

Procurement Training Programme leading to DSTA-SUSS Certificate in Procurement Management

Introduction

To help build up a strong cadre of procurement professionals who can support the Public Service in achieving its mission and extract better value for money, Ministry of Finance (MOF) updated the Procurement Training Framework for the training and development of procurement officers. The courses identified under the DSTA-SUSS Certificate in Procurement Management programme are key courses under the Procurement Training Framework. The courses in this training programme are designed to equip new procurement officers with the relevant competencies to perform their role in procurement.

The certificate programme comprises two segments:

(a) Procurement Skills Training. These courses are conducted by SUSS. It aims to impart generic procurement skills and provide insights on commercial considerations. This is in recognition that public procurement officers also need to stay abreast of private sector practices and adopt/adapt good practices, where appropriate, to do their job well.

In order to make it relevant to public sector context, the Defence Science and Technology Agency (DSTA) will provide public sector contextualisation to the SUSS courses, where appropriate, to bring out some differences between public and private sector contexts or practices. There are 6 SUSS modules as mentioned in the following.

(b) Procurement Practitioner Training. These courses are conducted by DSTA. The course curriculum is based on the Life Cycle Management (LCM) of projects. DSTA practitioners will share project management and procurement domain-specific techniques and best practices, impart tacit knowledge and experiences through actual case studies and role-play. There are 8 DSTA modules as mentioned in the following.

Course Schedule

Note that the following courses for this coming semester will be **virtual courses conducted online**. However, some courses may change to **physical lessons** if there are updates to SUSS advisory on commencing on-campus classes. Nominees will be informed accordingly.

SUSS Courses (Online Mode)	Schedule	Send in Registration Form By
BUS201 Contract and Agency Law	17 and 19 Feb 2021 (9am - 6pm each day)	<u>5 Feb 2021</u>
LOG211e Procurement Operations	3 to 4 Mar 2021 (9am - 6pm each day) & 5 Mar 2021 (9am - 11am)	
LOG311e Procurement Ethics and Corporate Social Responsibility	11 to 12 Mar 2021 (9am - 6pm each day)	<u>26 Feb 2021</u>
LOG313e Supplier Relationship Management	25 to 26 Mar 2021 (9am - 6pm each day)	
LOG315 Category Management and Supplier Evaluation	7 to 8 Apr 2021 (9am - 6pm each day) & 9 Apr 2021 (9am - 11am)	
LOG317 Procurement Strategy and Policy	20 to 21 Apr 2021 (9am - 6pm each day)	
DSTA Core Modules	(9am – 6pm each day)	
C01 Basic Project Management and Best Practices	TBD	TBD
C02 Advanced Project Management*		
DSTA Elective Modules		
E01 Commodities Purchases and Services		
E02 Construction and Facilities Management		
E04 Research and Development		
E05A Systems Integrations and Development [#]		
E05B Operations and Support		
E06 Public Private Partnership		

*C01 (Basic Project Management and Best Practices) is a pre-requisite for C02.

Participants taking E05A are required to take E05B.

DSTA-SUSS Certification Requirement

DSTA-SUSS Certificate in Procurement Management will be awarded after participants obtained the Certificates of Participation for the above three SUSS modules, at least one DSTA Core module and at least one DSTA Elective module.

On top of the DSTA-SUSS Certificate in Procurement Management, participants will also receive the following certificate/s.

1) SUSS Certificate of Participation for the SUSS modules which will be issued to participants who have attended all the lessons and complete all compulsory assessments which include online quizzes ,group-based assignment (GBA) and tutor-marked individual assignment (TMA).

2) DSTA Certificate of Participation for the DSTA modules will be issued to participants who have attended the lessons. DSTA modules are workshop-based with no assessments.

3) SUSS Course Certificate for credit units (CU) will be awarded for participants who have passed all the assessments, and opt to take the SUSS module examination and obtained an overall passing grade of at least 40 marks. The CU can be used by the participants if they are pursuing the SUSS degree in logistics and supply chain management. The credits from this programme will then be used to offset part of the degree’s requirements. There is NO requirement for participants to take the examination under the DSTA-SUSS Certificate in Procurement Management programme.

SUSS Modules

BUS201	Synopsis
Contract and Agency Law	<p>Contract & Agency Law introduces learner to the key elements of contract and agency law and the role of contractual and agency relationships in business. In respect of contract law, the goal of the course is to demonstrate how contract law facilitates business transactions by being the “glue” which binds parties to perform their agreements. In respect of agency law, the goal is to show how legal rules shape the numerous agency relationships which are found within the Singapore business environment. Throughout the course, learners will be exposed to relevant Singapore case law and legislation in order to highlight the practical application of these topics in business transactions.</p> <p>The public sector contextualisation will cover :</p>

	<ul style="list-style-type: none"> - Government Contract Act. - Terms & Conditions: Arbitration, Indemnity, Liquidated Damages, Performance Bond and Banker Guarantee, the consequential, direct/indirect damages, limitation of liability, disclaimer, indemnity, indemnification. - Company Law: Discussion on different institutions, e.g. sole proprietorship, partnership, private company, public company.
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LOG211e	Synopsis
Procurement Operations	<p>Procurement Operations covers fundamental topics in the handling of daily procurement transactions, which include administration of orders, deliveries, logistics and complaints. This course aims to enable learners to perform a range of technical works with autonomy. Further, by using problem solving and analytical skills, learners will be able to align the direction of procurement operations with organizational policies and processes.</p> <p>Ultimately, this course prepares learners for taking a position accountable for organizational resource management and people development in the procurement operations team.</p> <p>The public sector contextualisation will cover the comparison and contrast of private vs public sector procurement.</p>

LOG311e	Synopsis
Procurement Ethics and Corporate Social Responsibility	<p>The following tools and topics will be discussed to enhance the understanding on ethical decision making in business; Ethics vs Law, Ethical and Moral Theories, Critical Thinking and Case Analyses. The case analysis portion will exclusively discuss potential areas of risks in procurement and how to manage unethical procurement behaviours.</p> <p>Corporate Social Responsibility (CSR) refers to sustainable procurement such as energy saving, green label, etc.</p> <p>The public sector contextualisation will cover :</p> <ul style="list-style-type: none"> (i) raise awareness of public sector guidelines on code of conduct in particular of public duties vs private interests. (ii) Existing government initiative on CSR: low wage sectors (cleaning, security and landscape), green buildings, etc.

LOG313e	Synopsis
Supplier Relationship Management	<p>The course focus on importance of building and leveraging relationship (partnership, collaboration) instead of just relying on buyer-seller contractual relationship. This course provides thorough coverage of the strategies, tools and techniques to manage suppliers to meet mutual KPIs (win-win situation) to reduce risk exposure. The following questions will be discussed :</p> <p>(i) In situation of crisis, how to work with supplier to give priority over the rest despite the fact that you are not their major customer?</p> <p>(ii) How to work together with supplier toward common goal of product improvements and cost saving?</p> <p>The public sector contextualisation will focus adopting private sector's best practices (beyond relying on contracts) and how to bring it into Government's procurement.</p>

LOG315	Synopsis
Category Management and Supplier Evaluation	<p>This module covers two important areas in procurement. Category Management is a part of strategic cost management techniques to analyse organisations' spending by discrete groups of products and services. Products and services purchased by the organisation are segmented into groups according to their functions. There are two aspects in Supplier Evaluation to be covered. The first aspect is how to evaluate potential suppliers. The techniques for selecting suppliers include; supplier surveys, financial condition analysis, facility visit, evaluation conference and capability analysis on quality, capacity, management, service, flexibility and information technology will be discussed. The second aspect of supplier evaluation is supplier performance evaluation. The techniques to monitor and control suppliers' performance include: categorical plan, weighted point plan and cost ratio plan.</p> <p>The public sector contextualisation will focus on Cost & Price Analysis to impart knowledge to identify the right technique for price benchmarking, scalability for equitable comparison and the challenges.</p>

LOG317	Synopsis
Procurement Strategy and Policy	<p>Procurement strategy and policy must be aligned with overall organisational strategy. This course aims to enable learners to understand :</p> <p>(i) The importance of the procurement strategy and policy for an organisation;</p> <p>(ii) Organised and collaborative approach is essential for the successful implementation of strategic sourcing.</p> <p>This course places emphasis on human resource management and performance management as well as strategic decision making and operational management of procurement. The following questions will be discussed :</p> <p>(i) For outsourcing, what are the core competencies that you should still retain within an organisation ?</p> <p>(ii) What are your organisational weaknesses, limitations and threats ? Should you establish alliances with key partners including suppliers ?</p> <p>The public sector contextualisation will discuss how to adopt forward thinking strategies from the private sectors to be imbued to public sector procurement. For example, establishment of collaborative partnership with institutions and private sectors.</p>

DSTA Core Modules

C01	Synopsis
Basic Project Management and Best Practices	<p>This module will explain the Life Cycle Management (LCM) philosophy, concepts and phases and its key activities. The following phases of LCM will be covered :</p> <p>Requirements Analysis: Participants will be taught the requirements analysis process covering basics in requirements definition with key guiding principles and considerations.</p> <p>Project Management Planning: The development of the procurement strategy/approach, project master schedule; and proper budget management will be covered.</p>

C01	Synopsis
	<p>Defining Specifications: Discussion on the significance of specifications with respect to required product or service effectiveness.</p> <p>Tendering & Contracting: Overview of the different types of procurement approaches and considerations on deciding which approach to adopt as well as highlight the procurement activities that take place in the various phases of an acquisition.</p> <p>Evaluation: Coverage on utility and limitation of various evaluation methodologies (AHP, QEM, PQM, etc.).</p> <p>Contract Management: Areas such as budget management, performance review, variations, pitfalls and risk will be covered.</p> <p>Procurement Best Practices: will share the audit observations and procurement practices within public sector.</p>

C02	Synopsis
Advanced Project Management	<p>This module will illustrate the Life Cycle Management processes (covered in C01) using relevant case studies to share lessons learnt and tacit knowledge of how to handle issues encountered in the various phases of the life cycle of the system being acquired. It will also allow learners to share their own experiences in their work and will include exercises and assignments.</p> <p>The module will also cover LCM activities that involve the considerations and processes for the test and performance evaluation to verify whether the product will work according to its specifications. Quality assurance for software acquisition/development will also be covered. The activities leading to the handing over to user of the acquired or developed product, acceptance, transfer of title, and payment will be explained. There will be discussions with the participants on how operations and support (O&S) is conducted for their organisations.</p>

DSTA Domain Specific Electives

E01	Synopsis
Commodities Purchases and Services	<p>This module shares case studies on purchases of commodities and services (such as bus hiring services, event management services, insurance and N95 masks; and items for large scale events e.g. National Day Parade purchases).</p>

E01	Synopsis
	<p>The participants will learn how to develop appropriate procurement strategy to achieve Value for Money (VFM) for purchases, specifying/refining requirements and setting of robust evaluation criteria. The participants will also learn how to establish contracts with flexibility for adjustment (in terms of additional items, price and schedule) for ease of contract management; and also develop key performance indicators (KPIs) for management services contracts.</p> <p>The participants will gain awareness of possible applications of regression technique to determine the cost drivers for evidence-based contract design and more robust price benchmarks for more robust evaluation.</p>

E02	Synopsis
Construction and Facilities Management (FM)	<p>This module covers the various important considerations in managing construction projects at different stages of the LCM, namely front end planning, acquisition management and operations and support (O&S). Case studies will be introduced throughout to reinforce participants' understanding.</p> <p>For front end planning, the participants will learn about the development of a clear construction project brief to influence design early, with considerations of the O&S to the building, infrastructure and facilities, statutory requirements, various procurement approaches and government led initiatives to drive construction quality, productivity, safety and sustainability. They will also appreciate the cost estimation methodologies adopted by DSTA and learn how to identify cost anomalies.</p> <p>For acquisition management, the participants will learn about the pertinent construction procurement policies and techniques for formulating effective evaluation criteria. The key provisions in the Public Sector Standard Conditions of Contract (PSSCOC) such as timeline for payment process, condition precedents for essential contract management will also be shared. Participants will also appreciate the measures to overcome late approvals for contract variations, how to identify anomalies in star rate items and the various approaches in managing difficult contractors. In particular, there will be emphasis on the importance of oversight over outsourced consultants.</p> <p>For O&S, various FM contracting models and key challenges will be shared. There will also be discussions on key benefits of adopting</p>

E02	Synopsis
	technology to facilitate FM works, and need for mid-life upgrade and system replacement.

E04	Synopsis
Research and Development (R&D)	The participants will learn to appreciate and overcome the potential challenges in the R&D procurement process. This includes developing suitable contractual terms and conditions to foster R&D collaborations, adopting relevant evaluation criteria to assess varying R&D solutions, conducting price assessment in a single bid/offer situation with no past purchases, and the transition from R&D phase to full scale development.

E05A	Synopsis
Systems Integration (SI) and Development	<p>The procurement of platforms or system of systems and integration of related subsystems to deliver a capability is a complex process. Procurement approaches to achieve value for money, such as consolidating requirements, negotiation through leveraging economies of scale, sequencing of multiple tenders, innovative tendering structure to overcome single supplier advantage, managing interdependencies, “Best Offer” approach, will be shared.</p> <p>The participants will learn to apply the relevant contractual terms and conditions; and to structure payment and delivery schedules with multiple systems deliveries for a complex SI project.</p>

E05B	Synopsis
Operations and Support (O&S)	<p>Using a SI system as reference, the need for support after delivery and its related activities will be explained.</p> <p>The participants will learn to appreciate the importance of securing a Blanket Ordering Agreement or maintenance contract during acquisition phase to maximise leverage over the suppliers to achieve best value for money. They will also learn about different maintenance contracting models (such as outcome based contracts, separation of hardware and software contracts) that would best fit the different types of requirements.</p> <p>The participants would also be brought through the key components of maintenance contract (e.g. the scope of work and rates, contract duration, key performance indicators).</p>

E06	Synopsis
Public Private Partnership (PPP)	The participants would gain insights into the various considerations in establishing PPP contracts. They will learn to conduct market sounding to understand the market readiness for PPP and create opportunities to form suitable partnerships with capable market players. They will also learn how to incorporate contractual safeguards to ensure customer's interests are protected while lowering the risk premium and increasing value for money, and ensuring contractual flexibility to meet changing requirements.

Course Fee

SUSS Modules	Fee	Send in Registration Form By
BUS201 Contract and Agency Law	S\$1378	<u>5 Feb 2021</u>
LOG211e Procurement Operations	S\$1378	
LOG311e Procurement Ethics and Corporate Social Responsibility	S\$1378	<u>26 Feb 2021</u>
LOG313e Supplier Relationship Management	S\$1378	
LOG315 Category Management and Supplier Evaluation	S\$1378	
LOG317 Procurement Strategy and Policy	S\$1378	
DSTA Core Modules		
C01 Basic Project Management and Best Practices	S\$1500	<u>TBD</u>
C02 Advanced Project Management	S\$1000	
DSTA Elective Modules		
E01 Commodities Purchases and Services	S\$1000	
E02 Construction and Facilities Management	S\$2000	
E04 Research & Development	S\$1000	
E05A Systems Integrations and Development	S\$1000	
E05B Operations and Support	S\$500	
E06 Public Private Partnership (PPP)	S\$500	

- (1) SUSS course fees are reviewed annually with MOE and may be revised. The University reserves the right to adjust the course fees without prior notice.
- (2) Note that there is a one-time registration fee of S\$60 per applicant for SUSS modules.
- (3) No registration fee is required for DSTA modules.
- (4) Fees quoted are before GST.
- (5) Note that billing by SUSS will be in Jun/Jul 2021 after the last DSTA course is conducted.

Registration Information

(A) Pre-registration by Agency - System Setup for Sponsored Applicants for SUSS and DSTA Courses

Agency will need to submit confirmed nominations before start of course application. Please provide the required details for each of the applicants together with agency invoicing details using the attached **Nominees Submission Form**. As there is a need to provide personal information because of sponsored applications, please follow the below procedure in submitting the **Nominees Submission Form**.

(A1) Submit the “**Password encrypted**” EXCEL **Nominees Submission Form** via email to SUSS Course Administrator (Ms Kelly Chang) via kellychangkl@suss.edu.sg by the above indicated **Register By** dates.

(A2) In a separate email, send the “**Password**” of the encrypted EXCEL **Nominees Submission Form** to another SUSS Course Administrator (Ms Serene Seah) sereneseahes@suss.edu.sg.

(B) Registration for SUSS Modules by Applicant

SUSS will liaise with the applicants to login and submit their registration details online. Applicant will receive a system generated course registration summary via email. Applicant is not required to submit any document to SUSS.

(B1) SUSS Course Offer and Student Account

Students will receive the course offer (confirmation from SUSS) via email within 1 to 3 working days after online submission.

Students will receive the student account information via email within 3-5 working days after course offer confirmation.

(B2) Course Material

Students will be informed of course textbook collection if it is required for the course. Collection details will be confirmed after (B1). Other course material will be assessed via SUSS Learning Management System (CANVAS) using the Student Account. Students are expected to bring WiFi enabled internet accessible devices (i.e. laptops, mobile devices) to class in order to assess the CANVAS.

Terms and Conditions for SUSS Course

Course Withdrawal and Refunds

- (1) All withdrawals must be made in writing to SUSS via email to cet@suss.edu.sg.
- (2) Application fee is non-refundable or transferrable.
- (3) Course fee is non-refundable if the withdrawal is after course offer (refer to B).

(C) Registration for DSTA Modules by Applicant

SUSS will liaise with the applicants to register for the DSTA modules after pre-registration (A). SUSS will then confirm the offered modules after registration closing date via email.

(C1) Course Material

Course material will be accessed via SUSS Learning Management System (CANVAS) using the Student Account. Students are expected to bring WiFi enabled internet accessible devices (i.e. laptops, mobile devices) to class in order to assess the CANVAS.

Terms and Conditions for DSTA Course

Course Withdrawal and Refunds

- (1) All withdrawals must be made in writing to SUSS via email to cet@suss.edu.sg.
- (2) Replacement candidate is allowed and the agency must inform SUSS via email to cet@suss.edu.sg.
- (3) Course fee will not be charged if the withdrawal notice is received 7 days before course commence.
- (4) Course fee is non-refundable if participant is unable to attend.