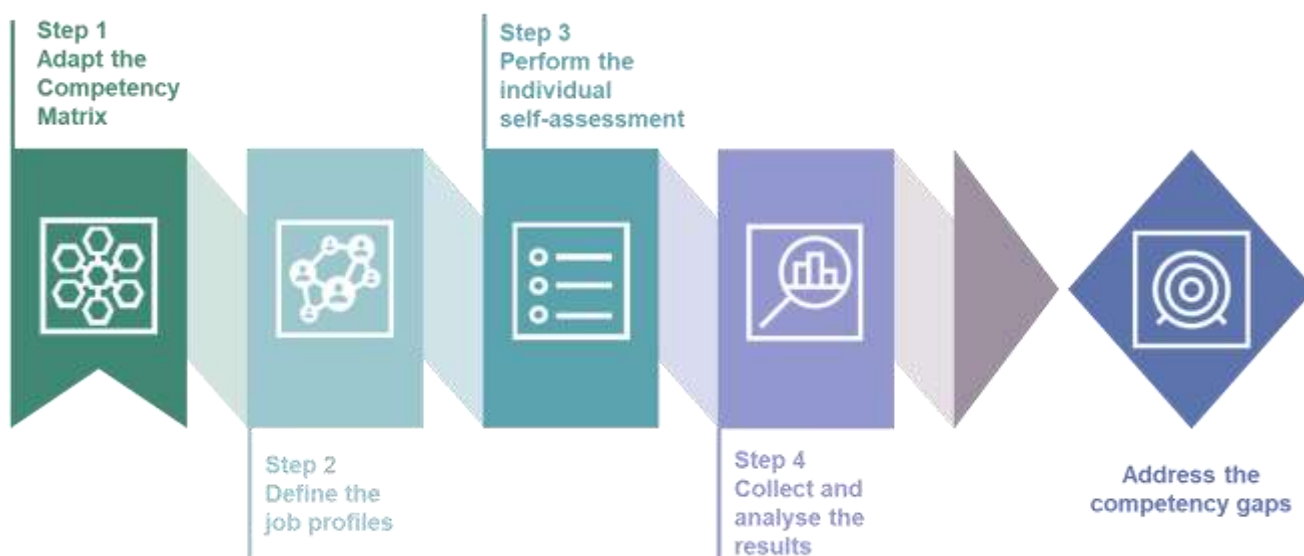
Introduction
Job profiles
Convert
Questionnaire responses
Individual results
Individual gaps
Profile Results
Organisational results
Droplist of commonly used terms

After the **Self-Assessment Questionnaire** has been completed, organisations can use the results of the individual assessments to perform a competency diagnostic at organisational level, define recruitment plans or training plans. Similarly, procurement professionals should be able to access their individual results and review their strengths and targeted development areas.

Depending on the organisation's goals, the outcomes of the self-assessment results will be used to define generic and/or individual training curricula and/or serve as a starting point to discuss learning and development actions between the individual and the direct manager in order to meet the identified competency gaps.

## What is the overall self-assessment process?

The process for carrying the complete ProcurComp<sup>EU</sup> self-assessment process can be structured around four main steps which will provide the information that organisations can use in order to define measures that will contribute to the professionalisation of their procurement workforce.



Each of these steps is presented in the following sections.

When undertaking an organisational assessment, a team or a person should be responsible for overseeing the implementation of the organisational assessment process from beginning to end. This person or team will specifically be in charge of:

- Adapting the competency Matrix to the context of the organisation;
- Collecting the job profiles of all individuals taking part in the organisational assessment;
- Defining the modalities for answering the self-assessment questionnaire;
- Collecting and incorporating individual results in the organisational assessment calculations spreadsheet; and
- Providing the results for the individuals and for the organisation.

### Outcome of the Self-Assessment: Addressing the competency gaps

Based on the competency gaps identified at individual, profile and organisation level, organisations can define targeted actions to fill these gaps.

At individual level, individuals can receive a report on their assessment. The report can be further discussed with the organisation in order to **determine individual steps to take**, such as training needs to fill gaps related to their role in the organisation, or potential for career progression.

At organisational level, **gaps can be addressed in several ways**, such as providing training to procurement staff through internal or external training, recruiting new procurement staff, hiring external expertise, cooperating with other contracting authorities through exchange of good practice or joint procurement, delegating responsibilities to central purchasing bodies, etc.

The organisation can also, based on the overview of existing competences, **plan the strategic development of the organisation** as a whole, according to its future policy priorities. For example, if the organisation wants to develop sustainable or innovative procurement or if it wants to put in place state-of-the-art e-Procurement processes, it may orient its training and recruitment strategy in a way to obtain the right competence mix.

The **Generic Training Curriculum** can help organisations identify the right training programmes, or design targeted training modules or training programmes.

The various uses of the ProcurComp<sup>EU</sup> tools at individual, organisational and policy making level are described in the **Introduction to the ProcurComp<sup>EU</sup> main document**.



## 2. ORGANISATIONAL ASSESSMENT

This section explains how to prepare the organisational assessment using the ProcurComp<sup>EU</sup> Competency Matrix, Self-Assessment Questionnaire and organisation assessment calculation spreadsheets.

### Step 1: Adapt the Competency Matrix

The ProcurComp<sup>EU</sup> **Competency Matrix**, presented in the ProcurComp<sup>EU</sup> main document, outlines the core competences and skills public procurement professionals should demonstrate in order to perform their job well, assess themselves against target proficiency levels defined according to their procurement profile, and carry out public procurement procedures that bring value for money.

There are **30 competences** in the Competency Matrix grouped in **two categories**:

- **Procurement-specific competences**, which encompass the competences necessary at each stage of the public procurement lifecycle. They are derived from the knowledge and skills required to perform the main tasks and activities of a procurement stage.
- **Soft competences**, which represent the soft skills public procurement professionals should have in order to master procurement specific competences. Hence soft competences complement procurement specific competences. By nature, soft competences are transversal competences.

The Competency Matrix is structured around competence knowledge descriptions and **four proficiency levels**: 1. Basic, 2. Intermediate, 3. Advanced, 4. Expert.

The ProcurComp<sup>EU</sup> **Competency Matrix** aims to provide a European reference point for all public procurement professionals and organisations. However, organisations vary in size, sectoral focus, and may function differently. Organisations should therefore be able to adapt the matrix to their local context and needs.

The following changes to the Competency Matrix can be made:

- **Adapting the content of the existing competences** – Changes to the content of the existing competences can be made by, for example, adapting the list of tasks in the different proficiency levels. In terms of performing the assessment, this is the easiest solution as it does not require any adaptation of the self-assessment tool.
- **Excluding some of the existing competences** – Some competences can be excluded if they are not considered relevant for organisation. For the purpose of the Self-Assessment tool, this can be done by adjusting the job profile definition (see Step 2).
- **Adding new competences to the existing list** – Organisations may wish to define competences additional to those listed already. While technically feasible, the adjustments to the matrix and the rest of tools could be time consuming. Organisations are thus advised to first carefully check whether the competence cannot be included within existing ones and consider the benefits of adding new competences, at least when using the tool for the first time. Although beyond the scope of this User Guide, the organisation should also take into consideration the type of training required to master the new competence.



*Please be aware that making changes to the Competency Matrix will also impact other ProcurComp<sup>EU</sup> accompanying tools and documents. Adding a competency requires to make changes to the Self-Assessment questionnaire and the assessment calculation spreadsheet.*

#### Step 1.1 Read the competence descriptions in the Competency Matrix

In order to add a new competence or adapt an existing one, you will need first to check the competence you would like to add is not already covered by one of the 30 competences already included in the Matrix.

➔ The first step is to carefully read the competence descriptions.

## Step 1.2 Adapt or add a new competence to the ProcurComp<sup>EU</sup> Competency Matrix

If, after having read the 30 competence descriptions, one finds that there is a need to adapt or add a whole new competence in the Matrix, this can be done by adapting an existing competence or adding a new one.

→ The following questions will need to be answered:

- What **type** of competence (procurement specific or soft) is the new competence?
- What **cluster of competences** (horizontal, pre-award, post-award, personal, people or performance) does the new competence belong to?

→ Next, the name of the competence has to be defined and the **description of the competence** as well as the **descriptions of the four proficiency levels** (basic, intermediate, advanced, expert) need to be drafted. Similar to the competences already in the Matrix, the description of the new competence needs to be comprehensive and also include the type of knowledge required by that competence.

→ Then, the **list of tasks and activities** individuals should be able to perform at each of the four proficiency levels has to be outlined for each of the four proficiency levels defined in the matrix.

## Step 1.3 Adapt and create assessment questions for the new competence

The next step is to ensure that the ProcurComp<sup>EU</sup> self-assessment questionnaire provides questions that help assess, respectively, the knowledge and skills of individuals in that new competence. The knowledge and skills questions already in the Self-Assessment Questionnaire can be used as a basis for elaborating the new questions.

→ Draft two new questions for each new competence, one for the knowledge, and one for the skills.

→ If a competence has been adapted, this may also require adapting the corresponding questions.

## Step 1.4 Update the job profiles, questionnaire and calculation spreadsheets

The last step is to ensure that the new competence will be reflected in the questionnaire, the job profiles and the assessment calculation spreadsheets.

The new competence has to be reflected in all the worksheets.

→ First, a new line for the new competence should be added in the right competence cluster in the **job profiles** worksheet.

→ In the **questionnaire responses** worksheet, two lines should be added to create the knowledge and the skill assessment questions. The response formula for each line should also be updated.

→ Finally, in the **individual results** worksheet, the **individual gaps** worksheet, the **profile results** worksheet and the **organisational results** worksheet, a new line for the competence should be added, and the corresponding formulas should be updated accordingly. Results and gaps are calculated as the average of the responses to the knowledge and skills questions corresponding to the new competence.

## Step 2: Define the job profiles

The purpose of job profiles within ProcurComp<sup>EU</sup> is to set the target proficiency levels for each of the competences deemed relevant given the different roles individuals occupy in the organisation. These are the targets against which the individual assessment results will be measured to identify potential gaps.

ProcurComp<sup>EU</sup> proposes six template job profiles based on common public procurement roles. An overview is provided in Annex 1, while the detailed descriptions of the six job profiles are available in the ProcurComp<sup>EU</sup> main document. These are the profiles included in the organisational assessment calculation spreadsheet.

The profile templates presented in the Self-Assessment Tool and the job profile spreadsheets are only an illustration of common profiles for demonstration purposes. Job profiles are always specific to each organisation and can change over time with the evolution of procurement tasks and the individuals available to perform those tasks. It is up to each organisation to define its own set of job profiles, with corresponding competences and target proficiency levels.



*If the organisation simply wants to take a snapshot of its current resources, it can also start the assessment from a neutral profile, i.e. showing all the competences and without assigning them target proficiency levels. Assessments based on a neutral job profile can also be used to assess the mix of competences within a team, rather than for specific individuals, or to create a new job profile to test whether the resources are available within the organisation.*

You should analyse the job profiles present in the organisation and that are considered for the organisational assessment and define the target proficiency levels corresponding to these job profiles.

→ First, in the **self-assessment tool in the main ProcurComp<sup>EU</sup> document**, read the descriptions of the six ProcurComp<sup>EU</sup> template job profiles to determine which ones fit best the roles present in your organisation.

→ Then, open the **organisation assessment calculation spreadsheet** and the **Job profiles** worksheet where the six job profiles and their predefined target levels are presented.

→ You should **review** the target proficiency levels to see if they correspond to the roles in your organisation, and potentially adapt them as presented in the next steps.

→ Starting from the six templates, the following **options** are possible:

- Option 1: Use one or more of the template job profiles as they are;
- Option 2: Edit the template job profiles to better match the procurement roles in your organisation; or
- Option 3: Create new job profiles.

### **Option 1: Use one or more template job profiles as they are**

The simplest situation is when the proposed template profiles match those in your organisation.

→ In the **organisational assessment calculation spreadsheet** (**Job profiles** worksheet), you can **activate the job profiles** relevant for your organisation by selecting **YES** from the drop-down list for each one that should be included. Select **NO** for the job profiles that should be excluded. This will automatically activate the corresponding profiles in the subsequent worksheets.




*Please be careful to use the right worksheet as indicated. The subsequent worksheets will be updated automatically.*

TARGET JOB PROFILES														
#	Competency cluster	Competency name	Procurement support officer	Standalone public buyer	Public procurement specialist	Category specialist	Contract manager	Department manager	(Insert new job profile)	(Insert new job profile)	(Insert new job profile)	(Insert new job profile)	(Insert new job profile)	(Insert new job profile)
			NO	YES	YES	YES	NO	NO	NO	NO	NO	NO	NO	
C7		Category specific		1	1	1								
C8		Supplier management		1	1	2								
C9		Negotiations		2	2	2								
C10	Pre-sawd	Needs assessment		1	2	2								
C11		Market analysis & engagement		1	2	2								
C12		Procurement strategy		1	2	2								
C13		Technical specifications		1	2	3								
C14		Tender documentation		1	1	1								
C15	Tender evaluation				1	1								
C16	Post-sawd	Contract management		1	2	2								
C17		Certification and permit		1	0	0								
C18		Reporting and evaluation		1	0	0								
C19	Conflict resolution / mediation			1	0	0								
C20	Self	Adaptability and moderation		2	1	2								
C21		Analytical and critical thinking		2	2	2								
C22		Communication		2	2	1								
C23		Ethics and Compliance		3	2	1								
C24	People	Collaboration		2	1	1								
C25		Stakeholder relationship		1	2	1								
C26		Team management and leadership		1	1	0								
C27	Performance	Organisational awareness		2	2	1								
C28		Project management		2	2	0								
C29		Performance orientation		2	2	2								
C30		Risk management and internal		2	2	2								

**Option 2: Edit the template job profiles to better match the procurement roles present in your organisation**

You may find that the six pre-defined job profiles are very similar to the roles present in your organisation, but some of the target proficiency levels need to be adapted to better match the procurement roles in your organisation.



Reading the descriptions of the four proficiency levels of the competence concerned in the Competency Matrix will help you decide on the “new” target proficiency level you want to set for yourself in a specific competence.

→ To adapt the profiles, **change the predefined target level** in the cell and indicate a new target level you want to aim for, directly in the concerned cell. *The value assigned to the Basic level is 1, for the Intermediate level – 2, for the Advanced level – 3, and for the Expert level – 4.*


→ If there are some competences that are not relevant, then leave the cell blank or set its value to 0. Please do not delete the line, the calculation of the results will automatically ignore that line.

→ If you have defined additional competences when adapting the matrix (see Step 1), remember to add corresponding lines for them in the profile.

	Competency name	#	Standalone public buyer
<b>Horizontal</b>	Planning	C1	1
	Lifecycle	C2	3
	Legislation	C3	2
	e-Procurement and other IT tools	C4	3
	Sustainable procurement	C5	1
	Innovation procurement	C6	2
	Category specific	C7	1
	Supplier management	C8	2
	Negotiations	C9	2

**Option 3: Create new job profiles**

It may be the case that the six template job profiles do not cover all the procurement roles in your organisation and you need to create new job profiles.



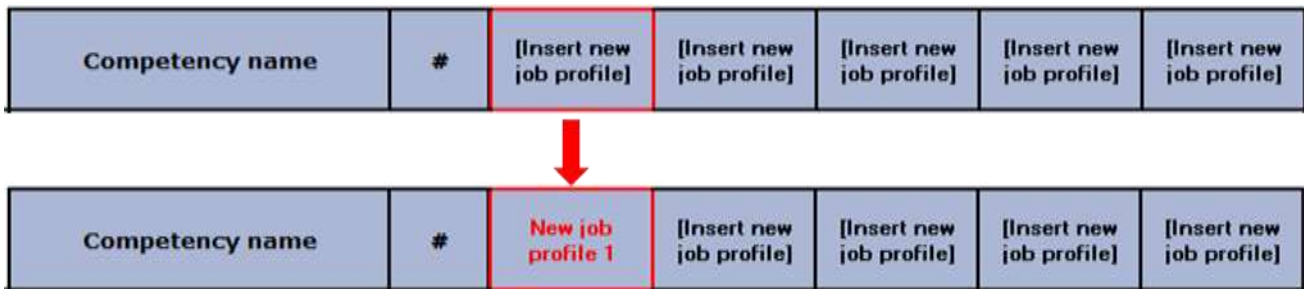
Reading the descriptions of the competences defined in the ProcurComp<sup>EU</sup> Competency Matrix will help you understand what each competence is about and decide which competences are required for the role.

→ If you need to create additional new job profiles, use the **five placeholders** for new job profiles to right side of the **Job profiles** worksheet as shown below. This will automatically activate the corresponding profiles in the subsequent worksheets.

TARGET JOB PROFILES												
Competency cluster	Competency name	Procurement support officer	Standards public buyer	Public procurement specialist	Category specialist	Contract manager	Department manager	Insert new job profile	Insert new job profile	Insert new job profile	Insert new job profile	Insert new job profile
		NO	YES	YES	YES	NO	NO	NO	NO	NO	NO	NO
Horizontal	Planning	0	1	1	2							
	Lifecycle	1	2	3	3							
	Legislation	0	2	1	1							
	e-Procurement and other IT tools	0	2	2	1							
	Sustainable procurement	0	1	1	3							
	Innovation procurement	0	1	1	3							
	Category specific	0	1	1	3							
	Supplier management	0	1	1	2							
	Negotiations	0	2	2	0							
Pre-award	Needs assessment	1	1	2	2							
	Market analysis & engagement	1	2	2	2							
	Procurement strategy	0	2	2	1							
	Technical specifications	1	2	2	3							
	Tender documentation	1	2	2	1							
Post-award	Tender evaluation	2	2	2	1							
	Contract management	2	1	2	2							
	Certification and payment	1	2	1	0							
Self	Reporting and evaluation	1	2	2	0							
	Conflict resolution / mediation	1	1	1	0							
	Adaptability and innovation	0	2	1	2							
	Analytical and critical thinking	1	2	2	2							
People	Communication	1	2	2	1							
	Ethics and integrity	2	2	2	1							
	Collaboration	1	1	2	1							
Performance	Stakeholder relationships	1	1	2	1							
	Team management and leadership	0	1	1	0							
	Organisational awareness	1	2	2	1							
	Project management	1	2	2	0							
Performance	Performance orientation	1	2	2	2							
	Risk management and internal	1	2	2	2							

→ In case there are not enough placeholders for additional job profiles, a new column should be created. The formulas in the other worksheets of the calculation spreadsheet should be updated accordingly.

→ You should define the names for each of the new job profiles by editing the cell **[Insert new job profile]** with the appropriate job profile name. This will automatically activate the corresponding profiles in the subsequent worksheets.



→ Using the Competency Matrix, determine **which of the 30 competences** (from C1 to C30) are required to fulfil the role.

→ You must then assign a **target proficiency level** for each of the competences you have selected as relevant to the new job profile. The value assigned to the *Basic level is 1, for the Intermediate level – 2, for the Advanced level – 3, and for the Expert level – 4.*

→ In case there are some competences which are not relevant to the new role, leave the cell blank or assign it the value of 0. Please **do not delete the line**, the calculation of the results will automatically ignore that line.

	Competency name	#	New job profile 1
Horizontal	Planning	C1	
	Lifecycle	C2	1
	Legislation	C3	2
	e-Procurement and other IT tools	C4	2
	Sustainable procurement	C5	1
	Innovation procurement	C6	1
	Category specific	C7	
	Supplier management	C8	2
	Negotiations	C9	2
Pre-award	Needs assessment	C10	
	Market analysis and engagement	C11	
	Procurement strategy	C12	2
	Technical specifications	C13	1
	Tender documentation	C14	1
	Tender evaluation	C15	2

## Step 3: Perform the individual self-assessment

### Step 3.1 Adapt the self-assessment questionnaire to the customised matrix and profiles

The first step in performing the individual self-assessment is to ensure that the self-assessment questionnaire is adapted to the customisation performed in the previous two steps: adapting the matrix, adapting the profiles. The knowledge and skills questions already in the Self-Assessment Questionnaire can be used as a basis for elaborating the new questions.

- ➔ In case new competences have been added, you will need to provide at least two questions that help assess the knowledge and skills of individuals in that new competence.
- ➔ Changes to the questions should be reflected in the survey (see next task) and in the calculation spreadsheet (see Step 1.4).

### Step 3.2 Create the self-assessment survey

The next step is to make sure individuals from the organisation participating in the organisational self-assessment are provided with the means to access and answer the self-assessment questionnaire and that their individual assessment results are made available to the assessment team or responsible contact point in the organisation.

There are several **options** for creating the self-assessment questionnaire:

- Option 1: Create a self-assessment questionnaire in the EUSurvey tool
- Option 2: Create a self-assessment questionnaire using another commercial survey tool
- Option 3: Create your own IT solution to perform the self-assessment

**This user guide provides explanations for Option 1 - Create a self-assessment questionnaire in the EU Survey tool.** While developing a dedicated tool would be the ideal solution to collect, perform and analyse the data of the self-assessment, it is not possible to provide one at European level in a way that would fit every specific need and context. The EUSurvey tool, the European Commission's official survey management system, is used here to perform the essential step of collecting the individual replies and extracting the data for further analysis. It should be used in combination with the calculation spreadsheets as explained in the following sections.



*The ProcurComp<sup>EU</sup> template on EUSurvey is constantly being improved, with the goal to have a dedicated EUSurvey module. When new versions are published, the user guide will be updated accordingly.*

**A demonstration version of the ProcurComp<sup>EU</sup> questionnaire is accessible on EUSurvey on the following link:**

[https://ec.europa.eu/info/policies/public-procurement/support-tools-public-buyers/professionalisation-public-buyers\\_en](https://ec.europa.eu/info/policies/public-procurement/support-tools-public-buyers/professionalisation-public-buyers_en).

This template ProcurComp<sup>EU</sup> questionnaire is not active, it simply shows how the questionnaire will look for the individual respondents. You will find below the steps to publish your own customised survey based on this template.

#### **What is EUSurvey?**

EUSurvey is the European Commission's official survey management system for creating and publishing forms available to the public, e.g. user satisfaction surveys and public consultations. Launched in 2013, its main purpose is to create official surveys of public opinion and forms for internal communication and staff management, e.g. staff opinion surveys and forms for evaluation or registration. The user interface is available in 23 of the official EU languages.

EUSurvey can be accessed from: <https://ec.europa.eu/eusurvey>

**Who can use EUSurvey?**

The application is available free of charge to all EU citizens. EUSurvey can be used by any organisation or administration, public or private. It is secured by ECAS, the European Commission Authentication Service.

**What can EUSurvey do?**

EU Survey covers all the steps in a survey life cycle, from the design and launch of the survey to the analysis and publication of results.

EUSurvey provides a wide variety of features. For the purpose of the ProcurComp<sup>EU</sup> Self-Assessment, the most relevant features are:

- **Customizable forms:** In the easy-to-use editor you can choose from a variety of question types - from simple text and multiple-choice questions to spreadsheet questions or multimedia survey elements.
- **Working together:** A survey can be used by multiple organisations or shared within the organisation to test a survey or to analyse the results.
- **Advanced privacy:** You can choose the privacy settings, and if needed, guarantee the participant's privacy by creating an anonymous form. Connection details will then not be available to you as the author of the form.
- **Data collection:** The results of individual self-assessments can be exported and used for analysis at institutional level.

You can familiarise yourself with all the features of EU Survey and find tutorials, online courses, FAQs and technical guidance here: <https://ec.europa.eu/eusurvey/home/documentation>

**1. Logging in on the EU Survey online portal**

In order to start using EU Survey, you need to use your existing EU Login account or create a new one.

→ You can access EUSurvey using your existing EU Login account, or after creating a new one on the following link: <https://ec.europa.eu/eusurvey/auth/login>.

→ You will need to register in your EU Login profile your mobile phone to pass the two-factor authentication. Please register your mobile phone by clicking here:

<https://ecas.ec.europa.eu/cas/userdata/mobileApp/manageMyMobileDevices.cgi>

**2. Creating a new survey**

The ProcurComp<sup>EU</sup> package of tools contains a template survey in the appropriate EUSurvey format [.eus] in all the official EU languages. The ProcurComp<sup>EU</sup>-survey [.eus] file contains questions for all competences defined in the Competency Matrix.

→ The first step is to make this template survey “your own”. You should first download and save the ProcurComp<sup>EU</sup>-survey [.eus ] file, in the right language, on your computer. The file is available on the European Commission webpage presenting the ProcurComp<sup>EU</sup> package: [https://ec.europa.eu/info/policies/public-procurement/support-tools-public-buyers/professionalisation-public-buyers\\_en](https://ec.europa.eu/info/policies/public-procurement/support-tools-public-buyers/professionalisation-public-buyers_en).

→ Enter your EUSurvey profile by using the EU Login account. You should have access to a dashboard.

→ In order to create a new survey, you should click on the green box on the top right “New Survey” and select the option “Import survey”. Next, you should upload the ProcurComp<sup>EU</sup>-survey [.eus] file saved on your computer.



→ You should now see the template survey in your dashboard.



*In case you encounter any issue during the import and creation of your survey, please refer to the EUSurvey guides available here: <https://ec.europa.eu/eusurvey/home/documentation>*

### 3. Customising the survey to your organisation

You can now customise the template survey according to the needs of your organisation.

→ You can adapt the questions, in terms of content, and in terms of properties: for example, whether certain questions are mandatory or optional, such as the background or identity questions.

→ You must update the list of job profile choices according to your own list of profiles. The survey question about job profiles will generate responses that will help you match individual responses to the relevant job profiles under Step 4.

→ You can also change the properties of the survey such as the title or the confidentiality level. Here are the most important options you should consider, all defined in the “Properties” tab of each survey:

- the title, alias, hyperlink of each survey, and contact details;
- whether you want to add a hyperlink or a background document, such as the ProcurComp<sup>EU</sup> matrix added by default, to facilitate the understanding of the various competences and proficiency levels;
- whether you want to add guidelines for how the survey questions should be answered, especially with respect to questions on competences that might not be relevant for some of the job profiles;
- the security settings: whether the survey is in open access, shared via a hyperlink or protected by a password;
- the privacy settings: whether you want to save user and connection related data;
- the accessibility mode: whether you want to use a special accessibility mode to ensure WCAG compliance (Web Content Accessibility Guidelines) for users with disabilities;
- the contribution settings: whether you want to allow participants to save a draft on the server and continue later, and to modify their contribution after it has been submitted (this can be useful in particular if you plan to have a second reading during a dialogue with the line manager), and to allow the participants to receive their replies in PDF mode.



*The content and properties of your survey can be modified at any time, even after publication, without losing any of the contributions. For detailed instructions on editing the survey questions, see: [https://ec.europa.eu/eusurvey/resources/documents/Editor\\_Guide.pdf](https://ec.europa.eu/eusurvey/resources/documents/Editor_Guide.pdf)*

### 4. Copying an existing survey

In case you want to repeat or update a self-assessment at a later stage, for example to test the impact of the professionalisation initiatives your organisation has implemented or reflect some changes in the existing job profiles, you may copy the initial survey and process it under a new name.

→ On the “Surveys” page, open the initial survey and click on the “Copy” icon.

→ In the dialogue box that opens you can modify the necessary settings, and then click on “Create”. Your new survey will be added to the list of your “Surveys” in your dashboard.

→ You can start editing right away or save the copy to adapt it later.



*In case you encounter any issue during the import and creation of your survey, please refer to the EUSurvey guides available here: <https://ec.europa.eu/eusurvey/home/documentation>*



## 5. Sharing and cooperating with other organisations

A self-assessment questionnaire set up on EUSurvey can be used by multiple organisations if the organisation that set it up gives other organisations “privileged access rights”.

This can be useful for deploying the survey at national or regional level, or between organisations of the same type (e.g. CPBs or professional associations) or working in the same sector (e.g. health or education).

You can also use this feature to give access to the survey to other colleagues within your organisation to contribute to it before publication.

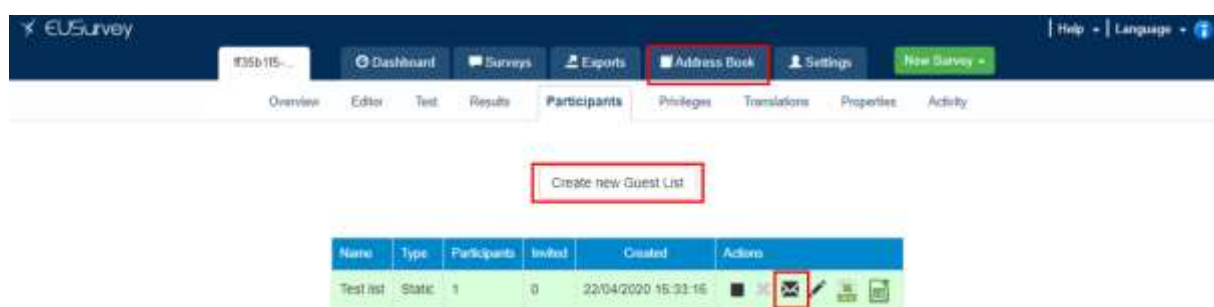
→ To do this, please refer to the EU Survey documentation on “How do I give other users access to my survey?": <https://ec.europa.eu/eusurvey/home/documentation>

## 6. Finalising and publishing the survey on the EUSurvey platform

You can now proceed with the steps necessary to finalise your survey and prepare it for dissemination to the respondents.

→ First, it is recommended that you **test the survey** under the “Test” tab of the dashboard to verify that the questions appear as intended.

→ Next, you can add the email addresses of the staff members who will take part in the self-assessment under the “Address book” tab and creating a guest list for the survey under the “Participants” tab. For more information on how to add participants, please consult the EUSurvey guide on Inviting participants.

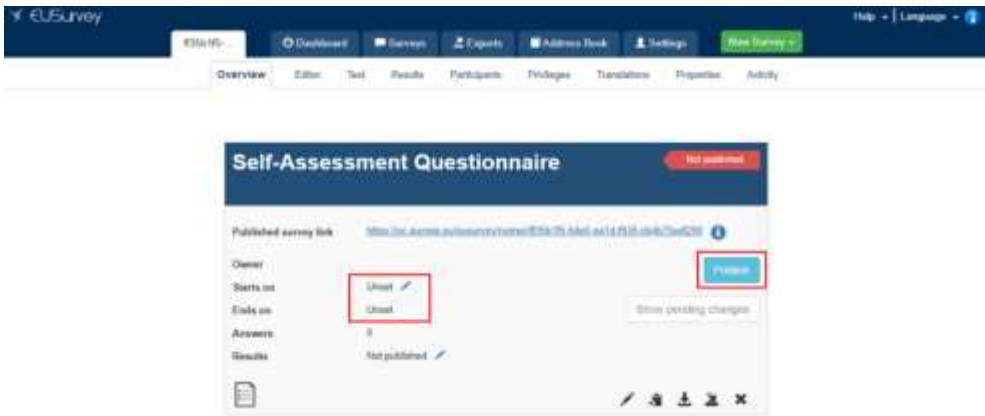


→ Prepare an invitation email for the participants. An email with explanations can be added in the guest list prior to dissemination of the survey. You can also send a separate email in advance to prepare the exercise and ensure that it is well communicated and understood.



*It is important to communicate clearly about the objectives of the survey, privacy provisions, technical aspects (e.g. how to save responses), how to interpret the questions and the proficiency levels, and about the way the results will be processed and communicated. It is a good practice for the acceptance of the self-assessment to ensure that your communication conveys a sense of transparency and trust.*

→ To publish the survey, go to the “Overview” tab, you can click on the button “Publish” at the point of time when you want it to become accessible, or set up the start and end date and time in advance.



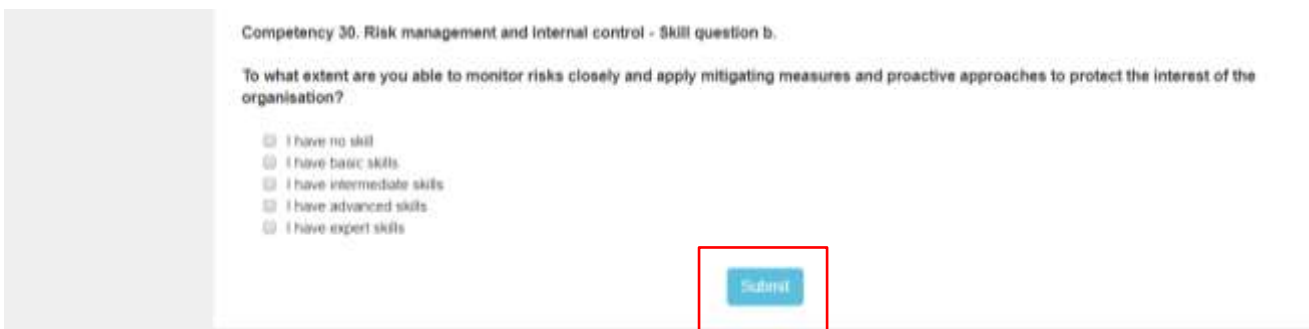
### Step 3.3: Perform the individual self-assessments

Each participant will receive an individual link through which they can access the questionnaire. This allows to identify the individual responses and send reminders if needed.

➔ You should encourage the survey participants to use the option to “Save a backup on your local computer” available at the top of the survey page. This option ensures that their responses are not lost in case they do not complete the survey in one go.



➔ Once the individual respondent has completed the questionnaire, they can submit their assessment by pressing the button “Submit” at the bottom of the survey page. After completing the survey, the participant can download a pdf version of the submitted contribution.



➔ If the assessment includes the step of a “second reading” of the questionnaire via a dialogue with the line manager, each respondent will be able to access their responses again via their individual link to the survey and modify them prior to the closure of the survey.

## Step 4: Collect and analyse the results

### Step 4.1 Extract individual assessment results

Once all individuals have completed and submitted the self-assessment questionnaire in EUSurvey, the responsible team or contact within the organisation can process and analyse the results.

The first step is to download all the results from the EUSurvey account onto your computer.

→ To download the results of the survey, click on the **“Results”** tab in EUSurvey.



→ From the icons listing the export formats (XLS file, ODS file, XLM file and PDF file), you should **select the XLS format**.

→ The Excel XLS file with all individuals’ assessment results will be available in the **“Exports”** tab, and you can download them directly onto your computer.

### Step 4.2 Incorporate individual assessment results & compute organisational results

The next step is to incorporate the individual questionnaire responses into the organisational assessment calculation spreadsheet.

First, in the calculation spreadsheet, you should go to the **Questionnaire responses** worksheet and **activate the number of columns** that correspond to the number of individuals assessed in each job profile. The profiles are activated automatically based on your selection of profiles in the “Job profiles” tab.

→ Activate the appropriate number of **individual columns** by selecting “yes” from the down-down list for each individual participating in the assessment, in the appropriate profile section. You can also include the name of the participant instead of “Individual 1”, “Individual 2”, etc. The names will be updated automatically in the subsequent worksheets.

In the example below, the assessment includes two individuals assessed against the “Procurement support officer” job profile and two individuals assessed against the “Standalone public buyer” job profile.



*Please be careful use the right worksheet as indicated. The subsequent worksheets will be updated automatically.*

INDIVIDUAL QUESTIONNAIRE RESPONSES														
Procurement support officer					Standalone public buyer					Public procurement specialist				
YES					YES					NO				
Individual 1	Individual 2	Individual 3	Individual 4	Individual 5	Individual 1	Individual 2	Individual 3	Individual 4	Individual 5	Individual 1	Individual 2	Individual 3	Individual 4	Individual 5
K1	YES	YES	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
S1														
K2														
S2														
K3														



*The organisation assessment calculation spreadsheet provides space for up to five individuals per job profile. If there are more than five individuals from the same job profile being assessed, you can add a new column in the relevant job profile in spreadsheets “Questionnaire response”, “Individual results” and*

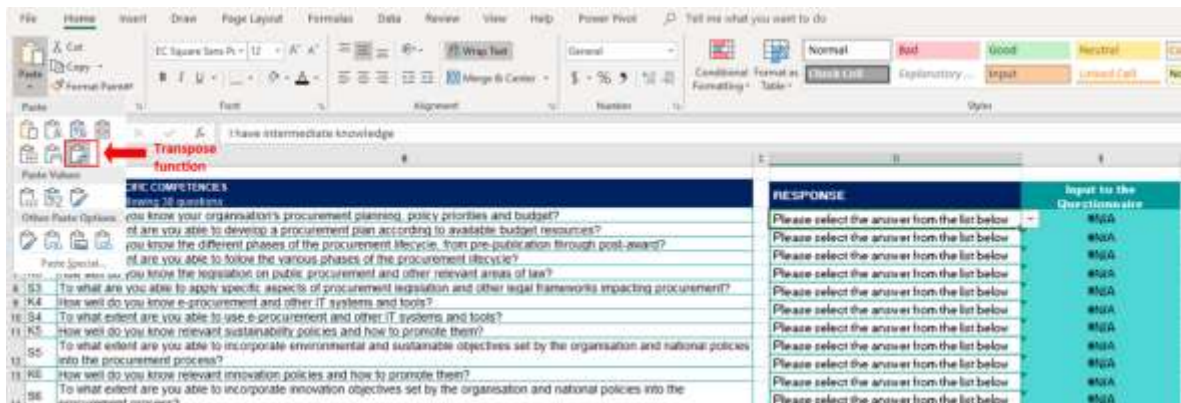
*“Individual gaps”. Do not forget to update the formulas in each of the additional columns as well as in the “Profile results” and “Organisational results” worksheets!*

Next, you should incorporate the individual responses to each question of the self-assessment questionnaire into the calculation spreadsheet in the appropriate format. Two operations need to be performed manually using the **Convert** worksheet in the calculation spreadsheet:

- the results from EUSurvey will need to be converted from the qualitative response (“I have advanced skills”, “I have intermediate knowledge”, etc.) to their corresponding numerical value between 0 to 5, and
- the results are presented horizontally in EUSurvey and need to be transposed to a vertical presentation for the calculation spreadsheet.

➔ In the **results file downloaded from EUSurvey** containing all individuals’ responses to the questionnaire, copy for each individual the responses to the competence questions of the survey (from K1 and S1).

➔ In the calculation spreadsheet, go to the **Convert** worksheet and use the special paste function **“transpose”** to paste these results in **column D (“RESPONSE”)**. This action will paste the results vertically in column D and they will be **automatically converted to numerical values in column E (“Input to the Questionnaire responses worksheet”)**.



➔ Finally, copy the numerical values provided in the **column E (“Input to the Questionnaire responses worksheet”)** of the **Convert** worksheet and paste them in the relevant profile column of the **Individual results** worksheet.

➔ Repeat the same step until you have incorporated the results of **all individual assessments**.



*Please note that the answers to the general questions provide additional information on the individuals but are not processed by the calculation spreadsheet.*

Below is an illustration of the end result you should get for two individuals considered in the organisational assessment, of which two were assessed against the “Procurement support officer” job profile, and two assessed against the “Standalone public buyer” job profile.

INDIVIDUAL QUESTIONNAIRE RESPONSES															
	Procurement support officer					Standalone public buyer					Public procurement specialist				
	YES					YES					NO				
	Individual 1	Individual 2	Individual 3	Individual 4	Individual 5	Individual 1	Individual 2	Individual 3	Individual 4	Individual 5	Individual 1	Individual 2	Individual 3	Individual 4	Individual 5
	YES	YES	NO	NO	NO	YES	YES	NO	NO	NO	NO	NO	NO	NO	NO
7	K1	2.00	4.00			2.00	1.00								
8	S1	3.00	1.00			1.00	2.00								
9	K2	2.00	2.00			1.00	3.00								
10	S2	3.00	3.00			1.00	4.00								
11	K3	2.00	1.00			1.00	2.00								
12	S3	3.00	4.00			1.00	1.00								
13	K4	2.00	1.00			2.00	2.00								
14	S4	3.00	1.00			2.00	1.00								
15	K5	2.00	2.00			2.00	2.00								
16	S5	3.00	3.00			2.00	2.00								
17	K6	2.00	2.00			2.00	4.00								
18	S6	3.00	3.00			1.00	2.00								
19	K7	2.00	2.00			1.00	1.00								
20	S7	3.00	2.00			2.00	2.00								
21	K8	2.00	2.00			2.00	3.00								
22	S8	3.00	2.00			2.00	2.00								
23	K9	2.00	2.00			1.00	1.00								
24	S9	3.00	1.00			1.00	2.00								
25	K10	2.00	1.00			2.00	4.00								
26	S10	3.00	1.00			2.00	3.00								
27	K11	2.00	3.00			2.00	2.00								
28	S11	3.00	2.00			1.00	1.00								
29	K12	2.00	1.00			2.00	4.00								
30	S12	3.00	3.00			1.00	3.00								
31	K13	2.00	2.00			2.00	2.00								
32	S13	3.00	2.00			2.00	1.00								
33	K14	2.00	2.00			1.00	2.00								
34	S14	3.00	4.00			2.00	4.00								
35	K15	2.00	2.00			2.00	2.00								
36	S15	3.00	1.00			1.00	1.00								
37	K16	2.00	2.00			1.00	2.00								
38	S16	3.00	2.00			2.00	3.00								
39	K17	2.00	4.00			2.00	2.00								
40	S17	3.00	2.00			1.00	3.00								
41	K18	2.00	4.00			1.00	2.00								
42	S18	3.00	2.00			1.00	1.00								
43	K19	2.00	4.00			1.00	2.00								
44	S19	3.00	2.00			1.00	1.00								
45	K20	2.00	2.00			2.00	1.00								
46	S20	3.00	3.00			1.00	1.00								
47	K21	2.00	1.00			1.00	1.00								
48	S21	3.00	2.00			2.00	4.00								
49	K22	2.00	3.00			1.00	3.00								
50	S22	3.00	2.00			2.00	2.00								
51	K23	2.00	4.00			2.00	4.00								
52	S23	3.00	2.00			2.00	2.00								
53	K24	2.00	2.00			2.00	4.00								
54	S24	3.00	1.00			2.00	2.00								
55	K25	2.00	4.00			2.00	4.00								
56	S25	3.00	1.00			2.00	1.00								
57	K26	2.00	1.00			1.00	2.00								
58	S26	3.00	1.00			2.00	4.00								
59	K27	2.00	2.00			1.00	1.00								
60	S27	3.00	2.00			1.00	2.00								
61	K28	2.00	2.00			1.00	3.00								
62	S28	3.00	2.00			1.00	1.00								
63	K29	2.00	3.00			2.00	2.00								
64	S29	3.00	3.00			2.00	4.00								
65	K30a	2.00	4.00			2.00	2.00								
66	S30a	3.00	3.00			1.00	4.00								
67	K30b	2.00	3.00			2.00	2.00								
68	S30b	3.00	4.00			1.00	4.00								

### Step 4.3 Analyse the organisational assessment results

Once all the individual assessment results have been incorporated, the spreadsheet automatically computes the organisational results at **individual level**, **profile level** and at **organisation level**.

#### Individual assessment results

In the **Individual results** and **Individual gaps** worksheets you can find the calculated results for each individual. The results per competence are based on the average score of the knowledge and skills questions corresponding to each competence.

The individual results present the score of the individual compared to the target set in the job profile in both tabular format and as a spider chart (see example.)

The individual gaps present in numerical format the difference between the targeted level and the individual's score for each competence.





Providing feedback to each individual who participated in the assessment is a key step of the overall process. The individual results are the basis for this and for the subsequent discussion about a training and professional development plan.

### Profile assessment results

Profile assessment results are obtained by aggregating assessment results from all individuals that belong to the same job profile. In the **Profile results** worksheet you can find the automatically calculated results per job profile in terms of:

PROFILE GAPS			
Procurement support officer			
	Target	Average	Max
C1	0.00	2.75	3.00
C2	1.00	3.00	3.00
C3	0.00	3.00	3.00
C4	1.00	2.50	3.00
C5	0.00	2.50	2.50
C6	0.00	1.75	2.00
C7	0.00	2.00	2.50
C8	1.00	2.00	2.00
C9	0.00	2.25	2.50
C10	1.00	2.00	2.50

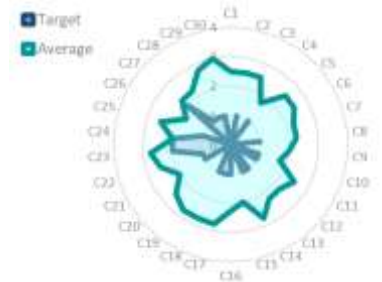
- **Target Score:** The target level set for the competence for a specific job profile;
- **Average Score:** The average of all individual assessment results for the same profile;
- **Maximum Score:** The maximum score obtained by an individual from the same profile.

The **average score** helps to identify patterns of strengths and weaknesses across all team members of a given profile in the organisation.

It allows the organisation to see if there are competences in which professionals with a specific role generally exceed or fall short of the target proficiency level. This information is particularly valuable at a strategic level, telling the leadership where the organisation is particularly strong, or where they need to invest in longer-term capacity building.

The **maximum score** allows organisations to answer a very different question: whether any of the team members of a given profile has the maximum proficiency level that the organisation needs in each of the competences. A finding that no one in that role in the organisation has the maximum target proficiency level may call for more immediate action to address the gap. This is particularly relevant for specialised job profiles, such as those of a legal expert or contract manager, which are expected to bring particular knowledge or skills not present elsewhere in the organisation.

Procurement support officer Average Scores



### Organisational assessment results

Organisational assessment results are computed by aggregating all individual assessment results. In the **Organisational results** worksheet you can find the automatically calculated results for all job profiles.

ORGANISATIONAL GAPS		All profiles taken together			
		Average Target	Average	Max Target	Max
C1	Planning	0.33	2.67	1.00	3.00
C2	Lifecycle	1.33	3.00	2.00	3.00
C3	Legislation	0.67	3.00	2.00	3.00
C4	e-Procurement and other IT tools	1.33	2.33	2.00	3.00
C5	Sustainable procurement	0.33	2.33	1.00	2.50
C6	Innovation procurement	0.33	2.00	1.00	2.50
C7	Category specific	0.33	2.17	1.00	2.50
C8	Supplier management	1.00	2.00	1.00	2.00
C9	Negotiations	0.67	2.33	2.00	0.00
C10	Needs assessment	1.00	1.83	1.00	0.00
C11	Market analysis & engagement	1.33	1.83	2.00	0.00
C12	Procurement strategy	0.67	2.50	2.00	0.00
C13	Technical specifications	1.33	2.00	2.00	0.00
C14	Tender documentation	1.33	2.50	2.00	0.00
C15	Tender evaluation	0.67	2.67	2.00	0.00

For each competence, the charts indicate:

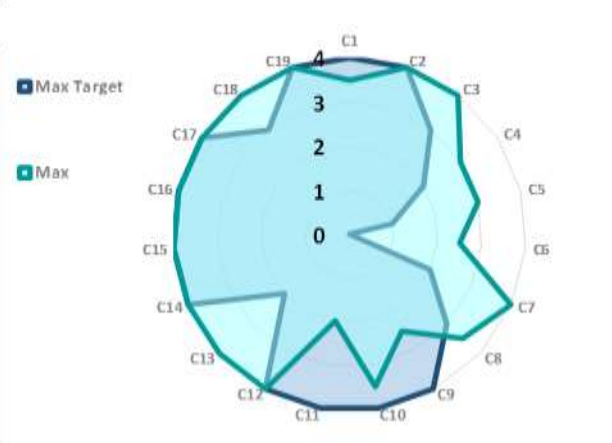
- **Target Maximum:** The maximum target level for all the job profiles taken together
- **Maximum Score:** The maximum score reached
- **Average Target:** The average of all target proficiency levels
- **Average Score:** The average of all profiles results

Results are visualised in four radar charts: two for the procurement specific competences and two for the soft ones as illustrated below.

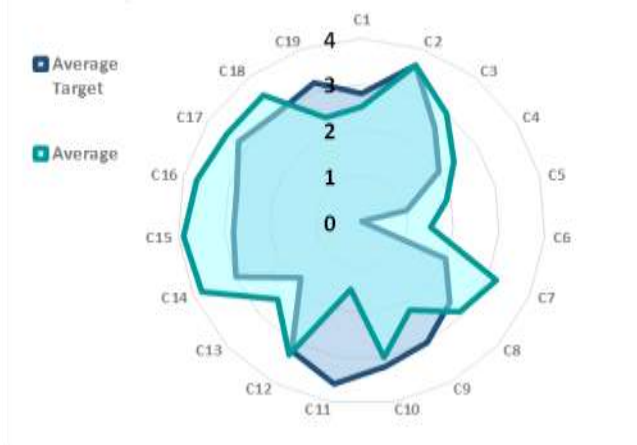
The two sets of scores help address different kinds of organisational questions.

The **maximum score** allows organisations to assess whether anyone in the organisation has the maximum proficiency level that the organisation determined it needs in each of the competences. A finding that no one in the organisation has the maximum target proficiency level may call for more immediate action to address the gap.

**Procurement Specific Competences  
Maximum Scores**

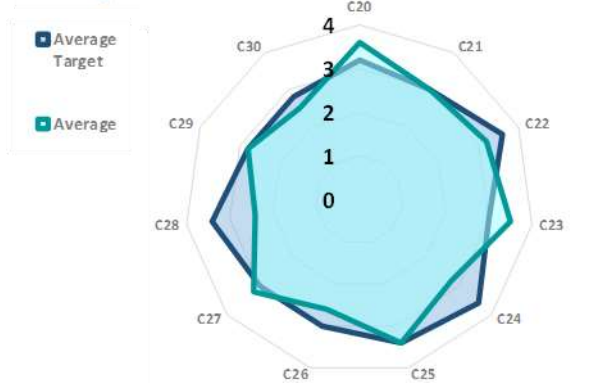


**Procurement Specific Competences  
Average Scores**

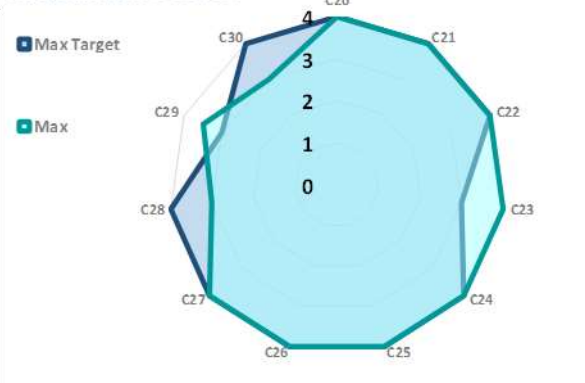


The **average score** helps to identify patterns of strengths and weaknesses in the organisation. It allows the organisation to see if there are competences in which multiple individuals exceed or fall short of the target proficiency level. This information is valuable at a strategic level, informing the leadership about areas in which the organisation is particularly strong, or where they need to invest in longer-term capacity building.

**Soft Competences  
Average Scores**



**Soft competences  
Maximum Scores**



The results can be printed out directly from Excel or transferred to a different format for presentation purposes.

### 3. GOOD PRACTICES FOR THE IMPLEMENTATION OF AN ORGANISATIONAL ASSESSMENT

The following list of good practice tips were developed on the basis of the experience of several organisations which implemented the self-assessment tool in May-June 2020.



**Adapting the ProcurCompEU tools:** Adapting the matrix, job profiles and training curriculum to existing national or local competency frameworks or regulations regarding the functions of civil servants is essential to ensure a coherent approach applicable to the local context. Assessing the alignment of the new tools to the ProcurComp<sup>EU</sup> approach during the adaptation is a critical step to ensure that the tools retain their key functionalities and objectives.



**Communication is key:** Explaining the objectives and demonstrating the benefits of the implementation of the organisational assessment to the participants is of prime importance to foster their engagement and ownership in this process. Such communication is most efficient when done before, during and after the completion of the organisational assessment.



**Making the survey self-explanatory:** To facilitate the participants' completion of the self-assessment questionnaire, the matrix of competences in table format is included in the EUSurvey template. Furthermore, a short description of each competency and the overall proficiency levels can be added in the survey. This can help the participants understand better the questions and assess more consistently their knowledge and skills.



**Nominating a contact point:** Appointing one member of the team running the assessment as the primary contact to answer questions from the participants is an important step for ensuring that any doubts or difficulties faced by them are addressed promptly. Organising regular meetings during which participants can ask questions and exchange on their experiences can also reassure the participants about their understanding of the self-assessment questionnaire and also support the consistency in their responses.



**Four eyes principle:** Setting up a review system whereby each participant's responses are reviewed by a relevant colleague to ensure that the self-assessments are not under- or over-estimated can help guarantee that the competency gaps highlighted are as close as possible to the reality on the ground.



## ANNEX 1: Common job profiles in ProcurComp<sup>EU</sup>

Cluster	Competence	Procurement job profiles					
		Procurement support officer	Standalone public buyer	Public procurement specialist	Category specialist	Contract manager	Department manager
Horizontal	1. Planning	-	1	1	2	2	3
	2. Lifecycle	1	2	3	3	2	3
	3. Legislation	-	2	1	1	2	4
	4. e-Procurement & other IT tools	1	2	2	1	1	2
	5. Sustainable procurement	-	1	2	3	2	3
	6. Innovation Procurement	-	1	2	3	2	3
	7. Category specific	-	1	1	3	-	-
	8. Supplier management	1	1	1	2	2	2
	9. Negotiations	-	2	2	-	2	3
Pre-award	10. Needs assessment	1	1	2	2	-	3
	11. Market analysis and market engagement	1	2	2	2	-	-
	12. Procurement strategy	-	2	2	1	-	3
	13. Technical specifications	1	2	2	3	-	-
	14. Tender documentation	1	2	2	1	-	-
Post-award	15. Tender evaluation	-	2	2	1	-	2
	16. Contract management	1	2	1	2	3	2
	17. Certification and payment	1	2	1	-	3	2
	18. Reporting and evaluation	1	2	2	-	2	3
Personal	19. Conflict resolution/ mediation	-	1	1	-	2	2
	20. Adaptability and modernisation	-	2	1	2	2	3
	21. Analytical and critical thinking	1	2	2	2	3	4
	22. Communication	1	2	2	1	3	3
People	23. Ethics and compliance	2	3	2	1	3	4
	24. Collaboration	2	1	2	1	2	3
	25. Stakeholder relationship management	1	1	2	1	3	4
Performance	26. Team management and Leadership	-	1	1	-	-	3
	27. Organisational awareness	2	2	2	1	2	4
	28. Project management	1	2	2	-	2	3
	29. Performance orientation	1	2	2	2	3	3
	30. Risk management and internal control	1	2	2	1	3	4

## ANNEX 2: Template for defining new job profiles

To define a new job profile, assign to each relevant competence a value corresponding to the level of targeted proficiency. The value assigned to the Basic level is 1, for the Intermediate level – 2, for the Advanced level – 3, and for the Expert level – 4.

For the purpose of the calculation spreadsheet, if there are some competences that are not relevant, please don't delete the line but leave the cell blank or set its value to 0: the calculation of the results will automatically ignore that line.

#	Competence name	Job profile 1	Job profile 2	Job profile 3
C1	Planning			
C2	Lifecycle			
C3	Legislation			
C4	e-Procurement and other IT tools			
C5	Sustainable procurement			
C6	Innovation procurement			
C7	Category specific			
C8	Supplier management			
C9	Negotiations			
C10	Needs assessment			
C11	Market analysis & engagement			
C12	Procurement strategy			
C13	Technical specifications			
C14	Tender documentation			
C15	Tender evaluation			
C16	Contract management			
C17	Certification and payment			
C18	Reporting and evaluation			
C19	Conflict resolution / mediation			
C20	Adaptability and modernisation			
C21	Analytical and critical thinking			
C22	Communication			
C23	Ethics and compliance			
C24	Collaboration			
C25	Stakeholder relationship management			
C26	Team management and leadership			
C27	Organisational awareness			
C28	Project management			
C29	Performance orientation			
C30	Risk management and internal control			

## ANNEX 3: Self-assessment questionnaire

The individual ProcurComp<sup>EU</sup> Self-Assessment Questionnaire is divided into three main sections:

- **General questions** give an overview of the individual's background in public procurement. These questions do not have a score and therefore do not count for the individual self-assessment results. Rather, these questions are contextual information complementary to the individual self-assessment.
- **Knowledge questions** capture the knowledge the individual has in public procurement against the expected knowledge (target proficiency level) set for the individual's job profile.
- **Skills questions** capture the range of skills the individual has against the expected skills (target proficiency levels) set by the individual's job profile.

For each competence there is at least one knowledge and one skills questions. The questions can be presented in an order that follows the competency framework or separating the knowledge questions from the skills questions.

The ProcurComp<sup>EU</sup> Self-Assessment Tool is not intended to serve a performance review tool, but as a professional organisation development tool. Therefore, questions have been designed in the form of self-declaration questions and not test questions.

Except from the general questions, answers to the knowledge and skills questions are scored from 0 to 4:

- 0: I have no knowledge/ I have no skills
- 1: I have basic knowledge/ I have basic skills
- 2: I have intermediate knowledge/ I have intermediate skills
- 3: I have advanced knowledge/ I have advanced skills
- 4: I have expert knowledge/ I have expert skills

The list presented hereafter outlines the questions corresponding to each competence.

### General questions

- **General question 1:** What is your job profile?
- **General question 2:** What is your position within your organisation?
- **General question 3:** What are your current tasks and responsibilities related to public procurement?
- **General question 4:** Are you working full-time or part-time on these tasks and responsibilities?
- **General question 5:** How many years have you been occupying this position?
- **General question 6:** How many years of experience do you have working in public procurement in total?
- **General question 7:** What type and level of training related to public procurement have you received?

## Knowledge and skills questions corresponding to ProcurCompEU competences

### Competence 1: Planning

**Knowledge question 1:** How well do you know your organisation's procurement planning, policy priorities and budget?

**Skill question 1:** To what extent are you able to develop a procurement plan according to available budget resources?

### Competence 2: Lifecycle

**Knowledge question 2:** How well do you know the different phases of the procurement lifecycle, from pre-publication to post-award?

**Skill question 2:** To what extent are you able to follow the various phases of the procurement lifecycle?

### Competence 3: Legislation

**Knowledge question 3:** How well do you know the legislation on public procurement and other relevant areas of law?

**Skill question 3:** To what extent are you able to apply specific aspects of the procurement legislation, as well as other legal frameworks impacting procurement?

### Competence 4: e-Procurement and other IT tools

**Knowledge question 4:** How well do you know e-Procurement and other IT systems and tools?

**Skill question 4:** To what extent are you able use e-procurement and other IT systems and tools?

### Competence 5: Sustainable procurement

**Knowledge question 5:** How well do you know the relevant sustainability policies and how to promote them?

**Skill question 5:** How well do you know how to incorporate sustainable objectives set by the organisation and national policies into the procurement process?

### Competence 6: Innovation procurement

**Knowledge question 6:** How well do you know the relevant innovation policies and how to promote them?

**Skill question 6:** To what extent are you able to incorporate innovation objectives set by the organisation and national policies into the procurement process?

### Competence 7: Category specific

**Knowledge question 7:** How well do you know the features and specificities of one or more specific category of supplies, services or works?

**Skill question 7:** To what extent are you able to get the most out of one or more category of supplies, services or works?

### Competence 8: Supplier management

**Knowledge question 8:** How well do you know supplier management strategies and processes?

**Skill question 8:** To what extent are you able to develop, manage and maintain relationship with suppliers while respecting public procurement principles?

### Competence 9: Negotiations

**Knowledge question 9:** How well do you know negotiation processes relevant in public procurement?

**Skill question 9:** To what extent are we able to apply negotiation processes strategies during the procurement phases and contract management in accordance with public procurement principles and ethical standards?

### Competence 10: Needs assessment

**Knowledge question 10:** How well do you know needs identification tools and techniques?

**Skill question 10:** To what extent are you able to apply needs assessment techniques and tools for determining needs of the organisation and end-users regarding the subject-matter of the procurement?

### Competence 11: Market analysis and market engagement

**Knowledge question 11:** How well do you know market analysis tools and appropriate market engagement techniques?

**Skill question 11:** To what extent are you able to use market analysis and market engagement techniques to understand the characteristics and trends of the supplier market?

### Competence 12: Procurement strategy

**Knowledge question 12:** How well do you know the different procurement strategies, such as procedure types, use of lots, and kinds of contracts?

**Skill question 12:** To what extent are you able to determine among the range of available procurement strategies the one that fits best to the procurement at stake while reaching the organisation's objectives?

### Competence 13: Technical specifications

**Knowledge question 13:** How well do you know the requirements of drafting technical specifications?

**Skill question 13:** To what extent are you able to draft technical specifications that enable potential bidders to submit realistic offers that address the needs of the organisation?

### Competence 14: Tender documentation

**Knowledge question 14:** How well do you know the requirements of preparing tender documentation?

**Skill question 14:** To what extent are you able to prepare procurement documentation including appropriate exclusion, selection and award criteria?

### Competence 15: Tender evaluation

**Knowledge question 15:** How well do you know the evaluation process?

**Skill question 15:** To what extent are you able to evaluate offers against pre-defined criteria in an objective and transparent way?

### Competence 16: Contract management

**Knowledge question 16:** How well do you know the principles of contract management?

**Skill question 16:** To what extent are you able to oversee contract implementation while ensuring technical compliance of the good, work or service delivered?

### Competence 17: Certification and payment

**Knowledge question 17:** How well do you know the process for certification and payment?

**Skill question 17:** To what extent are you able to apply verification principles and the financial control framework to verify the legal compliance of the procurement contract before proceeding to payment?

### Competence 18: Reporting and evaluation

**Knowledge question 18:** How well do you know contract monitoring tools and techniques?

**Skill question 18:** To what extent are you able to evaluate the process, deliverables and outcomes of a procurement to draw lessons on how to improve the performance of future procurements?

### Competence 19: Conflict resolution/ mediation

**Knowledge question 19:** How well do you know conflict resolution and mediation processes and the functioning of the review system?

**Skill question 19:** To what extent are you able to prevent and resolve conflicts and manage complaints in the framework of the national review system?

### Competence 20: Adaptability and modernisation

**Knowledge question 20:** How well do you know change management techniques and tools?

**Skill question 20:** To what extent are you able to anticipate and accommodate to changing tasks and circumstances and aim to continuously learn and grow?

### Competence 21: Analytical and critical thinking

**Knowledge question 21:** How well do you know analytical and critical thinking approaches and tools?

**Skill question 21:** To what extent are you able to use analytical and critical thinking in evaluating an information and/or a situation and solving problems?

### Competence 22: Communication

**Knowledge question 22:** How well do you know communication tools and techniques and how to apply the public procurement principles in various communication situations?

**Skill question 22:** To what extent are you able to communicate effectively by adapting the communication medium and message to the target audience while ensuring public procurement principles are respected?

### Competence 23: Ethics and compliance

**Knowledge question 23:** How well do you know the procedural rules and principles as well as tools, codes and guidance document that help ensure adherence thereto?

**Skill question 23:** To what extent are you able to ensure compliance with applicable public procurement rules, principles, and ethical standards?

### Competence 24: Collaboration

**Knowledge question 24:** How well do you know collaboration tools and techniques?

**Skill question 24:** To what extent are you able to promote inclusive and collaborative thinking and processes?

### Competence 25: Stakeholder relationship management

**Knowledge question 25:** How well do you know the key concepts and methods of stakeholder management?

**Skill question 25:** To what extent are you able to create mutual trust that contribute to solid internal and external stakeholder relationships?

### Competence 26: Team management and leadership

**Knowledge question 26:** How well do you know the key concepts and methods of team management?

**Skill question 26:** To what extent are you able to tailor management and leadership methods and techniques to the team and circumstances thereby creating a conducive environment for achieving common goals?

### Competence 27: Organisational awareness

**Knowledge question 27:** How well do you know your organisation's administrative structure, procedures and processes, internal culture and legal and policy framework?

**Skill question 27:** To what extent are you able to understand both the procurement function and the organisation's structure and culture?

### Competence 28: Project management

**Knowledge question 28:** How well do you know project management tools and techniques relevant for the public administration?

**Skill question 28:** To what extent are you able to apply project management tools and techniques to effectively carry out a procurement procedure and contract?

### Competence 29: Performance orientation

**Knowledge question 29:** How well do you 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?

**Skill question 29:** To what extent are you able to apply commercial and performance management strategies and methods to maximise value for money of procurement contracts?

### Competence 30: Risk management and internal control

**Knowledge question 30a:** How well do you know audit and control functions?

**Skill question 30a:** To what extent are you able to carry out the different functions of inspection, control, audit, and evaluation applicable to public procurement?

**Knowledge question 30b:** How well do you know audit risk management tools and techniques?

**Skill question 30b:** To what extent are you able to monitor risks closely and apply mitigating measures and proactive approaches to protect the interest of the organisation?

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