



Hiring and Retaining Staff to Build a Strong Procurement Team

Procurement Excellence Network Roundtable

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February 22, 2023

Icebreaker

In the chat:

Share your name, what government you represent, and the most valuable skill you seek in a new hire!



- *[10 min]* Overview
- *[15 min]* Hiring Revamp: Long Beach, CA
- *[15 min]* Apprenticeship Programs: Phoenix, AZ
- *[15 min]* Group Discussion
- *[5 min]* Additional Resources

Overview

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COVID-19 changed the way we work – and the way we hire

The Great Resignation & Labor Shortages

- More than [47 million people](#) quit their jobs in 2021 during the Great Resignation
- More adults are retiring earlier, leaving many vacancies behind
- U.S. unemployment rate was 3.4% in January 2023

Skills Shift

- A new way of working requires different skills: adaptability, technology capabilities
- A results-driven procurement shop may need analytic and strategic capacity more than administrative capacity

Changing Work, Changing Workforce

- Younger workers may have different expectations for what they get out of work
- A recent employee wellbeing [report](#) found that fostering belonging and providing opportunities to learn and grow are most important in a workplace

Reconsider what you're looking for

1. Reflect on top performers



2. Survey existing staff

3. Seek evidence of soft skills



5. Revisit minimum requirements



4. Reexamine civil service exam requirements

Offer more than just a paycheck



1. Accommodate flexibility

2. Provide professional development & promotion opportunities



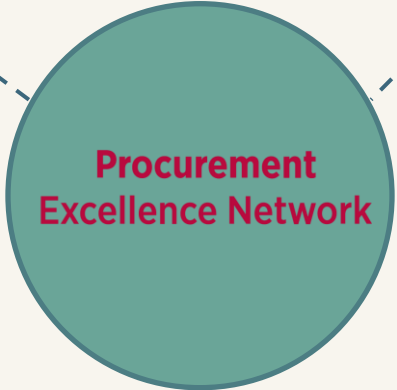
3. Invest in a positive team culture

Get the word out wherever you can



1. Leverage your existing network

2. Promote on PEN



3. Utilize recruitment platforms

Hiring Revamp: Long Beach, CA

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Project Overview



Are you thinking about how to get started with updating your job descriptions and hiring process to recruit the strongest people to your procurement team? So was Long Beach!

Project Objective: Update hiring process and materials (including job description, minimum requirements, and recruitment process)

- Arose from internal frustrations and anecdotal reflections
- Part of the close-out of our three-year technical assistance engagement supporting procurement transformation, so designing a process that attracted staff to sustain procurement excellence was a priority

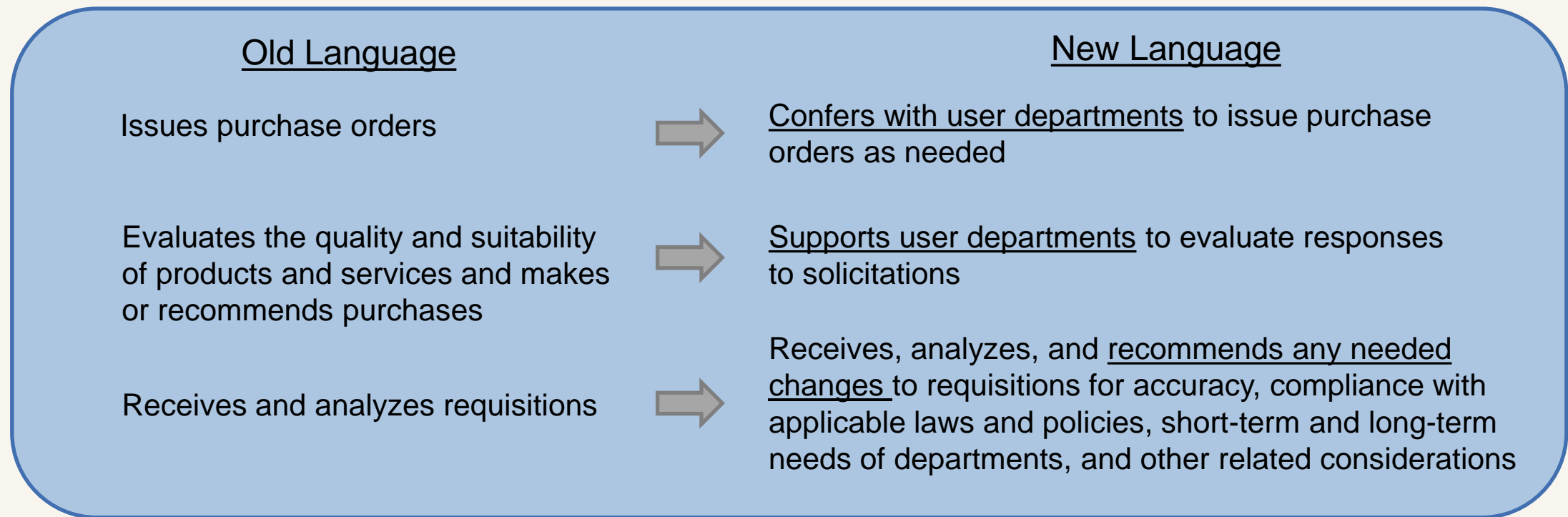
Steps Completed

1. Defined research objectives
 - Example: what are the skills and responsibilities for desired staff?
2. Investigated how things were currently operating
 - Identified what was working well and where there were opportunities for improvement
3. Started with a team-wide survey and follow-up interviews
 - Identified key traits that make staff successful (ex: collaborative) and not successful (ex: unaccommodating)
4. Conducted benchmarking of peer cities and interviews with user departments
 - Pulled buyer job descriptions from 10 peer cities to review their responsibilities, minimum requirements, and processes
5. Formed recommendations based on findings

Adjusting language

Recommendation: Align job description language with desired duties and values for position

Example: Better depict responsibilities, and expectations for relationship, between buyers and departments



Note: These are examples of changes proposed. Final language is still in progress.

Revisiting minimum requirements

Recommendation: Revisit minimum requirements to better represent needed qualifications

Example: Allow more pathways to qualify for the position without a four-year degree

Old Minimum Requirements

A. Graduation from a four-year accredited college or university with major work in business or public administration or closely related field;

AND

B. Two years of full-time experience in purchasing a wide variety of industrial and governmental equipment, supplies, and materials for use rather than for resale.

Additional experience of the specified type may be substituted on a year-for-year basis for up to two years of the required education



New Minimum Requirements

Applicants must meet one of the following options:

A. Graduation from a four-year accredited college or university with major work in business or public administration or closely related field; and two years of full-time experience in purchasing a wide variety of materials for use rather than for resale

OR

B. One year of satisfactory performance as an Assistant Buyer with the City of Long Beach

OR

C. A current certification as a "Certified Public Procurement Officer" (CPPO), "Certified Professional Public Buyer" (CPPB), or "Certified Purchasing Manager" (CPM) by the National Association of Purchasing Managers (NAPM), or the National Institute of Governmental Purchasing (NIGP) or equivalent professional certification.

Additional experience of the specified type may be substituted on a year-for-year basis for the required education

Note: These are examples of changes proposed by the GPL. Final language is still in progress.

Discussion Questions

- What soft skills do you think are most important for the staff on your team?
- What is the wildest minimum requirement you have seen in a job description for a position in your city?



Apprenticeship Program: Phoenix, AZ

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Discussion Questions

- Where did the impetus for this program come from?
- How does the program work? What do apprentices do?
- How do you advertise the program? Where do you recruit participants from?
- What skills (soft and hard) are you looking for in your apprentices/entry-level hires?



A poster for the Maryvale Jobs & Resource Fair. The text reads: "COME JOIN PHOENIX CITY COUNCILWOMAN BETTY GUARDADO FOR THIS YEAR'S ANNUAL MARYVALE JOBS & RESOURCE FAIR". Below the title are two circular icons: one of a graduate and one of a construction worker. The text "Apprenticeships & Jobs" is written below the construction worker icon. At the bottom, it says: "SATURDAY FEBRUARY 25TH 1:00-5:00 PM MARYVALE COMMUNITY CENTER & PARK 4420 N. 51ST AVENUE PHOENIX, AZ 85031". There are red decorative swooshes at the top and bottom of the poster, and black arrows pointing from the top and right towards the center.

Group Discussion

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Discussion Questions

Reconsider what you're looking for

- Which skills have you found most important in a new procurement hire?

Offer more than just a paycheck

- How have you offered your employees flexibility in their jobs? Were there any pitfalls?
- How have you invested in creating a positive culture on your team?

Get the word out wherever you can

- Have you tried any unconventional recruitment tactics?
- Are there any particularly successful places you've posted jobs?

Additional Resources

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PEN Additional Resources

- Ask a question or answer someone else's!
- [Job Postings](#) conversation thread
- [Hiring & Retaining Staff](#) conversation thread

SF | Careers

Career Opportunity

Senior Projects Analyst, Office of City Administrator (1823)

Recruitment: RTF0128134-01152338

Published: November 10, 2022

Contact:
 Breonna Santiago - Breonna.Santiago@sfgov.org
 Connie Poon - Connie.Poon@sfgov.org

Director of Finance and Budget 1 month ago

Req ID: 2023-23918 | Dept: Office of Streets | Position: Regular Full-Time | Pwd Central Off. Admin.Rm714 | Salary Min: 100,023.34 | Salary Max: 142,620.25

Union: EXM | Openings: 1 | Posting End Date: 7/1/2023 | Contact Email: Patricia.Casey@boston.gov

Overview:
 Brief Job description: essential functions of the position):
 Under direction of the Chief of Streets, the Director of Finance and Budget for the Office of Streets, Public Works Department, Boston Transportation Dept. and Office of the Parking Clerk will oversee, manage and perform all budget functions. The Director of Finance and Budget will be responsible for preparing the budget functions of the Office of Streets, Public Works Department, Boston Transportation Dept. and Office of the Parking Clerk and grant budgets including the Office of the Parking Clerk, Finance Commission, Law

Purchasing and Contracting Division Director

Salary	\$146,264.40 - \$177,584.40 Annually	Location	Seattle, WA
Job Type	Civil Service Exempt, Regular, Full-time	Department	Facilities and Administrative Services
Job Number	2022-02359		
Closing	⚠️ 1/24/2023 4:00 PM Pacific		

DESCRIPTION

Position Description
 The City of Seattle Facilities and Administrative Services Department (FAS) seeks a **Contracting Division Director**. In this role you will establish and carry out policies for the \$900 million the City spends on procurement each year. You will be a member of the \$18.5 million. You will report to the FAS Chief Administrative Officer.

ABOUT FAS:
 Facilities and Administrative Services (FAS) is the backbone of the City of Seattle and 450+ employees that provides \$375 million a year in services to the City through collective accountability to promote equity, respect, civility, integrity, inclusiveness

JOB TITLE: State/Local Reporter - American Bar Association (ABA) Ad Hoc Model Procurement Code Revision Task Force

EMPLOYER: These are volunteer positions with travel expenses and other resources provided.

LOCATION: 100% Remote with travel required approximately 1x per quarter

REPORTS TO: Committee Chairs

JOB SUMMARY: The Public Contract Law Section and State and Local Government Law Section of the American Bar Association's Ad Hoc Model Procurement Code Revision Committee is searching for two Reporters with State and/or Local experience to work with the Committee in producing a Revised Model Procurement Code that reflects the collaborative nature of the organizations participating in the effort. The Committee is comprised of representatives and attorneys from both the public and private sector, academia, as well as nonprofit associations such as NIGP, NASPO, and the ABA. The Model Procurement Code (MPC) was last revised in 2000. The Mission of the Committee is to focus on two fundamental tasks: (1) encouraging adoption of the Model Procurement Code by state and local governments; and (2) identifying areas for code coverage and assisting in the drafting of revisions to the Model Procurement Code.

DUTIES AND RESPONSIBILITIES:

1. These positions require the ability to work with teams from the federal government, all 50 states, the District of Columbia, and cities and counties throughout the United States.