

**THE ROLE OF FORMEZ CENTRE OF
COMPETENCE**

***DIFFUSION OF QUALITY IN THE P.A. AND
BENCHMARKING***

**SUPPORTING THE DEVELOPMENT OF E-
PROCUREMENT IN THE P. A.**

Naples, 31 January 2006



DIFFUSION OF QUALITY IN THE P.A. AND BENCHMARKING IN SUPPORT OF INNOVATION

The activities are designed to facilitate :

- 1) The implementation of “innovative” instruments in the P.A. involving cross-cutting policies supporting the execution of governance actions.
- 2) The promotion of benchmarking in the P.A. through the selection and systematic valorisation of good practices.
- 3) The implementation of “innovative” instruments in the P.A. involving sectorial policies, particularly in relation to welfare and the *new procurement processes in the P.A.*

DIFFUSION OF QUALITY IN THE P.A. AND BENCHMARKING IN SUPPORT OF INNOVATION

The activities:

- Valorisation of best practices
- Diffusion of experiences through exchange and network collaboration
- Support for efforts to match supply and demand for innovation among the administrations
- Support for improvement strategies launched by the P.A.

The instruments:

- Special interest sites and channels (www.buoniesempi.it; www.patrimonioacquisti.formez.it; www.welfare.formez.it).
- Laboratories for specialist analysis and/or experimentation.
- Seminars and workshops designed to provide information, increase awareness and diffuse results achieved by other instruments.
- Multimedia publications.

LABORATORIES as Action in Support of Change

What is a LABORATORY?

- A Workgroup that deals with specific themes and involves experts, pilot administrations and administrations that want to launch and/or continue their respective innovation strategies.
- A forum for comparison and discussion aimed at fostering the growth and diffusion of knowledge and skills.

The aims of the LABORATORY

- The formulation of instruments to aid change (guidelines, recommendations, etc).
- Reinforcement of the sense of belonging to the practicing community.
- 4 Laboratories for innovation in PA procurement procedures have been completed, and 1 is underway.

Themes covered in P.A. procurement

1. **Processes of organisational and procedural innovation and relations with suppliers (1st laboratory)**
2. **Instruments for e-procurement (2nd, 3° and 5th laboratory)**
3. **The governance of procurement (1st laboratory)**
4. **Skills and professional profiles (4th laboratory)**



Laboratory “New skills and professional profiles for procurement”

1. **deep analysis of selected innovative experiences in the field of innovation in procurement;**
2. **drafting of a thorough and well-researched description of skills;**
3. **definition of an initial body of information useful in the formulation and the effective enabling of substantial responses to professional and training requirements**



Participants

- 1. managers and directors responsible for procurement;**
- 2. professionals involved in reorganisation of procurement functions;**
- 3. directors of structures, who have revised or are currently revising procurement procedures in their own structures;**
- 4. managers and directors responsible for organisation and training.**



Profile of roles

Attention is focused on :

- ***the procurement manager***
- ***the procurement professional***



Main results of Laboratory (1)

1) Description of experiences analysed and identification of common approaches to the problem of modernisation of procurement :

- Reorganisational choices in procurement***
- Rationalisation of the provisioning process***
- Rationalisation of the purchasing procedure***



Main results of laboratory (2)

2) Identificaton and description of the main roles in the programming and management of the "new procurement function"

The descriptions of the tasks of the provisioning managers and professionals are presented in relation to key processes considered essential to the safeguard and management of procurement

- 1. Process of assessment of procurement needs of structures***
- 2. Safeguard of procurement procedures***
- 3. Analyses and studies of product, service and market***
- 4. Governance of costs***
- 5. Adjustment and standardisation of procurement***
- 6. Continuous innovation of processes***
- 7. Relations with the market and with suppliers***
- 8. Relations with structures and professionals of the body in question***

Main results of Laboratory (2b)

For each of the two profiles and for each process, the following was defined :

- **the areas of essential results/responsibilities;**
- **the correspondent key skills**



Main results of Laboratory (3)

- 3) Description of some spin-off effects from recent tendential developments in the role of the line manager**
- **Renewed attention on the operational costs of the competent structures**
 - **Strengthening of links and integration between individual structures and central operation**
 - **Attention to the growth, in the individual structures, of a culture of needs analysis and the increased accountability of professionals.**



Suggestions for actions in support of skills and competences

training-support-assistance strategies integrating:

- modalities directed at the single administrations;
- "system" modalities, managed through actions cutting across a number of administrations.

Modalities of action :

- The linking of (i) areas of results and skills and (ii) types of support intervention.