Governance and Project Execution Certificate

Training Curriculum

The Procurement Office

Procurement Advisory Office | Procurement Training Office

About the Instructor

Paul Emanuelli is the General Counsel and Managing Director of The Procurement Office. He is recognized by Who's Who Legal as one of the top ten public procurement lawyers in the world, and by the courts as an expert in public procurement industry practices. His portfolio includes advising on strategic governance and on negotiating high-profile major procurement projects. Paul has an extensive track record of public speaking, publishing, and training. He is the author of multiple textbooks including *Government Procurement* and *The Art of Tendering*. Over the last 25 years, Paul has trained and presented to thousands of procurement professionals from hundreds of institutions through The Procurement Office and in collaboration with leading industry organizations, including UPPCC, NIGP, SCMA, the University of the West Indies Faculty of Law, and Osgoode Hall Law School.

The Public Interest

"It should be a self-evident proposition that the procurement professionals responsible for properly spending vast amounts of public funds should have access to the necessary resources and training to ensure value-for-money and to protect the public interest."

Paul Emanuelli, *The Art of Tendering: A Global Due Diligence Guide*

Overview

Featuring content from *The Art of Tendering: A Global Due Diligence Guide*, Paul Emanuelli's Governance and Project Execution Certificate offers 16, 90-minute modules divided into four days of training on the global standards that shape procurement governance and on the leading practices that guide strategic project execution.

Our training content is available through self-directed learning on our Procurement Office eLearning platform. The platform allows individuals to select single modules to explore specific topics of interest and features interactive modules and quizzes, along with a deep library of reference materials. Individuals interested in earning full-day training certificates can select one of our existing four-module bundles or build their own custom full-day training program by selecting their own modules from our catalogues. Those one-day certificates will then count towards the completion of the full program certification. Larger groups that are interested in certification should inquire about our eLearning group discounts and should also consider supplementing their eLearning experience with live training with Paul Emanuelli through his Live Online Learning Program and his in-person training.

Training Bundles

Institutional Governance

- ☐ Building Procurement Capacity
- ☐ Managing Oversight and Interference
- ☐ Guarding Against Conflicts and Collusion
- ☐ Applying Global Standards to Local Purchasing

Open Competition

- ☐ Avoiding Anti-Competitive Practices
- ☐ Centralizing Spending with Open Frameworks
- ☐ Managing Project Risks
- ☐ Dealing with Bidding Risks

Project Execution

- ☐ Leveraging Strategic Execution
- ☐ Navigating Negotiated RFPs
- ☐ Managing Group Evaluations and CCMs
- ☐ Negotiating Contract Awards

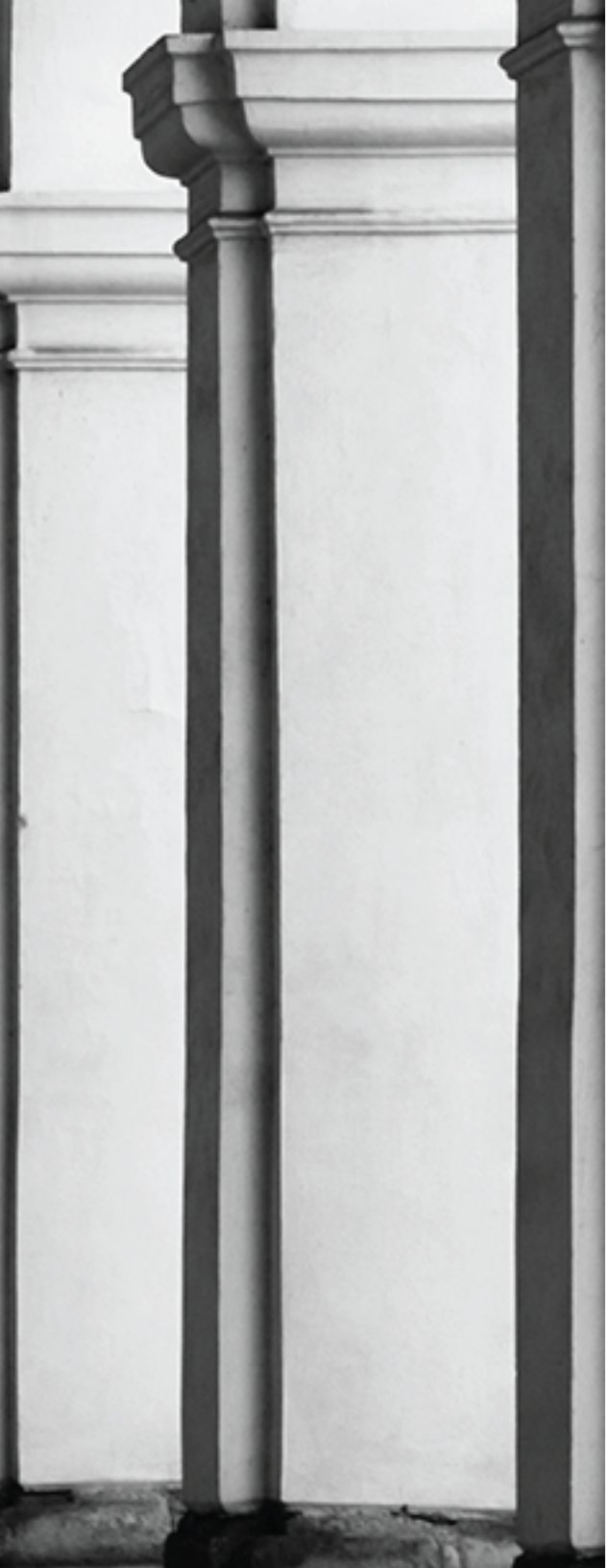
Post-Award Protocols

- ☐ Managing Evaluation Records and Debriefs
- ☐ Building Bid Protest Procedures
- ☐ Managing Contract Administration
- ☐ Deploying Debarment Procedures

Institutional Governance

Institutional Governance covers the common global procurement standards that shape local public procurement practices at the jurisdictional and institutional level.

Building Procurement Capacity
Covering the crucial role played by procurement in government operations, this module highlights the importance of building organizational procurement capacity, integrating process improvements, and implementing training strategies to help public institutions meet their strategic objectives.



Managing Oversight and Interference
Assessing high-profile case studies dealing with politicized procurement, this module explores the importance of establishing appropriate oversight mechanisms while avoiding improper interference in the public procurement cycle.

Guarding Against Conflicts and Collusion
Surveying the conflict of interest and collusion risks impacting public procurement, this module covers unfair advantage, bias, collusion, and bid-rigging in the government procurement process.

Applying Global Standards to Local Purchasing
Synthesizing leading global sources, this module explains how local procurement rules are shaped by a core body of international treaties, model laws, and governance benchmarks that serve as standards for measuring your organization's procurement operations.

Open Competition

Open Competition explains why public institutions need to implement open tendering procedures, avoid anti-competitive practices, consolidate spending, and mitigating project and bidding risks.

Avoiding Anti-Competitive Practices

Covering the core standards driving open tendering in public procurement, this module explains why public institutions need to use open and transparent tendering practices, while avoiding improper sole-sourcing and unnecessarily restrictive requirements.

Centralizing Spending with Open Frameworks
Surveying the benefits of centralized spending, this module explains how to consolidate cost savings and accelerate awards through the implementation of open framework agreements. This module also explains how to enable transparent second-stage processes through rotational assignments, invitational quotes, and electronic auctions.

Managing Project Risks
Analyzing the five inherent risk factors that lead to project failure, this module explains how optimism bias leads to flawed planning and failed project execution. This module also explains why public institutions need to implement long-term strategies to ensure competition in their supply chains.

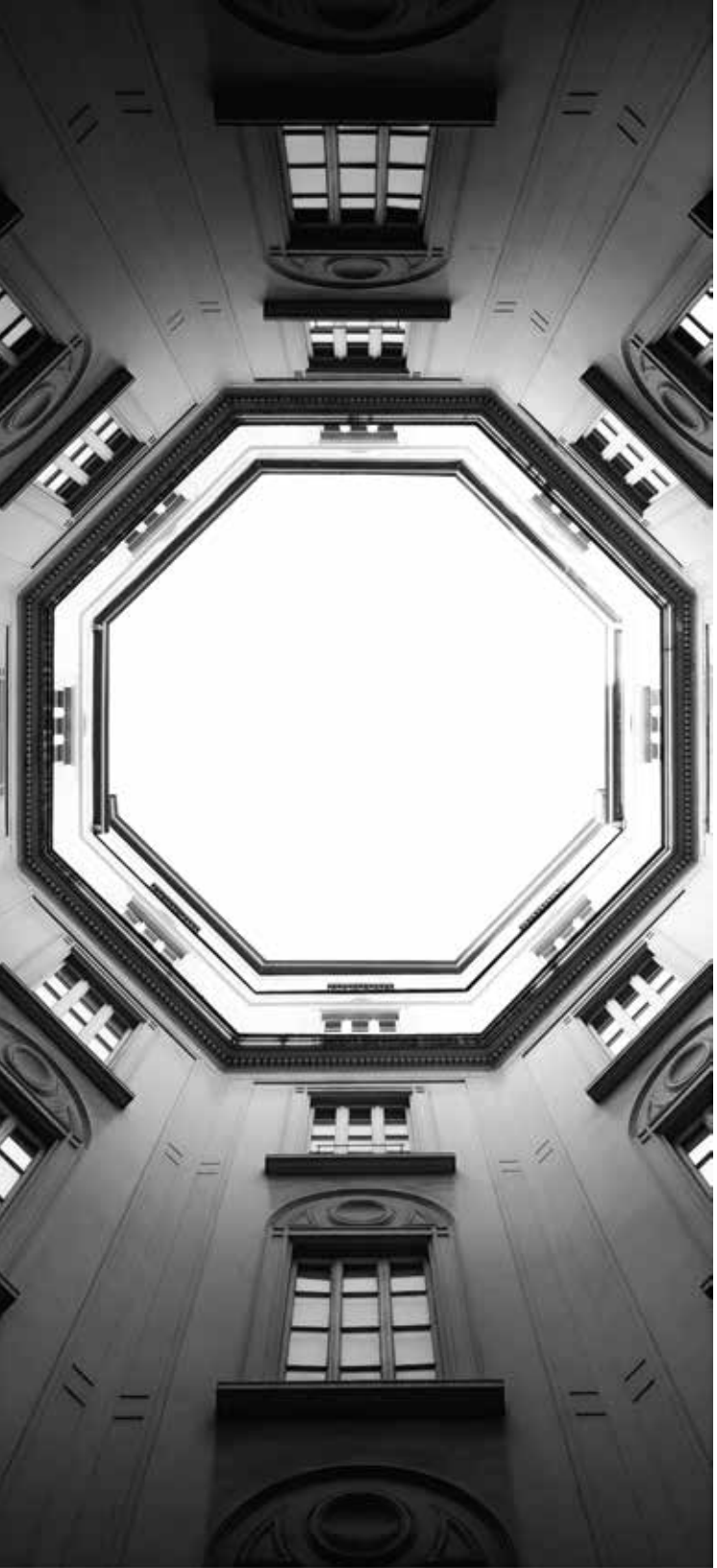
Dealing with Bidding Risks
Synthesizing the leading global precedents that govern the bidding process, this module explains how public institutions are mitigating the risk of lost profit claims by phasing out Contract A formats and deploying negotiated RFPs. This module also covers the strict administrative law standards that regulate the government tendering process.

Project Execution

Project Execution explores the advanced practices and procedures required to successfully launch and execute major procurement projects.

Leveraging Strategic Execution

Focusing on the need to balance operational requirements, budget constraints, time pressures, and process rules, this module explains how to integrate project management disciplines and apply a five-step design planning process to enable strategic execution in procurement projects.



Navigating Negotiated RFPs

Summarizing a series of leading case studies, this module sets down seven strategic principles for maintaining due process and procedural correctness in the design, drafting, and execution of negotiated RFPs. This module also demystifies the use of multi-stage concurrent dialogue RFPs and best-and-final-offer evaluation procedures.

Managing Group Evaluations and CCMs

Covering the recurring risks of improper group scoring, this module offers practical guidelines for streamlining and strengthening evaluation and award decisions through enhanced consensus scoring. This module also covers the use of commercially confidential meetings and the importance of properly protecting confidential supplier information during multi-staged NRFPs.

Negotiating Contract Awards

Surveying the tactical principles that apply to NRFP negotiations, this module combines traditional negotiation theory with deeper strategic principles to help your NRFP team control the terms of engagement, execute encirclement, and leverage time and space to close the deal.

Post-Award Protocols

Post-Award Protocols offers strategies for implementing proactive institutional governance practices to deal with debriefing duties, bid protest challenges, contract management risks, and debarment disputes.

Managing Evaluation Records and Debriefs
Focusing on the importance of maintaining proper evaluation records to ensure the defensibility of evaluation and award decisions, this module explains why public institutions are facing increasing pressure to enhance their disclosure practices in the face of expanding debriefing duties.

Building Bid Protest Procedures
Summarizing the core components of bid protest regimes, this module explains why public institutions need to implement institutional-level bid protest protocols that are designed to contain and resolve bid disputes at the organizational level.

Managing Contract Administration
Focusing on the post-award phase of the procurement process, this module explains how public institutions can improve their contract administration practices by implementing internal accountability structures and performance tracking strategies.

Deploying Debarment Procedures
Synthesising the governance standards and case law principles that regulate bidder barring, this module covers the protocols that public institutions need to implement to deploy defensible debarment procedures.

Contact Us

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