

Scotland's National Procurement Competency Framework

(Aligned to Government Purpose and CIPS Global Standards)

The Scottish procurement competency framework was first established in 2006 with an update in 2016.

- This document is the **current version**, and it is embedded in the [Procurement Development Framework](#).
- Older versions are no longer current or supported, but are available on [the Professional Practice and Development Knowledge Hub](#).

Infrastructure Foundations (Why)	Process (How)			Performance (What)	People (Who)
	Planning	Implementation	Delivery		
	Pre-market engagement	Tender	Post contract		
<ul style="list-style-type: none"> • Corporate Strategy • Procurement Strategy and Policy • Legislation • Governance and Compliance • Procurement Tools and Systems • Standards and Conduct 	<ul style="list-style-type: none"> • Commodity, Supplier and Supply Chain Profiling • Spend Analysis • Market and Supply Chain Analysis • Specification Development • Building Tender Documents 	<ul style="list-style-type: none"> • Contract Law and Terms and Conditions • EU and Regulated Tender Process • Tender Evaluation • Award and Debrief • Negotiation • Alternative Routes to Market 	<ul style="list-style-type: none"> • Contract Management • Supplier Management • Supply Chain Management • Inventory Management • Distribution, Fleet and Logistics 	<ul style="list-style-type: none"> • Performance Management and Measurement • Continuous Improvement 	<ul style="list-style-type: none"> • Self-development • Managing High Performance Teams • Leading and Influencing • Stakeholder Relationships • Communications
<p>Early engagement & role of the intelligent client (drives better outcomes)</p>	Commercial and Financial Awareness				
	<ul style="list-style-type: none"> • Commercial Competence and Business Acumen • Commercial Models • Business Case Development • Financial Management and Modelling • Budgets 				
	Planning and Risk Management				
	<ul style="list-style-type: none"> • Project and Programme Management • Risk Management 				
	Sustainability and Innovation				
	<ul style="list-style-type: none"> • Sustainable Procurement 				

PROCUREMENT DEVELOPMENT FRAMEWORK

The [Procurement Development Framework](#) is an easy-to-use online tool with Scotland's procurement competency framework at its core. It reflects the Scottish procurement context and aligns to the [CIPS](#) global standards.

The tool allows you to:

- self-assess your skills,
- identify relevant training and development needs, and
- plan your career and personal development.

The embedded job roles and reporting functions also benefit sectoral learning and development efforts.

Competency Framework Infrastructure			
LEVELS	Levels of Competency Defined and Described	On the job experience	Desirable qualifications
Foundation/Awareness LEVEL 1	<p>Foundation: Typically supports procurement teams or projects. Helps coordinate customer and stakeholder communications. Receives or raises requisitions and arranges purchase orders. Operates in support role and at a transactional level.</p> <p>Awareness: Operating in a role outside the procurement department where awareness of (or some involvement with) procurement or commercial practice is required.</p>	<p>Foundation: Entry level for modern apprentices or those new to procurement with little or no relevant work experience. Likely to be in a procurement support role and undergoing training.</p> <p>Awareness: Understands the benefits and risks of good and bad procurement/commercial practice and the importance of early consideration in strategy or policy development. Has sufficient awareness to recognise when and where to engage procurement or commercial expertise.</p>	<p>Foundation: School Highers, SVQ levels 1/2; CIPS Certificate and Advanced Certificate; APM Project Fundamentals Qualification (PFQ).</p> <p>Awareness: Relevant training and/or governance and support for specific post.</p>
Developing/Working Knowledge LEVEL 2	<p>Developing: Typically focuses on procurement process at tactical or transactional level; managing low-value and low-risk quotations, tendering or purchases. May contribute to more complex local, sector or national projects, strategy development or implementation.</p> <p>Working Knowledge: Manages the procurement cycle for lower value/risk procurements; manages or supports routine contract management activity; and/or involved in key stages of the procurement process.</p>	<p>Developing: Entry level for undergraduates (HND) and graduates, those with clearly relevant and transferable skills, or will have acquired some procurement experience in public and/or private sector. Could undertake routine, lower value and/or lower risk procurements.</p> <p>Working Knowledge: Understands relevant procurement processes; wider procurement and commercial context; and when to engage additional support or expertise.</p>	<p>Developing: SVQ levels 3/4, HND, First Degree or equivalent; CIPS Diploma; CMI Level 5 Diploma in Leadership & Management; APM Project Management Qualification (PMQ).</p> <p>Working Knowledge: Relevant training, and/or governance and support for specific post.</p>
Practitioner LEVEL 3	<p>Strategic procurement specialist experienced in leading development of commodity or less-complex category strategy development and implementation at local sector or national level. Leads development and management of commodity related contracts at local, sector or national level. Responsible for achieving procurement or commercial outcomes.</p>	<p>Robust strategic procurement experience and expertise built up over a number of years. Is commercially astute and uses effective project management techniques. Typically in buyer or procurement specialist role managing higher value/risk projects. May also be a graduate or fast streamer on accelerated development programme.</p>	<p>SVQ level 4+, HND, First Degree or equivalent; CIPS Advanced Diploma or MCIPS; CMI Level 6 Certificate in Leadership & Management; APM Project Professional Qualification (PPQ).</p>
Expert LEVEL 4	<p>Portfolio and/or functional leader experienced in leading and delivering more complex procurement, category or portfolio strategies at a local, sector or national level. Most usually has responsibility for managing multiple teams or projects and directly supports the Chief Procurement Officer or senior management team. Accountable for achieving national, sector-led or organisational procurement and commercial outcomes.</p>	<p>Considerable depth and breadth of strategic procurement experience with commercial leadership and project management expertise. Typically in senior procurement, commercial leadership and/or management roles managing more complex, higher value or risk projects and/or teams.</p>	<p>First degree and MCIPS or CIPS Chartered Status; CMI Level 7 (Masters) Diploma in Leadership & Management; APM Registered Project Professional (RPP).</p>
Master/Leader LEVEL 5	<p>Acts as the organisation's most senior commercial procurement and supply chain management interface. Leads on the organisation's procurement or commercial strategies and policies, aligning with corporate strategy, and contributing to the delivery of Scottish government and/or sector policies. Is accountable for achieving corporate procurement and commercial outcomes.</p>	<p>Significant commercial and strategic procurement experience, with functional and policy leadership. Typically operating at senior corporate or board levels and/or recognised as a master in their field. For example, complex infrastructure/IT/high-risk project managers or commercial leaders.</p>	<p>MSc, MBA and MCIPS or CIPS Chartered Status; CMI Level 7 (Masters) Diploma in Leadership & Management; APM Chartered Project Professional (ChPP).</p>

You may wish to consult the [glossary](#) of terms on the Procurement Journey website.

Infrastructure Foundations (Why)			
Competencies through planning, implementation and delivery			
Corporate Strategy [Back to List]			
Theme	Corporate strategy Contributing to the development and implementation of organisational strategies. Doing so to ensure that the procurement function (and all supporting procurement and supply chain related projects) supports delivery of government, sector and/or organisational objectives and outcomes. Ensuring maximum added value by engaging stakeholders in the process, evaluating internal and external opportunities and challenges in achieving public value and commercially competitive outcomes.		
Why it matters	Corporate Strategy Corporate strategy is critical, and ensuring that the procurement function directly contributes to and enables the furtherance of national objectives is key in demonstrating that the function impacts on the ultimate public value delivered to Scotland. Understanding where your role or project fits in helps to support effective prioritisation and can also help to provide motivation for those involved.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> ●Be aware of the political and policy context at local and national level, and the role procurement plays in enabling or delivering policy outcomes. ●Participate in feedback to support the organisational strategy when required. 	1.1 (T) 2.1 (T)	<ul style="list-style-type: none"> ●CIPS e-learning: Procurement and supply functions
2	<ul style="list-style-type: none"> ●Is aware of the political and policy context at local and national level, the organisational strategy and the strategic procurement and supply elements of it. ●Has the ability to identify circumstances impacting on risk and value, and is able to adopt approaches to meet the organisational objectives in line with this. ●May influence the development of organisational strategies or policy. Is sufficiently experienced to know when to seek advice of corporate issues. ●Has a commercial focus aligned to the organisational and procurement strategy requirements. 	2.1 (T) 2.2 (T) 2.3 (O)	<ul style="list-style-type: none"> ●CIPS e-learning: Contexts of Procurement and Supply
3	<ul style="list-style-type: none"> ●Provides commercial or market analysis and insight (within the scope of your job) to underpin and support organisational strategy and/or wider policy development processes. Doing so ensures a strong insight into supply chain challenges, opportunities and competitive issues. ●Is able to support the implementation of the corporate strategy or policy at a functional level, breaking work down into process steps or work schedules and, where appropriate, assigning tasks to other team members. ●Can provide and support their chosen method for working on activities, and effectively link these methods back to the organisational strategy. ●Involved in promoting the role of procurement as an enabler of delivering the corporate strategy/outcomes for Scotland. 	2.3 (O) 2.4 (T)	<ul style="list-style-type: none"> ●CIPS e-learning: Contexts of Procurement and Supply ●CIPS Open Training: Introduction to public sector procurement
4	<ul style="list-style-type: none"> ●Contribute to the development of organisational strategies through commercial, market and commodity expertise, and/or added value supply chain management. ●Advise colleagues and other stakeholders on the impact of market or environmental changes that may impact strategy and the issues affecting the supply chain. Filter the information into the organisational strategy or policy development process. ●Critically assess competitive factors, opportunities to add sustainable value, and emergent strategies of markets and supply chains. Advise senior staff on procurement value add and risk-mitigating opportunities. ●Play a role in championing and promoting procurement as a strategic enabler in the delivery of policies and outcomes for Scotland. 	1.7 (P) 2.5 (P) 2.6 (P)	<ul style="list-style-type: none"> ●CIPS e-learning: Corporate and Business Strategy (PD1) ●Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management
5	<ul style="list-style-type: none"> ●Utilises strategic decision making to contribute to the creation of corporate strategy. Represents the voice and position of procurement and supply chain management, in order to ensure delivery of best value for Scotland, and uses ability to anticipate future trends and consequences as part of the overall process. ●Championing, enabling and promoting the role of procurement as a strategic enabler of corporate strategy and policy to balance the best value for the customers and stakeholders and for Scottish Procurement reforms and National Outcomes. 	1.7 (P) 1.8 (AP) 2.5 (P) 2.6 (P) 2.7 (AP)	<ul style="list-style-type: none"> ●CIPS e-learning: Corporate and Business Strategy (PD1) ●Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management

Infrastructure Foundations (Why)			
Competencies through planning, implementation and delivery			
Procurement Strategy and Policy [Back to List]			
Theme	Procurement Strategy and Policy Shows how procurement and supply interpret and implement corporate strategy at a national, organisational and functional level. Includes consideration of policy requirements, and contributing to their development and effective implementation in delivering on wider priorities. Procurement and supply strategy is a corporate enabler and relevant to all organisations.		
Why it matters	Procurement Strategy and Policy National Policy sets out the fundamental rules, behaviours and standards applicable nationally, organisationally and functionally. Understanding and knowing how to effectively and innovatively implement policy in practice is a crucial skill for procurement professionals if they are not only to remain compliant with policy, but are to ensure delivery of the best public and commercial value nationally. The application of this to procurement strategy, both at an organisational and functional level is critical to the successful achievement of overall political, organisational and commercial objectives.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> Develop understanding of the organisational procurement strategy and policies, with support and guidance from colleagues. 	1.1 (T) 2.1 (T)	<ul style="list-style-type: none"> CIPS e-learning: Procurement and Supply Operations Procurement Journey: Leadership and Governance
2	<ul style="list-style-type: none"> Has good and developing knowledge of wider government, sector and organisational strategy and procurement related policy. Works under direction to ensure all activities are aligned with policy. 	2.1 (T) 2.2 (T) 2.3 (O)	<ul style="list-style-type: none"> CIPS e-learning: Sourcing in procurement and Supply Procurement Journey: Leadership and Governance Procurement Training Framework
3	<ul style="list-style-type: none"> Has an excellent understanding of wider government, sector and organisational strategy and procurement related policy. Work behaviour and actions are modelled to further those wider strategies and policies. Is able to influence government procurement policy and challenge it. Is able to see ahead clearly to anticipate future consequences of policies and offer alternative solutions with objective and justifiable approaches where required. 	2.3 (O) 2.4 (M)	<ul style="list-style-type: none"> CIPS e-learning: Improving the competitiveness of Supply Chains CIPS e-learning: Category Management Procurement Training Framework
4	<ul style="list-style-type: none"> Engages key stakeholders in understanding the role of procurement as an enabler in the delivery of national or organisational objectives and outcomes. Actively encourages procurement's early engagement in policy and strategy development cycles. Suggests alternatives to non-value adding requirements. Provides input to, and influences, departmental and organisational policies to ensure alignment. Uses procurement and supply management expertise and data to inform and advise on the strategy and policy process. This includes consideration of markets, sectors, policy, delivery mechanisms, and suppliers. Creates strategies and influences a departmental culture that values effective commercial input, innovation, procurement excellence, and supply chain management. Develops resource plans including staff, systems, and infrastructure to achieve effective and desired outcomes. Develops and implements commercial strategies for projects. Secures and acts on insights into customers, national services, communities and markets affected by their area and the wider public sector context. 	1.7 (P) 2.5 (P) 2.6 (P)	<ul style="list-style-type: none"> CIPS e-learning: Leadership in Procurement and Supply Procurement Training Framework
5	<ul style="list-style-type: none"> Sets the vision and strategy for the function focused on outcomes such as adding value at national or organisational level. Establishes a culture of delivery, continuous improvement, efficiency and value for money. Is involved in shaping national and organisational policies from a commercial perspective. Maximises commercial benefits for Scotland through a deep understanding of the whole commercial life cycle, innovations, and new commercial models. Delivers national or organisational priorities by utilising strong networks to gather political, organisational, economic, social, environmental and technological insights. Has an up-to-date understanding of the global context and markets within which public bodies, suppliers and businesses operate. 	1.7 (P) 1.8 (AP) 2.5 (P) 2.7 (AP) 2.8 (AP)	<ul style="list-style-type: none"> CIPS e-learning: Leadership in Procurement and Supply

Infrastructure Foundations (Why)			
Competencies through planning, implementation and delivery			
Legislation [Back to List]			
Theme	Legislation Understanding and adhering to legislation is critical. It is the responsibility of public procurers (or those responsible for key aspects of the procurement process) to have sufficient understanding of the relevant Procurement Regulations, Primary and Secondary legislation		
Why it matters	Legislation Is not optional and exists to underpin good, fair and ethical practice. Being able to understand, interpret and work within regulatory and legislative frameworks effectively as key enablers – rather than barriers – for delivering best public and commercial value is an essential skills set for any procurement professional. In addition to procurement-specific legislation, Climate Change and Equality legislation place duties on public procurement.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> Has an awareness of procurement-related legislation, policies and procedures and their practical application. 	N/A	<ul style="list-style-type: none"> CIPS Open Training: Applying the public procurement regulations Procurement Journey: Leadership and Governance
2	<ul style="list-style-type: none"> Has a working knowledge of the applications of contract law and procurement-related legislation. Is knowledgeable of the implications and effects of law on the procurement function and the wider supply chain. Is able to contribute to the procurement element of risk and impact assessments on contracts and ensures that sourcing of goods and services is within the law. 	5.4 (M)	<ul style="list-style-type: none"> CIPS Open Training: Applying the public procurement regulations Procurement Training Framework Sustainable Procurement Training Framework Procurement Journey: Leadership and Governance
3	<ul style="list-style-type: none"> Interprets procurement activity and contract law. Is able to ensure that the relevant and applicable legislation is being adhered to and considered. Has expert working knowledge and can relate the law to procurement frameworks, insurance requirements, intellectual property rights, warranties and guarantees. Can identify key risks and offer mitigation approaches and remedies. Can draft reviews and sign-off contracts, working with specialist legal advisors and is able to negotiate non-standard terms. Is able to manage and apply contract dispute resolutions in line with Scottish Procurement scope, standards and practices. 	5.4 (M)	<ul style="list-style-type: none"> CIPS Open Training: Applying the public procurement regulations Procurement Training Framework Sustainable Procurement Training Framework
4	<ul style="list-style-type: none"> Actively participating on review boards and interest groups to address, review and influence forthcoming legislation requirements against existing industry and company supply chain practices. Liaise with legal to secure the required advice, support and knowledge about the impact of the legislation on procurement and supply chain compliance matters. Identifies and/or leads or directs mitigation activity for cross-cutting risks and creates linkages to wider risk assessments specifically relating to legislation. 	2.5 (P) 2.6 (P) 5.5 (M) 5.6 (P)	<ul style="list-style-type: none"> CIPS Open Training: Applying the public procurement regulations CIPS e-learning: Legal Aspects in Procurement and Supply Procurement Training Framework Sustainable Procurement Training Framework
5	<ul style="list-style-type: none"> Uses expert knowledge of legislative frameworks to interpret legislation and assesses the impact upon the procurement and supply chain and consider how they related to the range of activities undertaken. Shapes the future requirements, policy, governance and compliance implications of legislation to ensure full and effective communication and management of implementation. Provides leadership and direction on cross-cutting and/or escalated issues and risks 	2.7 (AP) 5.6 (P) 5.7 (AP)	<ul style="list-style-type: none"> CIPS Open Training: Applying the public procurement regulations

Infrastructure Foundations (Why)			
Competencies through planning, implementation and delivery			
Governance and Compliance [Back to List]			
Theme	Governance and Compliance Is critical to shaping, auditing and controlling how policy, process, tools and behaviour are applied to public procurement in Scotland. Governance shapes and drives the way an organisation, project and/or programme team operates and underpins business/project activity.		
Why it matters	Governance and Compliance Acts as an organisation or project/programme team's own legislative framework and provides the basis for operating procedures for the business/project on a day-to-day basis. As procurement professionals you should be tuned into the governance requirements and look for ways to effectively embed governance into working practices.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> Complies with policies and procedures and works to a pre-defined set of rules and guidance. Monitors compliance requirements when required. Complies with professional and organisations codes of conduct and ethical standards. 	1.1 (T) 1.2 (T) 11.1 (T)	<ul style="list-style-type: none"> CIPS e-learning: Procurement and Supply Operations CIPS e-learning: Procurement and Processes Procurement Journey: Leadership and Governance
2	<ul style="list-style-type: none"> Understands the impact of government compliance to legislation and policy and how this then impacts the organisation. Takes responsibility for ensuring they adhere to compliance requirements. 	1.2 (T) 7.4 (O) 11.1 (T) 11.2 (O)	<ul style="list-style-type: none"> CIPS e-learning: Procurement and Supply Operations CIPS e-learning: Procurement and Processes Procurement Journey: Leadership and Governance
3	<ul style="list-style-type: none"> Actively monitors compliance (within span of control) to organisational policy, programmes and relevant governance requirements. Is able to make recommendations for improvement in the way compliance is achieved. 	1.4 (O) 7.5 (M) 11.3 (O)	<ul style="list-style-type: none"> CIPS e-learning: Managing Risks in Supply Chains
4	<ul style="list-style-type: none"> Leads compliance analysis review to assess opportunities and risks associated with the given legislation and standards on current procurement and supply chain practices, processes and system configurations. For example, on integrity, anti-corruption, ethics, third-party due diligence, trade compliance and administration. 	1.6 (P) 2.6 (P) 11.4 (M) 11.5 (P)	<ul style="list-style-type: none"> CIPS e-learning: Supply Chain Diligence Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management
5	<ul style="list-style-type: none"> Is able to model behaviour in programmes, projects and functional activity through the development of a governance and compliance approach that shapes the culture of procurement and supply chain practice within the organisation. Ensures that the procurement function's approach aligns with the wider government agenda of a secure, safe, ethical and reliable service for procurement in Scotland. 	1.7 (AP) 2.6 (P) 11.6 (AP)	<ul style="list-style-type: none"> CIPS e-learning: Supply Chain Diligence Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management

Infrastructure Foundations (Why)			
Competencies through planning, implementation and delivery			
Procurement Tools and Systems [Back to List]			
Theme	Procurement Tools & Systems Is a key enabler of national procurement initiatives, utilising infrastructure, systems and processes to control, measure, monitor and review procurement (Purchase to Pay) activity and support the management of information for decision making.		
Why it matters	Procurement Tools & Systems Is critical to public procurement at a national level and is as an enabler of efficiency and effectiveness in procurement and supply chain management. Enables the provision of effective data to identify opportunities, manage risks and support decision making. It underpins transparency in information, reduces the potential for inconsistent practices and creates a standardised framework of operation.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> ●Has an awareness of how the role of technology supports effective procurement and eCommerce strategies. ●Identifies and inputs data to update systems. Ensures systems are fully updated to help the smooth demand management of the function. ●Makes use of systems for data analysis as guided by senior managers. 	3.1 (T)	<ul style="list-style-type: none"> ●CIPS e-learning: Procurement and Supply Operations ●CIPS e-learning: Procurement and Processes
2	<ul style="list-style-type: none"> ●Understands eCommerce strategy and uses technology to support effective procurements. ●Operates and promotes the use of systems Purchase to Pay activities including e-invoicing. ●Provides guidance to stakeholders and promotes the use of e-sourcing and e-tendering software. 	3.1 (T) 3.2 (T)	<ul style="list-style-type: none"> ●CIPS e-learning: Procurement and Supply Operations
3	<ul style="list-style-type: none"> ●Clearly understands technology solutions and procurement systems and uses them appropriately. ●Actively encourages other staff to use systems effectively and may be involved in delivering staff training on systems development and implementation. ●Investigates and analyses the use and performance of systems and makes recommendations for improvements. 	3.3 (O)	<ul style="list-style-type: none"> ●CIPS Open Training: A Commercial approach to cloud service agreements ●CIPS Open Training: A commercial approach to software agreements
4	<ul style="list-style-type: none"> ●Participates and/or leads on the scoping of the technological requirements of the function, including consideration of wider cross-functional implications at local or national level. ●Is able to identify where the strengths and weaknesses of existing systems lie, can identify gaps in capability and understands future technology/digital visions and roadmaps. ●Contributes and/or leads on the development of the specification on behalf of procurement, and on the development plans for implementation or roll-out of selected procurement tools and E-Systems. 	3.4 (M)	<ul style="list-style-type: none"> ●CIPS Open Training: A commercial approach to software agreements – Advanced
5	<ul style="list-style-type: none"> ●Enables wider technological vision for 'procurement related' digital strategy and associated technologies, including development/innovation at organisational, sector and national level as appropriate. 	3.4 (P) 3.5 (AP) 3.6 (AP)	

Infrastructure Foundations (Why)			
Competencies through planning, implementation and delivery			
Standards and Conduct [Back to List]			
Theme	Standards and Conduct Defines the way that procurement and supply professionals act when undertaking procurement and supply activities on behalf of Scotland. Standards and conduct include key aspects of policy, rules and regulations that guide the way in which procurement and supply chain management professionals work and defines behaviours expected of them.		
Why it matters	Standards and conduct Are essential when working in the public sector and using tax payers funds. Stakeholders wish to see clearly defined values, standards and overall transparency in practice and know that those people who buy public services operate within the confines of standards and codes of conduct.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> ●Is aware of, and adheres to, the organisational standards, conduct and values relevant to the level of responsibility. ●Aware of, and will declare any, "conflicts of interest" of self or those advising action. Understands how to report any discrepancy from these principles. 	11.1 (T)	<ul style="list-style-type: none"> ●CIPS e-learning: Ethical Procurement and Supply (Free to CIPS Members) ●CIPS Code of Ethics: Read and Review
2	<ul style="list-style-type: none"> ●Understands the impact of non-compliance on organisational behaviours, standards and values, and exemplifies compliance in their day-to-day conduct, and promoting it in all tasks. ●Applies personal code of conduct compatible with the CIPS ethical code (if not CIPS member), for example the Civil Service Code. 	11.3 (O)	<ul style="list-style-type: none"> ●CIPS e-learning: Ethical Procurement and Supply (Free to CIPS Members) ●CIPS Code of Ethics: Read and Review
3	<ul style="list-style-type: none"> ●Has a strong working knowledge of organisational standards and business conduct and takes personal and, where appropriate, team responsibility for ensuring they are adhered to. ●Maintains internal reports and guidance documents on standards and business conduct, and updates these regularly to ensure compliance. 	2.5 (M) 11.4 (M)	<ul style="list-style-type: none"> ●CIPS e-learning: Ethical Procurement and Supply (Free to CIPS Members) ●CIPS Code of Ethics: Read and Review
4	<ul style="list-style-type: none"> ●Applies standards of business conduct and leads on the identification of key issues and breaches across the function. ●Leads by example while ensuring that other staff members take personal responsibility for adhering to those standards. 	2.6 (P) 6.9 (P) 11.5 (P)	<ul style="list-style-type: none"> ●CIPS e-learning: Ethical Procurement and Supply (Free to CIPS Members) ●CIPS Code of Ethics: Read and Review ●Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management
5	<ul style="list-style-type: none"> ●Manages the development of business conduct standards, specifically on procurement. Ensures organisational alignment with these standards, and their application within the organisation. Assess and manage the impact of the standards on the business and the wider public sector, reducing the risk to Scottish public bodies. ●Ensures that all staff take personal responsibility for adhering to those standards and emulate these standards in their role and tasks. 	6.10 (AP) 11.6 (AP)	<ul style="list-style-type: none"> ●CIPS e-learning: Ethical Procurement and Supply (Free to CIPS Members) ●CIPS Code of Ethics: Read and Review ●Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management

Process (How)			
Planning – pre-market engagement			
Commodity, Supplier and Supply Chain Profiling [Back to List]			
Theme	Commodity, Supplier and Supply Chain Profiling Understanding and analysing the current characteristics and the future potential value to be derived from markets to inform strategy development and options appraisal. Commodity profiling will allow the organisation to understand available commodities, prices, availability, design constructs, technology roadmaps and overall market and supply chain capability, and potential to assist decision making on priority spend.		
Why it matters	Commodity, Supplier and Supply Chain Profiling Is a critical aspect of procurement and supply chain management and enables an organisation to establish a full understanding of the potential value to be derived from commodities and/or markets supporting decision making on commodities, consolidation of commodity spend, availability of commodities and associated market risks involved in their acquisition.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> Plays a supporting role in undertaking specific directed duties to support commodity management. Profiles the commodity using guidance and templates based on the appropriate route of the Procurement Journey. 	3.1 (T)	<ul style="list-style-type: none"> Procurement Training Framework: Introduction to Public Procurement Procurement Journey: Route 1
2	<ul style="list-style-type: none"> Understands the specific nature of commodity features. Undertakes supply chain profiling and market research to support the commodity strategies and offers solutions to commodity-specific market challenges. Considers whether it is relevant and proportionate to include a question on fair work practices as part of the competition. Considers community benefits, SMEs and social responsibility and sustainability impacts. Identifies high-level opportunities based on the data gathered. 	2.2 (T) 2.3 (O)	<ul style="list-style-type: none"> CIPS Open Training: Forecasting Techniques CIPS e-learning: Sourcing in procurement and supply Procurement Training Framework Scotland Excel Academy: Demand Management workshop Scotland Excel Academy: Procurement Practitioner programme Procurement Journey: Route 1 Procurement Journey: Route 2
3	<ul style="list-style-type: none"> Leads on the management of specific commodities/services and estate work, based on experience and is able to identify opportunities for different approaches to the market. Fully understands industry cost models and pricing structures through undertaking significant supply chain profiling. Can make recommendations on best approaches for optimal success. Is recognised as a specific commodity expert in the organisation. Considers demand management, including the actual need the requirement and possible alternatives that will reduce demand. 	6.7 (M) 6.8 (M)	<ul style="list-style-type: none"> CIPS Open Training: Forecasting Techniques CIPS e-learning: Category Management Procurement Training Framework Scotland Excel Academy: Demand Management workshop Scotland Excel Academy: Procurement Advanced Practitioner programme Procurement Journey: Route 2 Procurement Journey: Route 3
4	<ul style="list-style-type: none"> Fully knowledgeable on a range of commodities/services, estate work with past experience both technically and commercially. Develops robust strategies based on this knowledge targeted to exploit market conditions. Being fully aware of industry cost models, funding structures and corporate development, using information pro-actively. Is recognised internally as a source of market expertise. Ensures volatilities of commodities and currencies in the supply chain are understood and mitigated appropriately. Is able to escalate key issues arising to senior management in a professional and compelling way in order to gain best response. 	4.7 (P) 4.8 (P) 6.9 (P)	<ul style="list-style-type: none"> CIPS e-learning: Strategic Supply Chain Management Procurement Training Framework Scotland Excel Academy: Procurement Advanced Practitioner programme Procurement Journey: Route 3
5	<ul style="list-style-type: none"> Leads on, and may be accountable for, the development of very complex cross-cutting commercial activity (including identification of appropriate commodity strategies). Seeks opportunities for the organisation to derive value for money nationally, by creating, developing and managing markets. Leverages opportunities for consolidated spend on a local and national level and ensures risks are identified and mitigated in the process. Manages escalation of issues, challenges and significant risks associated with commodity strategies. 	2.7 (AP) 5.6 (AP)	<ul style="list-style-type: none"> Procurement Training Framework

Process (How)			
Planning – pre-market engagement			
Spend Analysis [Back to List]			
Theme	Spend analysis Understanding, analysing and interpreting historical spend patterns, contract compliance, price variations, costs, competitiveness and sources of spend in order to identify opportunities for cost savings.		
Why it matters	Spend analysis Allows an in-depth understanding of the way in which money is spent and whether return on investment and best value are being achieved within the organisation. It helps procurement to drive cost, value and efficiency benefits out of the supply chain by highlighting opportunities for collaboration, cost reduction, price standardisation, consolidation, rationalisation, compliance management, performance management or other targeted procurement-related initiatives.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> ● Aware of the differences between, and the mix of, direct and indirect spend. ● Is able to demonstrate an understanding in daily activities of value for money outcomes. ● Contributes to data collection and analysis under guidance. Supports the development of spend analysis trends and assists with reporting on spend, cost savings and contributions. ● Demonstrates the understanding of the difference between cost and price and looking at whole life costs. 	4.1 (T) 8.1 (T)	<ul style="list-style-type: none"> ● CIPS e-learning: Procurement and Supply Processes ● Procurement Training Framework: Introduction to Public Procurement ● Procurement Journey: Route 1
2	<ul style="list-style-type: none"> ● Collates data and estimates the breakdown or organisation costs represented by goods and services or constructional works. ● Can estimate costs and prices of procurement that may be required to complete the financial budgets operated by colleagues or other internal stakeholders. ● Monitors pricing arrangements in commercial agreements to ensure effective price and cost management. ● Is able to demonstrate an understanding of spend and risk in key categories and seeks collaborative opportunities. 	4.2 (T) 4.4 (O) 7.2 (O) 7.3 (O)	<ul style="list-style-type: none"> ● CIPS Open Training: Finance for Procurement ● CIPS e-learning: Procurement and Supply Operations ● Procurement Training Framework ● Scotland Excel Academy: Procurement Practitioner programme ● Procurement Journey: Route 1 ● Procurement Journey: Route 2
3	<ul style="list-style-type: none"> ● Develops hierarchies of categories of spend for both direct and indirect expenditures appropriate for analysis. ● Evaluates historical and forecasted data and trends on categories of spend to inform future category plans. ● Builds a picture using costs analysis and market factors to determine supply and demand requirements. ● Analyses and benchmarks spend, leading to understand excess costs and cost competitiveness. Identifies cost reduction and/or efficiency opportunities. ● Is able to apply cost driver analysis across assigned categories of spend to support an assessment of cost and value 	3.4 (M) 4.5 (M) 7.6 (M)	<ul style="list-style-type: none"> ● Procurement Training Framework ● Scotland Excel Academy: Procurement Advanced Practitioner programme ● Procurement Journey: Route 2 ● Procurement Journey: Route 3
4	<ul style="list-style-type: none"> ● Identifies and develops good practice approaches and policy. ● Engages with colleagues and others to commit to achieving effective cost and price contributions. ● Analyses spend throughout the tiers of supply chain, leading to understand costs and cost competitiveness. ● Uses cost analysis to also understand quality, reliability, product and service differentiation and time to market. ● Make decisions on spend based on ensuring appropriate flow through of goods and services. ● Reduces costs while maintaining value for money and strong service delivery. ● Encourages collaboration between all players in the supply chain to explore spend and opportunities for cost savings. ● Seeks to achieve competitive solutions and achieving improved outcomes through enhanced spend. ● Is able to apply cost driver analysis across all key categories of spend to support assessment of cost and value. 	3.4 (M) 4.6 (P) 4.7 (P)	<ul style="list-style-type: none"> ● CIPS Corporate Award: Strategic Supply Chain Management ● Procurement Training Framework ● Scotland Excel Academy: Procurement Advanced Practitioner programme ● Procurement Journey: Route 3
5	<ul style="list-style-type: none"> ● Leads on and promotes good practice policies to drive change in approaches to cost savings, working collaboratively and pushing out changes widely across the organisation. ● Ensures that there is a strategic application of a range of complex spend methodologies using contemporary techniques to achieving improved spending, value for money and return on investment nationally. 	2.7 (AP) 2.8 (AP) 5.6 (AP) 7.8 (AP)	<ul style="list-style-type: none"> ● Procurement Training Framework

Process (How)			
Planning – pre-market engagement			
Market and Supply Chain Analysis [Back to List]			
Theme	Market and Supply Chain Analysis Is designed to give a broad understanding of the impact of a wide range of market factors upon supply, demand, capability, flexibility and economic variants arising in the market place.		
Why it matters	Market and Supply Chain Analysis Looks at how market structures are the source of significant competition, innovation and the ability to achieve value for money for stakeholders. An in-depth understanding of them through analysis is critical to determining the procurement strategy and the way in which to achieve best value. It is the role of procurement professionals to continuously explore, research and assess and future proof opportunities to achieve competitive value for tax payers' money.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> ● Supports research and analysis on the different market and supply chain characteristics for assigned procurement task, including the changing demand and supply factors that impact the market. ● Under guidance is able to identify a range of social, technological, economic, environmental, political, legislative and ethical elements influencing the market and/or public sector requirements. 	4.1 (T) 8.1 (T)	<ul style="list-style-type: none"> ● CIPS e-learning: Procurement and Supply Processes ● Procurement Training Framework: Introduction to Public Procurement ● Procurement Journey: Route 1
2	<ul style="list-style-type: none"> ● Researches and analyses trends and competitive forces in the market place using appropriate models and frameworks to inform commodity and supply chain strategies and recommendations. ● Collates sources of information to estimate the breakdown of cost between direct and indirect costs for purchased goods and services. Uses the information to prepare budgets or to negotiate prices. ● Is fully aware of legislative requirements and good commercial practice when engaging early with the market. ● Considers and assesses market and demand factors in line with the sustainability objectives of the organisation. ● Evaluates market factors, using appropriate models and frameworks to underpin the evaluation analysis. 	4.2 (T) 4.4 (O) 7.2 (O) 7.3 (O)	<ul style="list-style-type: none"> ● CIPS Corporate Award: Sourcing Essentials ● CIPS Corporate Award: Managing Expenditures with Suppliers ● CIPS e-learning: Procurement and Supply Operations ● CIPS e-learning: Procurement and Supply Work-Flow ● Procurement Training Framework ● Scotland Excel Academy: Procurement Practitioner programme ● Procurement Journey: Route 1 ● Procurement Journey: Route 2
3	<ul style="list-style-type: none"> ● Identifies opportunities, enables innovation and mitigates risks in internal, local and global supply chains, including impact of globalisation. ● Monitors compliance, ethical practices and standards that impact supply chains looking for opportunities and mitigating risk in local and global supply chains. ● Monitors the impact of mergers and acquisitions in the supply chain and the potential for disruption of provision of goods and services. Mitigates for this, or identifies and exploits opportunities arising from the changes in the supply chain. ● Understands and provides advice and guidance on the impact of tariffs and duties on imports and exports arranging appropriate actions where necessary, and ensuring that the impact of main regulations are taken into account. 	3.4 (M) 4.5 (M) 7.6 (M)	<ul style="list-style-type: none"> ● CIPS Corporate Award: Sourcing Essentials ● CIPS Corporate Award: Managing Expenditures with Suppliers ● Procurement Training Framework ● Scotland Excel Academy: Procurement Advanced Practitioner programme ● Procurement Journey: Route 2 ● Procurement Journey: Route 3
4	<ul style="list-style-type: none"> ● Fully knowledgeable about a range of complex markets and supply chain aspects and is able to identify and proactively manage what factors affect the organisation, price, availability and overall demand. ● Influences innovation, design and supply chain development and cost/value awareness through early customer/client engagement in strategy and specification development. 	3.4 (P) 4.6 (P) 4.7 (P)	<ul style="list-style-type: none"> ● CIPS Corporate Award: Strategic Supply Chain Management ● Procurement Training Framework ● Scotland Excel Academy: Procurement Advanced Practitioner programme ● Procurement Journey: Route 3
5	<ul style="list-style-type: none"> ● Creates a culture within the organisation that encourages and enables product, service and supply chain innovation. ● Champions strategies to increase the supply chain's value contribution to improved outcomes. ● Sets challenges to reduce identified cost drivers internally and externally. Aligns them to customer/end user needs and organisational drivers, while deriving competitive advantage and achieving value for money. 	2.7 (AP) 2.8 (AP) 5.6 (AP) 7.8 (AP)	<ul style="list-style-type: none"> ● Procurement Training Framework

Process (How)			
Planning – pre-market engagement			
Specification Development [Back to List]			
Theme	Specification Development This competency sits at the start of the procurement process, and sets out or influences the ultimate aims, outcomes and objectives to be derived from the procurement. It will ultimately determine how the procurement and supply process is managed from specification to delivery, and influences on-going contract, asset or service management and development.		
Why it matters	Specification Development It is critical to understand the outcomes sought by the customer in order to approach the market for flexible or innovative solutions. It is critical to engage early with the market to understand current and evolving market capability with regards to products, services and any future technology advances. Failure to specify properly can cause significant risks and impact ability to deliver optimal outcomes.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> Works with predetermined specifications formed by others. Develops and or advises on basic specifications to ensure clear and objective statements. 	1.1 (T) 3.1 (T)	<ul style="list-style-type: none"> Procurement Training Framework: Introduction to Public Procurement Procurement Training Framework: Specification Writing CIPS e-learning: Procurement and Supply Processes Procurement Journey: Route 1
2	<ul style="list-style-type: none"> May be required to provide information and analysis to support intelligent clients in specification development. Undertakes or validates market research and clarifies aspects of specifications for lower risk and/or value procurements. Uses early engagement and best practice in line with government policies, compliance and EU regulations. 	2.2 (T) 2.3 (O)	<ul style="list-style-type: none"> Procurement Training Framework: Specification Writing CIPS Corporate Award: Developing Contracts CIPS e-learning: Procurement and Supply Operations Scotland Excel Academy: Demand Management workshop Scotland Excel Academy: Procurement Practitioner programme Procurement Journey: Route 1 Procurement Journey: Route 2
3	<ul style="list-style-type: none"> Develops and/or influences higher value specifications to ensure they will support current, evolving and future business needs. Engages with similar organisations and/or private sector contracting authorities to develop (and/or advise on) specifications, where appropriate. Works with intelligent clients to understand requirements, while working with suppliers to understand capability, capacity and suitability to supply. Advises and/or supports the development of more complex category or portfolio level specifications. Develops appropriate working arrangements for early market engagement and supplier development. 	2.4 (M)	<ul style="list-style-type: none"> Procurement Training Framework: Specification Writing CIPS Corporate Award: Developing Contracts Scotland Excel Academy: Demand Management workshop Scotland Excel Academy: Procurement Advanced Practitioner programme Procurement Journey: Route 2 Procurement Journey: Route 3
4	<ul style="list-style-type: none"> Advises and/or leads on and establishes good practice in the development of more complex category or portfolio-level specifications. Ensures specifications align to national policies, governance and EU regulations, driving and enabling innovation. Advises, assists or supports the development of major, complex infrastructure or capital-related specifications. Ensures the appropriate risk requirements are understood and managed. Demonstrates expert market knowledge in categories and portfolios, and influences the supply market to drive innovation. 	2.5 (P) 2.6 (P)	<ul style="list-style-type: none"> CIPS Corporate Award: Strategic Supply Chain Management CIPS e-learning: Improving the Competitiveness of Supply Chains Procurement Training Framework Scotland Excel Academy: Procurement Advanced Practitioner programme Procurement Journey: Route 3
5	<ul style="list-style-type: none"> Advises and/or leads development of major, complex infrastructure or capital-related specifications. Works cross-functionally and across specialist boundaries to create innovative, future-proofed life cycle specifications. Drives and establishes specification practice in line with national policy, compliance and regulation. 	2.7 (AP) 2.8 (AP) 5.6 (AP) 7.8 (AP)	<ul style="list-style-type: none"> Procurement Training Framework

Process (How)			
Planning – pre-market engagement			
Building Tender Documents [Back to List]			
Theme	Building Tender Documents Organisations are required to clearly outline the business/customer requirements, tender evaluation criteria, pricing requirements, instruction to tender, and terms and conditions that will be applied. The documents outline a timeframe for the entire tender process.		
Why it matters	Building Tender Documents Ensuring all documents are aligned and key stakeholders are engaged in clearly articulating tender requirements is critical to successful procurements.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> ● Supports, under guidance, some of the preparations for tender documents in a timely way. ● Tender documents are developed using guidance and templates based on the appropriate route of the Procurement Journey. 	5.1 (T)	<ul style="list-style-type: none"> ● Procurement Training Framework: Introduction to Public Procurement ● Procurement Journey: Route 1
2	<ul style="list-style-type: none"> ● Has good working knowledge in building tender documents and is able to check that the details are compliant. ● Understands the differences between selection and award criteria and demonstrates the correct application of these in the tender documents to deliver value for money. ● Applies ESPD and adapts tender documents to suit Procurement Journey routes in line with appropriate legal and policy procedures. 	5.1 (T) 5.2 (T)	<ul style="list-style-type: none"> ● CIPS Open Training: Strategic Sourcing and Tendering ● CIPS Corporate Award: Sourcing Essentials ● CIPS e-learning: Sourcing in Procurement and Supply ● Procurement Training Framework ● Scotland Excel Academy: Procurement Practitioner programme ● Procurement Journey: Route 1 ● Procurement Journey: Route 2
3	<ul style="list-style-type: none"> ● Defines the sourcing approach for complex commodities and other associated programmes. ● Able to create recommendations for the single, dual or multiple sourcing arrangements and how this may impact upon the tender process and tender documentation. 	5.3 (M) 6.4 (M)	<ul style="list-style-type: none"> ● CIPS Open Training: Strategic Sourcing and Tendering ● CIPS Corporate Award: Sourcing Essentials ● Procurement Training Framework ● Scotland Excel Academy: Procurement Advanced Practitioner programme ● Procurement Journey: Route 2 ● Procurement Journey: Route 3
4	<ul style="list-style-type: none"> ● Evaluates the best approach for sourcing and tender arrangements for complex, high-value, high-risk procurements. Provides guidance and advice on the entire tender process. ● Ensures that all tender documents are compliant, transparent and avoid potential for challenge and reputational damage as part of the ultimate sign-off. 	5.6 (P)	<ul style="list-style-type: none"> ● CIPS Corporate Award: Contracting Excellence ● Procurement Training Framework ● Scotland Excel Academy: Procurement Advanced Practitioner programme ● Procurement Journey: Route 3
5	<ul style="list-style-type: none"> ● Defines best practice in building tender documentation, ensuring that the organisation is compliant, transparent and correct. ● Understands and endorses strategies and or key documents according to local governance practices. ● Demonstrates expertise on specific categories, resulting in market leading/innovative solutions. 	5.7 (AP)	<ul style="list-style-type: none"> ● Procurement Training Framework

Process (How)			
Implementation – tender			
Contract Law and Terms and Conditions [Back to List]			
Theme	Contract Law and Terms and Conditions Are important to both the tendering and contractual process. Articulating key terms and conditions of product or service delivery can be the difference between a sustainable and competitive deal and one that challenges contract delivery.		
Why it matters	Contract Law and Terms and Conditions Are critical to ensuring that we understand and agree clear key performance indicators that define expectations for the entirety of the contract to allow better measurement and management of risks, service and performance supported within a legally binding framework.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> Contributes and supports the preparation of contract terms and conditions and key performance indicators. 	5.1 (T)	<ul style="list-style-type: none"> Procurement Training Framework: Introduction to Public Procurement Procurement Journey: Route 1
2	<ul style="list-style-type: none"> Contributes to the completion of contract documentation used to form commercial agreements. Reviews processes and procedures for creating contracts to ensure that all legal requirements are complied with where required. Can validate that contracts for the supply of goods and services comply with policy, legislation and regulations. Advises on potential changes required with clear recommendations made and justified. 	5.1 (T) 5.2 (T)	<ul style="list-style-type: none"> CIPS Open Training: Strategic Sourcing and Tendering CIPS Corporate Award: Developing Contracts Procurement Training Framework Scotland Excel Academy: Procurement Practitioner programme Procurement Journey: Route 1 Procurement Journey: Route 2
3	<ul style="list-style-type: none"> Can interpret and advise on key regulations/legislation and is able to interpret legal and commercial implications relating to the formation of contracts. Understands and addresses key contractual aspects, for example, intellectual property rights, data protection, confidentiality, cyber security, information security and TUPE. Can interpret and revise key terms and conditions and recommend appropriate actions in event of any default of breach of contract. Can resolve contract variations, claims or compensation events. Able to identify and mitigate potential risks, including recommend courses of action to resolve disputes. 	5.4 (M) 6.4 (M) 6.5 (M) 7.5 (M)	<ul style="list-style-type: none"> CIPS Open Training: Strategic Sourcing and Tendering CIPS Corporate Award: Developing Contracts Procurement Training Framework Scotland Excel Academy: Procurement Advanced Practitioner programme Procurement Journey: Route 2 Procurement Journey: Route 3
4	<ul style="list-style-type: none"> Evaluates and recommends contracting options for major programmes and projects. Evaluates and recommends appropriate contract forms for major programmes and projects. Interprets core clauses included in contract forms and is able to make the required revisions to optional clauses and schedules. Evaluates and recommends most appropriate pricing mechanism/arrangements and wider contract terms for major programmes or projects. Ensures appropriate performance management framework in place to support performance of contractual requirements. 	5.6 (P) 6.9 (P)	<ul style="list-style-type: none"> CIPS Corporate Award: Contracting Excellence Procurement Training Framework Scotland Excel Academy: Procurement Advanced Practitioner programme Procurement Journey: Route 3
5	<ul style="list-style-type: none"> Leads on organisational approach to contracting development and practice enabling sustainable value for money solutions and alignment with government policy. Reviews and engages in complex, high-risk and high-value contracts and directs activities where escalation or contract failure arises. 	5.6 (AP) 5.7 (AP) 6.10 (AP)	<ul style="list-style-type: none"> Procurement Training Framework

Process (How)			
Implementation – tender			
EU and Regulated Tender Process [Back to List]			
Theme	EU and Regulated Tender Process The key EU principles are transparency, equality, fairness, proportionality and non-discrimination. Managing the tender process in accordance with EU and procurement regulation is a responsibility of individuals and the organisation.		
Why it matters	EU and Regulated Tendering Is a legal requirement with rules and guidelines that must be adhered to avoid bringing public procurement into disrepute. Understanding and being able to demonstrate adherence to EU and procurement regulation requirements of tendering is therefore critical.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> ● Supports the tendering process by gathering market information and analysis as guided by colleagues. ● May be involved in lower level sourcing activities. ● Knows where to seek advice and guidance in the context of the tendering process. 	5.1 (T)	<ul style="list-style-type: none"> ● Procurement Training Framework: Introduction to Public Procurement ● Procurement Journey: Route 2
2	<ul style="list-style-type: none"> ● Appreciates the impact that EU procurement legislation has on the procurement processes of public bodies. ● Participates in tender processes, but may also have responsibility for Requests For Quotations or Requests For Information for lower risk products/services. 	5.1 (T) 5.2 (T)	<ul style="list-style-type: none"> ● CIPS Open Training: Applying the public procurement regulations ● Procurement Training Framework ● Scotland Excel Academy: Procurement Practitioner programme ● Procurement Journey: Route 2 ● Procurement Journey: Route 3
3	<ul style="list-style-type: none"> ● Has a thorough knowledge of EU legislation and its applications. ● Is responsible for complex commodity tender processes and, where applicable, estates works. ● Advocates fully the use of e-tendering systems for the implementation of tender arrangements. ● Ensures full compliance to standards and practices for tendering. 	5.3 (M)	<ul style="list-style-type: none"> ● CIPS Open Training: Applying the public procurement regulations ● Procurement Training Framework ● Scotland Excel Academy: Procurement Advanced Practitioner programme ● Procurement Journey: Route 3
4	<ul style="list-style-type: none"> ● Guides colleagues on EU regulations including more complex routes to market (for example, Competitive Dialogue, Innovation Partnerships). Applies this knowledge to high-value and high-risk procurements. ● Informs tendering strategies, policies and procedures to ensure that the relevant EU and other associated legislative and regulatory requirements are implemented in a way away that delivers strong commercial procurement outcomes. 	5.6 (P) 6.10 (AP)	<ul style="list-style-type: none"> ● CIPS Open Training: Applying the public procurement regulations ● Procurement Training Framework ● Scotland Excel Academy: Procurement Advanced Practitioner programme ● Procurement Journey: Route 3
5	<ul style="list-style-type: none"> ● Influences, embeds and interprets best practice for tendering across the organisation. ● Develops the organisations approach and behaviours relating to implementation of appropriate tendering practice. ● Has ultimate accountability for managing challenges or breaches and the risks associated 	5.7 (AP) 6.10 (AP)	<ul style="list-style-type: none"> ● Procurement Training Framework

Process (How)			
Implementation – tender			
Tender Evaluation [Back to List]			
Theme	Tender Evaluation The tender evaluation process should be open and transparent, and clearly evaluate the bid against clearly defined criteria, underpinned by competent evaluators.		
Why it matters	Tender Evaluation Must be supported by a clear, transparent and structured process that can stand up to scrutiny and/or challenge by stakeholders and suppliers if the process and/or organisation is not to be brought in to disrepute. The competency of evaluation panel members is crucial and they must have a clear understanding of their role and responsibility.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> Contributes, under guidance, to the assessment of low value and smaller tenders. Understands the differences between selection and award criteria and demonstrate the correct application of these to deliver value for money. 	6.1 (T) 6.1 (T) 6.2 (T) 7.2 (T)	<ul style="list-style-type: none"> Procurement Training Framework: Introduction to Public Procurement CIPS Open Training: Finance for Procurement Procurement Journey: Route 1
2	<ul style="list-style-type: none"> Evaluates potential suppliers pre-qualification or pre-contract assessments using objective criteria, scoring/weighting and makes recommendations to support decision. Identifies risks and ensures any decisions are clear and transparent. 	5.1 (T) 5.2 (T) 6.2 (T) 6.4 (O) 6.5 (O) 7.2 (O) 7.3 (O)	<ul style="list-style-type: none"> CIPS Open Training: Strategic Sourcing and Tendering CIPS Open Training: Finance for Procurement CIPS Corporate Award: Managing Expenditures with Suppliers Procurement Training Framework Scotland Excel Academy: Procurement Practitioner programme Procurement Journey: Route 1 Procurement Journey: Route 2
3	<ul style="list-style-type: none"> Evaluates submitted tenders on the basis of objective criteria, agreed weighting and using the agreed scoring process. Undertakes ratio analysis understanding liquidity, gearing, investment and profitability requirements, where appropriate and within limits. Selects and recommends the best supplier, with clear and justifiable rationale to support any award and debrief. Makes sure appropriate scoring is defined against the weighting criteria to ensure transparency in decision making, avoiding challenge in the de-brief process. 	5.3 (O) 6.6 (O) 6.7 (M)	<ul style="list-style-type: none"> CIPS Open Training: Strategic Sourcing and Tendering CIPS Open Training: Finance for Procurement CIPS Corporate Award: Managing Expenditures with Suppliers Procurement Training Framework Scotland Excel Academy: Procurement Advanced Practitioner programme Procurement Journey: Route 2 Procurement Journey: Route 3
4	<ul style="list-style-type: none"> Reviews and evaluates the findings of major tenders across a complex range of programmes and commodities, applying the key criteria and weighting. Where appropriate, holds tender panel discussions or sets up online forums to manage points of clarification. Analyses key ratios for profitability, liquidity, gearing and investment requirements in order to evaluate sustainability of suppliers for the longevity of the project, programme or commodity supplies. Ensures full risk assessments are undertaken prior to award. Lessons learned from the contract and supplier management process feed into the selection and/or award criteria development, where relevant. Leads on the development of a robust, transparent and structured process for tender evaluation, ensuring that this is reflected in governance and compliance requirements. Ensures full risk assessment and mitigation is undertaken to avoid challenge and public disrepute as a result of the process. 	5.6 (M) 6.7 (M) 6.8 (M)	<ul style="list-style-type: none"> Procurement Training Framework Scotland Excel Academy: Procurement Advanced Practitioner programme Procurement Journey: Route 3
5	<ul style="list-style-type: none"> Has ultimate accountability for the tender process and challenges arising. 	5.7 (AP) 6.10 (AP)	<ul style="list-style-type: none"> Procurement Training Framework

Process (How)			
Implementation – tender			
Award and Debrief [Back to List]			
Theme	Award and Debrief Is a critical requirement of the overall EU tendering process. This can be managed verbally or electronically, but the key components must be recorded, be factual and effective, closing the loop to external challenge within the process.		
Why it matters	Award and Debrief Is an obligation of the EU process and therefore should not be undermined or overlooked. It is also an opportunity to provide feedback to suppliers that could be usefully applied. It is also a potential mechanism for avoiding a challenge to the tender output.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> Supports the administration of award and de-brief requirements for either electronic or verbal feedback. 	6.1 (T) 6.2 (T)	<ul style="list-style-type: none"> Procurement Training Framework: Introduction to Public Procurement CIPS Open Training: Finance for Procurement Procurement Journey: Route 1
2	<ul style="list-style-type: none"> Prepares the supporting documentation for award and de-brief, ensuring that all compliance requirements are met. Takes responsibility that the decision made will not create unnecessary challenge. Identification of risks and proposed mitigation should be undertaken. For low value bids, provides the feedback to suppliers. 	5.1 (T) 5.2 (T) 6.2 (T) 6.4 (O) 6.5 (O) 7.2 (O) 7.3 (O)	<ul style="list-style-type: none"> CIPS Open Training: Strategic Sourcing and Tendering CIPS Open Training: Finance for Procurement Procurement Training Framework Scotland Excel Academy: Procurement Practitioner programme Procurement Journey: Route 1 Procurement Journey: Route 2
3	<ul style="list-style-type: none"> Leads on the final assessment of suppliers and the associated de-brief arrangements for commodities, services or works. Ensures that the outputs of the award and the debrief is managed to reduce the risk of challenge. Ensures that the award and de-brief is factual, precise and transparent and in line with the agreed criteria. 	5.3 (O) 6.6 (O) 6.7 (M)	<ul style="list-style-type: none"> CIPS Open Training: Strategic Sourcing and Tendering CIPS Open Training: Finance for Procurement Procurement Training Framework Scotland Excel Academy: Procurement Advanced Practitioner programme Procurement Journey: Route 2 Procurement Journey: Route 3
4	<ul style="list-style-type: none"> Leads on and has final sign-off of good practice and compliance in the final assessment of suppliers and the associated de-brief arrangement complex projects and programmes. Ensures that the outputs of the award and the debrief is managed to reduce the risk of challenge. Ensures it is factual, precise and transparent and in line with the agreed criteria. Ensures that the complexity of the respective bundles and the dependencies of award have been considered and that the interrelationships of some bids to other suppliers is addressed prior to de-brief. 	5.6 (M) 6.7 (M) 6.8 (M)	<ul style="list-style-type: none"> Procurement Training Framework Scotland Excel Academy: Procurement Advanced Practitioner programme Procurement Journey: Route 3
5	<ul style="list-style-type: none"> Provides high-level guidance and support on award and debrief where required, while ensuring that a process is in place to meet EU requirements with regards to contract award and de-brief. Ensures there is a platform for supplier feedback and that procedures are in place for managing external challenges to the output to tenders. Ultimately accountable for escalation resolution. 	5.7 (AP) 6.10 (AP)	<ul style="list-style-type: none"> Procurement Training Framework

Process (How)			
Implementation – tender			
Negotiation [Back to List]			
Theme	Negotiation Is a key element of any procurement, and indeed of any supplier and/or supply chain management situation, in delivery of an effective sourcing or supply solution.		
Why it matters	Negotiation Is important to drive value, gain the right commercial and/or policy outcomes and provides an opportunity for added value to be built into the acquisition. It allows for the consideration of innovation and may provide a platform to enhance customer deliverables.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> Helps prepare for the negotiation process and provides support for the analysis of data and information to support negotiation planning under specific guidance. Influences negotiations on routine and low-risk purchases on an ad hoc basis under guidance, including expediting or meeting of key performance indicators. 	6.1 (T) 6.1 (T) 6.2 (T) 6.3 (T) 7.2 (T)	<ul style="list-style-type: none"> Procurement Training Framework: Introduction to Public Procurement
2	<ul style="list-style-type: none"> Understands and applies the principles of negotiation, analysing and preparing data for negotiations. May attend negotiation meetings and participate under guidance. Has some experience of guiding negotiations for smaller projects and lower value contracts, but under guidance. 	6.6 (O)	<ul style="list-style-type: none"> CIPS Open Training: Introduction to Negotiation CIPS Corporate Award: Negotiation in Procurement and Supply CIPS e-learning: Negotiating and Contracting in Procurement and Supply Procurement Training Framework Scotland Excel Academy: Procurement Practitioner programme Procurement Journey: Route 2 Post-Tender Negotiation
3	<ul style="list-style-type: none"> Fully understands when and how to negotiate in line with policy and legislation. Has good experience of successfully conducting a range of negotiations for a variety of commodities and across different market sectors. Develops plans and tactics for the negotiation based upon the commercial and non-commercial drivers and objectives. 	6.6 (O) 6.7 (M)	<ul style="list-style-type: none"> CIPS Open Training: Introduction to Negotiation CIPS Open Training: Effective Negotiation CIPS Corporate Award: Negotiation in Procurement and Supply CIPS e-learning: Negotiating and Contracting in Procurement and Supply Procurement Training Framework Scotland Excel Academy: Procurement Advanced Practitioner programme Procurement Journey: Route 2 Post-Tender Negotiation Procurement Journey: Route 3 Post-Tender Negotiation
4	<ul style="list-style-type: none"> Substantial knowledge and experience of when to negotiate. Demonstrates extensive experience in complex negotiations across multiple projects and programmes. Leads on complex and strategically important negotiations. Is an excellent communicator, well prepared, and plans and executes a range of behaviours during the negotiation to achieve objectives. Considers during the planning process the broad commercial and non-commercial factors and provides advice and direction to the procurement team and others within the organisations. Sets objectives and establishes tactical approaches for the negotiation. 	6.7 (M) 6.8 (P) 10.4 (P)	<ul style="list-style-type: none"> CIPS Open Training: Effective Negotiation CIPS Open Training: Advanced Negotiation CIPS e-learning: Improving the competitiveness of supply chains Procurement Training Framework Scotland Excel Academy: Procurement Advanced Practitioner programme Procurement Journey: Route 3 Post-Tender Negotiation
5	<ul style="list-style-type: none"> Directs and, where appropriate, participates in high-value, high-risk, complex or escalated contract negotiations as well as those that are politically sensitive, in line with requirements and ensuring best value for money as part of the output. 	6.10 (AP)	<ul style="list-style-type: none"> CIPS Open Training: Advanced Negotiation Procurement Training Framework Procurement Journey: Route 3 Post-Tender Negotiation

Process (How)			
Implementation – tender			
Alternative Routes to Market [Back to List]			
Theme	Alternative Routes to Market There are several potential routes to market particularly suited to major, unique or complex procurements and/or longer term programmes. It includes consideration of early market engagement with suppliers to determine alternative options and the art of the possible i.e. competitive dialogue, innovative partnerships, dynamic purchasing and single source options.		
Why it matters	Alternative Routes to Market For large scale complex projects should be limited in use but continuously explored. They benefit public projects allowing for ideas, innovation and strong stakeholder engagement to meet complex or bespoke client needs where market solutions may not be evident or where technology or markets are constantly changing and evolving.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> Undertakes research and analysis to support teams as they identify the best routes to market. Is aware of the importance of this approach and can work under guidance to meet information requirements. 	6.1 (T)	<ul style="list-style-type: none"> CIPS e-learning: Procurement and Supply Environments Procurement Training Framework: Introduction to Public Procurement Procurement Journey: Route 2
2	<ul style="list-style-type: none"> May lead on the research and analysis of the various routes to market, and assist in completing relevant documentation to support the decision making on the best route to market for specific procurements. 	6.4 (O)	<ul style="list-style-type: none"> CIPS e-learning: Sourcing in Procurement and Supply Scotland Excel Academy: Procurement Practitioner programme Procurement Journey: Route 2 Procurement Journey: Route 3
3	<ul style="list-style-type: none"> May support elements of alternative routes to market in line with agreed project plans, activities and timelines, on an exception rather than the rule basis. Provide data, support, supply base and supply chain analysis to assess the markets in advance of talking to suppliers. 	6.6 (M)	<ul style="list-style-type: none"> CIPS e-learning: Category Management Scotland Excel Academy: Procurement Advanced Practitioner programme Procurement Journey: Route 3
4	<ul style="list-style-type: none"> Leads on specialist routes to market procurements for large-scale projects, but only under the guidance and leadership of key authorities required at this level. Applies EU regulations and ensures that the approach taken is open, transparent and fair. Puts in place the key components of specialist routes to market, including establishing baselines, key stakeholder engagement strategies and applies the correct OJEU process to commence the procurement. Ensures timelines are planned to manage the cost, time and closure of the competitive dialogue, to ensure it is not prohibitive or expensive for key participants. 	6.8 (M) 6.9 (P)	<ul style="list-style-type: none"> CIPS Corporate Award: Strategic Supply Chain Management Scotland Excel Academy: Procurement Advanced Practitioner programme Procurement Journey: Route 3
5	<ul style="list-style-type: none"> Shapes the approach, position and policy for the use of specialist routes to market for large-scale complex projects, ensuring alignment and compliance with EU legislation. Develops innovative and effective approaches to specification development and procurement engagement with stakeholders, putting in place processes for ensuring the appropriate number of suppliers are included in the dialogue and managing the cost of bidding. 	6.10 (AP)	<ul style="list-style-type: none"> CIPS Corporate Award: Strategic Supply Chain Management Procurement Training Framework

Process (How)			
Delivery – post contract			
Contract Management [Back to List]			
Theme	Contract Management Activities are designed to ensure the contract terms, conditions and key performance indicators are met. It also provides an opportunity for achieving further added-value and variations, where appropriate, but ensures that the contract runs in line with desired outcomes and project timelines.		
Why it matters	Contract Management Is important in ensuring that what has been promised is delivered, on time, to the quality specified, at the price promised and to the place guaranteed. It provides the basis for performance management and measurement and if required an opportunity to follow due process for breach or failure to deliver on the contract. It should be used as a mechanism to manage relationships and/or assets; to optimise life cycle costs; and to enable and track sustainable outcomes and commitments.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> •Supports the monitoring of contract performance and gathers data for inclusion in supplier performance reviews. •Has an awareness and understanding of contract management and works on tasks to support the process. 	7.1 (T) 7.2 (T) 8.1 (T)	<ul style="list-style-type: none"> •CIPS Open Training: Introduction to Contracts •CIPS e-learning: Procurement and Supply Workflow •CIPS e-learning: Procurement and supply operations •Procurement Training Framework: Introduction to Public Procurement •The Procurement Journey – Route 1 •Contract Management: Building Relationships in Business - FutureLearn
2	<ul style="list-style-type: none"> •Works closely with customers and suppliers to manage and monitor contracts closely, including on-going risk assessments and recommending mitigation strategies. •May have some responsibility for contract management of routine, low-value and low-risk contracts. •Puts in place appropriate key performance indicators required to achieve desired objectives. 	7.2 (T) 7.4 (T) 7.5 (O) 8.1 (T) 8.2 (T)	<ul style="list-style-type: none"> •CIPS e-learning: Developing and Managing Contracts •CIPS Open Training: Contract Management •CIPS e-learning: Managing contracts and Relationships in Procurement and Supply •Procurement Training Framework: Contract and Supplier Management •The Procurement Journey - Route 2 •Scotland Excel Academy: Demand Management workshop •Scotland Excel Academy: Contract and Supplier Management workshop •IACCM: Fundamentals of Contract and Commercial Management
3	<ul style="list-style-type: none"> •Fully implements contract management and associated techniques for commodity, services or works procurements on a project-by-project basis. •Puts in place the key performance indicators required to achieve the desired contract objectives. •Provides contract management advice and guidance to key internal stakeholders including training others in the team on appropriate contract management strategies. 	8.3 (O) 8.4 (M) 8.5 (M)	<ul style="list-style-type: none"> •CIPS e-learning: Developing and Managing Contracts •CIPS Open Training: Contract Management •CIPS Corporate Award: Developing Contracts •Procurement Training Framework: Contract and Supplier Management •Procurement Training Framework: Managing ICT Contracts •Procurement Journey - Route 3 •Scotland Excel Academy: Demand Management workshop •Scotland Excel Academy: Contract and Supplier Management workshop •IACCM: Contract and Commercial Management (CCM) Certification Programme
4	<ul style="list-style-type: none"> •Develops contract management techniques and strategies and briefs, reports and manages the wider function approach on contract management. •Will be responsible for monitoring the successful deployment of contract management strategies across the function. Is personally responsible for those high-value, high-risk contracts managed in complex projects and programmes under your leadership. 	5.5 (P) 5.6 (P) 5.7 (AP)	<ul style="list-style-type: none"> •CIPS Corporate Award: Contracting Excellence •Procurement Training Framework •IACCM: Contract and Commercial Management (CCM) Certification Programme
5	<ul style="list-style-type: none"> •Leads and champions continuous improvement programmes to enable innovation; to optimise life cycle costs and value; and to deliver longer term sustainable outcomes and commitments. •Provides leadership, mentorship or advice on high-visibility, high-risk contract and supplier management escalated issues. 	5.6 (P) 5.7 (AP) 6.10 (AP)	<ul style="list-style-type: none"> •IACCM: Contract and Commercial Management (CCM) Certification Programme •Procurement Training Framework

Process (How)			
Delivery – post contract			
Supplier Management [Back to List]			
Theme	Supplier Management Focuses on effective approaches to managing suppliers, with the right level of engagement, resource and time, proportionate to the demands or complexities of the contract. It provides opportunities for continuous improvement, innovation and ways of working that do not only ensure greater public value, but value for the supplier.		
Why it matters	Supplier Management Presents opportunities to better understand and optimise a supplier’s capability and capacity, and consider how to improve processes or utilise overall resource more effectively to deliver greater value. It also allows for a more informed assessment and management of risk to the procurement organisation.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> ●Provides analysis of supplier activities and provides reports on quality, frequency, defect rates to support supplier monitoring. ●May also support market research to help identify added value or continuous improvement opportunities. ●Recognises the importance of compliance and follows good practice in sourcing activities. 	7.1 (T) 7.2 (T)	<ul style="list-style-type: none"> ●CIPS Open Training: Supplier Behaviour ●Procurement Training Framework: Introduction to Public Procurement ●Procurement Journey: Route 2
2	<ul style="list-style-type: none"> ●Undertakes regular supplier engagement and management working with suppliers to identify issues, understand development or improvement opportunities, and allocates clear responsibilities for action. ●Works to forecast and plan demand to ensure the continued supply of goods and services. ●Leads market research to help identify added value or continuous improvement opportunities. ●Collates, records and uses stakeholder feedback to inform regular supplier review meetings. The output of supplier review meetings is circulated to internal stakeholders and the supplier. 	1.3 (O) 1.4 (O) 7.2 (T) 7.4 (T) 7.5 (O)	<ul style="list-style-type: none"> ●CIPS Open Training: Supplier Behaviour ●Procurement Training Framework ●Scotland Excel Academy: Contract and Supplier Management workshop ●Procurement Journey: Route 2 ●Procurement Journey: Route 3
3	<ul style="list-style-type: none"> ●Develops key strategic relationships with suppliers. Identifies latest thinking. Understands, explores and analyses market/technology/service road maps and opportunities for added value, innovation or improvement. ●Takes on an advisory role with suppliers and looks for ways to work together to drive value for money for tax payers identifying opportunities for added social, economic or environmental value. ●Monitors supplier performance to help identify trends and holistic improvement opportunities and create and implement improvement plans where appropriate. 	1.5 (M) 7.5 (M) 7.6 (M)	<ul style="list-style-type: none"> ●CIPS Open Training: Supplier Performance Measurement and Management ●CIPS Open Training: Supplier Relationship Management ●CIPS e-learning: Managing contracts and relationships in procurement Supply ●CIPS Corporate Award: Advanced Category Management ●Procurement Training Framework ●Scotland Excel Academy: Contract and Supplier Management workshop ●IACCM: Supplier Relationship Management (SRM) Certification Programme ●Procurement Journey: Route 3
4	<ul style="list-style-type: none"> ● Builds and maintains appropriate relationships to help in the delivery of contracts and adopt interventionist and influencing styles to achieve acceptance of plans. ●Seeks to attain world class suppliers to build a competitive product/supply chain advantage where appropriate to do so. Takes a long-term view of supplier relationships for the sustainability and deliverability of projects and programmes. ●Works across functional and organisational boundaries to proactively explore and exploit opportunities for added commercial, social, economic or environmental value. 	1.6 (M) 1.7 (P) 7.6 (M) 7.7 (P)	<ul style="list-style-type: none"> ●CIPS Open Training: Supplier Performance Measurement and Management ●CIPS Open Training: Supplier Relationship Management ●CIPS e-learning: Improving Competiveness of Supply Chains ●Procurement Training Framework ●IACCM: Supplier Relationship Management (SRM) Certification Programme ●Procurement Journey: Route 3
5	<ul style="list-style-type: none"> ●Develops and builds productive high-level relationships and provides advice to strategic stakeholders on issues affecting the supply chain, while putting in place strategies to attract and retain world class suppliers to build a competitive product/supply chain advantage. ●Facilitates cross-cutting programmes or relationships to proactively explore and exploit opportunities for added commercial, social, economic or environmental value in more complex projects and supply chains to deliver better public services/value. 	1.8 (AP) 5.6 (P) 5.7 (AP) 7.8 (AP)	<ul style="list-style-type: none"> ●IACCM: Supplier Relationship Management (SRM) Certification Programme ●Procurement Training Framework

Process (How)			
Delivery – post contract			
Supply Chain Management [Back to List]			
Theme	Supply Chain Management Focuses on the continuous planning, developing, controlling, informing and monitoring of actions within and between supply chain links so that an integrated supply process meets organisational strategic goals.		
Why it matters	Supply Chain Management Knowledge is critical to all elements of public procurement. From a policy perspective, the deeper the supplier chain the more opportunity there is to support investment and development in policy objectives to support fair and ethical trade, equality on workforce matters, and access for SMEs and the third sector in sub-contract organisations.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> ● Supports on tasks relating to supply chain management. 	1.2 (T)	<ul style="list-style-type: none"> ● Procurement Journey: Route 2
2	<ul style="list-style-type: none"> ● Able to distinguish how an organisation is supplied by different types of markets and can analyse those markets effectively to support the development of them and the associated supply chains. ● Able to support and signpost people to the appropriate sections on guidance when dealing with supply chains and advises stakeholders on key aspects of sustainability to ensure a coherent and compliant approach to supply chain management. ● Can support supply chain mapping for the organisation to ensure the appropriate level of leverage, support and engagement within the supply chain while managing cost and value for money. 	1.3 (O) 1.4 (O) 2.2 (O) 2.3 (O)	<ul style="list-style-type: none"> ● CIPS e-learning: Contexts of Procurement and Supply ● Procurement Training Framework: Introduction to Public Procurement ● Procurement Journey: Route 2 ● Procurement Journey: Route 3
3	<ul style="list-style-type: none"> ● Manages supply chains for own commodity responsibilities and is able to identify and explore opportunities for the best value procurement of goods and services. ● Understands the multi-tiered nature of supply chains and where costs and risks can arise. ● Manages and mitigates risks arising in supply chains and seeks to resolve conflicts between the organisation and its supply chain, in order to achieve best value for money. ● Advises stakeholders on supply chains and provides effective opportunities within the supply chain for innovation and supply effectiveness. ● Deploys appropriate policies and processes across the supply chain to ensure that standards, practices and codes are applied including labour and ethical codes of practice. 	1.5 (M) 4.5 (M) 8.5 (M) 8.6 (M)	<ul style="list-style-type: none"> ● CIPS Open Training: Managing Supply Chains ● Procurement Journey: Route 3
4	<ul style="list-style-type: none"> ● Decides at the strategic level the use of suppliers in the supply chain for complex projects and programmes and is actively involved and engaged in supply chain development, to meet national requirements. ● Ensures supply chains optimise costs, performance and supply and demand requirements, while providing the appropriate service level accountability. ● Assures strong interrelationships, manages multi-tier risks and is able to put in place strong controls and accountability. ● Uses own influence to leverage supply chain opportunities and is able to ensure that policy is delivered through supply chain management. ● Ensures appropriate risk registers and other mechanisms are in place to minimise disruption to the supply chain. 	1.6 (P) 1.7 (P) 2.5 (M) 2.6 (P) 4.6 (P) 8.6 (P)	<ul style="list-style-type: none"> ● CIPS Open Training: Managing Supply Chains ● CIPS e-learning: Strategic Supply Chain Management ● CIPS e-learning: Supply Chain Diligence ● Procurement Journey: Route 3
5	<ul style="list-style-type: none"> ● Develops a supply chain, in alignment with the organisation's strategy and the procurement categorisation model, that is willing to develop its capabilities and be able to adapt to the needs of the organisation. ● Shapes the supply chain to meet the demand driven organisation from concept to disposal. ● Develops and nurtures joint continuous improvement by connecting the internal and external supply chain. ● Wins hearts and minds, influencing their active involvement by articulating the global/local business benefits, building and managing capability. 	1.7 (P) 1.8 (AP) 2.7 (AP) 7.8 (AP) 8.8 (AP)	<ul style="list-style-type: none"> ● CIPS e-learning: Strategic Supply Chain Management ● CIPS e-learning: Supply Chain Diligence ● CIPS e-learning: Leadership in Procurement and Supply ● Procurement Training Framework

Process (How)			
Delivery – post contract			
Inventory Management [Back to List]			
Theme	Inventory Management Focuses on the management of inventory across the organisation, both large and small. It focuses on the delivery of products, quality and timely distribution of goods throughout the organisations. A thorough understanding of direct and indirect costs associated with receiving and holding stock is critical.		
Why it matters	Inventory Management Focuses on establishing effective inventory systems with efficient and effective management of incoming and outgoing goods and creating a source of value for money for public organisations. A focus on the use of efficiency models such as Just in Time (JIT), leveraging cash flow, storage and distribution to achieve value for money and quality combined.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> •Awareness of the concept of stockholding at a local level and supports the work of inventory management under guidance. •Has a clear understanding of goods turnover, ordering, receipting, safe handling and stock record keeping. As appropriate for role know how to escalate issues e.g. damage, loss or theft etc. 	1.1 (T) 1.2 (T) 2.1 (T) 4.1 (T) 6.1 (T)	<ul style="list-style-type: none"> •CIPS Open Training: Inventory Management •CIPS e-learning: Inventory and Logistics Operations
2	<ul style="list-style-type: none"> •Appreciates and is familiar with the basic applications of stock control and is able to operate appropriate systems in line with pre-determined criteria and clearly defined demand requirements. •Contributes ideas for the improvement of inventory management and suggests quality and efficiency improvements. •Is able to recognise the need for advice. 	1.3 (O) 3.2 (O) 4.2 (O) 4.3 (O)	<ul style="list-style-type: none"> •CIPS Open Training: Inventory Management •CIPS e-learning: Inventory and Logistics Operations
3	<ul style="list-style-type: none"> •Evaluates demand for supplies and stock holding requirements for commodities and the achievement of procurement policies. •Proposes recommendations for improvement through the end to end supply chain, managing and exploiting opportunities while assessing and monitoring risks. 	3.3 (M) 4.3 (O) 4.3 (O) 4.5 (M)	<ul style="list-style-type: none"> •CIPS Open Training: Inventory Management
4	<ul style="list-style-type: none"> •Decides at the strategic level the use of suppliers in the supply chain for complex projects and programmes and is actively involved and engaged in supply chain development, to meet requirements of national Procurement. Ensures supply chains optimise cost, quality, and timeliness and minimises unnecessary expense. •Should align with JIT and other delivery strategy requirements to meet supply and demand requirements. 	2.6 (P) 2.7 (AP) 4.6 (P) 4.7 (AP)	<ul style="list-style-type: none"> •CIPS e-learning: Operations Management in Supply Chains
5	<ul style="list-style-type: none"> •Provides direction to the relevant functions on requirements for highly efficient and effective inventory management, establishing and embedding the economics of inventory management, while ensuring proper control and accounting for stores and stocks within their control where applicable. 	1.7 (AP) 1.8 (AP) 2.8 (AP) 4.7 (AP) 4.8 (AP)	<ul style="list-style-type: none"> •CIPS e-learning: Leadership in Procurement and Supply •CIPS e-learning: Strategic Supply Chain Management •Procurement Training Framework

Process (How)			
Delivery – post contract			
Distribution, Fleet and Logistics [Back to List]			
Theme	Distribution, Fleet and Logistics Focuses on the outward distribution of products and services on behalf of the organisation. Doing so as an internal customer to the organisation inventory management is responsible for ensuring the availability of stock based on demand, and getting it to the right place at the right time to fulfil all regulatory and legislative requirements.		
Why it matters	Distribution, Fleet and Logistics Is a critical part of the overall procurement process. Ensuring effective management of the logistics will be imperative, particularly for emergency-based supplies. Logistical demands are central to the product specification and are key to the successful delivery and distribution of products nationally. Adherence to health and safety requirements, both legislative and regulatory is critical.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> Understands the importance of, and operates, point-of-use stock holding systems. Understands the importance of fleet and logistics planning in relation to the total delivery of goods/services. 	4.1 (T) 4.2 (T)	<ul style="list-style-type: none"> CIPS Open Training: Inventory Management CIPS e-learning: Inventory and Logistics Operations
2	<ul style="list-style-type: none"> Selects distribution methods following evaluation of information on distribution of supplies. Schedules distribution of supplies, collates and analyses data from point-of-use systems. Makes recommendations on potential improvements to senior managers. Has direct influence of 'consumables' fleet and develops a commodity service-based approach to supply chain delivery. 	4.3 (O) 4.4 (O) 4.5 (M)	<ul style="list-style-type: none"> CIPS Open Training: Inventory Management CIPS e-learning: Inventory and Logistics Operations
3	<ul style="list-style-type: none"> Plans and manages the demand for products and services for complex projects and programmes in a synchronised and well-planned way. Manages the scope for delivery, stockholding and costs, including cash flow demands for the programmes. Identifies risk and mitigation considerations related to the distribution methods. Combines 2/3 commodities of goods within logistics, i.e. integration of consumables / pharma products / mail. Measures CO2 and cost-effective delivery of goods/services. 	4.4 (O) 4.5 (M)	<ul style="list-style-type: none"> CIPS Open Training: Inventory Management
4	<ul style="list-style-type: none"> Works with leadership on the development of distribution methods and associated policies including consideration of the legal and sustainability arrangements. Takes a hub approach to logistics and central coordination. Actively reduces the requirement for third party send in terms of: courier and agency drivers. Additionally reduces year-on-year core fleet with minimal use of expensive short-term hire. Undertakes route analysis periodically to ensure it is modified to fit the changing service needs. 	4.6 (P) 4.7 (AP)	<ul style="list-style-type: none"> CIPS e-learning: Operations Management in Supply Chains
5	<ul style="list-style-type: none"> Leads on the development of distribution strategies and associated policies, while ensuring alignment with existing procurement and national policy requirements. Puts in place mechanisms to reduce the associated risks of distribution, including handling of hazardous waste and health and safety requirements. Aware of Customs and Excise implications. Puts in place policies and procedures for the movement of hazardous wastes and other high-risk materials. Ensures a full risk assessment has been undertaken for the safe delivery of goods. Ensures appropriate systems are built and implemented to manage the complexity of multiple delivery projects and programmes. Embeds a hub approach with scheduling undertaken on daily/weekly basis. Ensures real-time track and trace of goods, with infrastructure in place to deliver to a range of destinations including homes. Partners on a regional, national and public sector basis. 	4.7 (AP) 4.8 (AP)	<ul style="list-style-type: none"> CIPS e-learning: Leadership in Procurement and Supply CIPS e-learning: Strategic Supply Chain Management Procurement Training Framework

Performance (What)			
Competencies through planning, implementation and delivery (pre- market engagement and post-market contract and supply chain management)			
Performance Management and Measurement [Back to List]			
Theme	Performance Management and Measurement Focuses on ensuring qualitative and quantitative measurements of inputs and outputs (Key Performance Indicators) are undertaken with a view to putting in place improvement plans with suppliers and key stakeholders.		
Why it matters	Performance Management and Measurement Is a tangible way of managing the outputs, deliverables and key performance indicators of projects or contracts and organisational performance. Is used to address non-compliance issues effectively and/or to identify and inform continuous improvement opportunities for increased value for money, innovation and/or decreased risk.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> ●Can support performance monitoring under guidance, through data collection and gathering. ●Works to time and manages own performance through agreed objectives. ●May collate and provide raw detail for specific contracts or departmental reporting. 	1.1 (T) 7.1 (T) 8.1 (T)	<ul style="list-style-type: none"> ●CIPS e-learning: Procurement and Supply Operations ●CIPS e-learning: Procurement and Supply Work-Flow ●CIPS e-learning: Procurement and Supply Processes ●Procurement Journey: Leadership and Governance
2	<ul style="list-style-type: none"> ●Plays an active role in monitoring both department and supplier based key performance indicators and is able to identify under and over performance. ●Can identify performance gaps and trends and is able to report on these, with some recommendations for improvement. ●Involved in the complete management of performance measurement of lower value/risk projects or procurements. 	7.2 (T) 7.3 (T) 7.5 (O) 8.2 (T) 8.3 (O)	<ul style="list-style-type: none"> ●CIPS e-learning: Managing contracts and relationships in Procurement and Supply ●Procurement Training Framework ●Procurement Journey: Leadership and Governance
3	<ul style="list-style-type: none"> ●Able to manage the development of appropriate key performance indicators for suppliers and track them effectively using a metrics based system. ●Has some responsibility for individual and team based key performance indicators and monitors them for higher value and more complex projects and programmes. ●Clearly understands when corrective action is needed and is capable of creating improvement plans. 	7.6 (M)	<ul style="list-style-type: none"> ●CIPS e-learning: Improving Competitiveness of the Supply Chain ●CIPS Corporate Award: Driving value ●Procurement Training Framework
4	<ul style="list-style-type: none"> ●Takes the lead and is instrumental in developing and setting targets and key performance indicators at an organisational level. ●Experienced in identifying and negotiating milestones and monitoring performance. Has the ability to resolve difficulties through negotiation leading to improvement key performance indicators. ●Is an expert in establishing and tracking performance through the creation of metrics. Has the ability track direct benefits of performance, which will be captured and disseminated effectively to senior management. ●Focuses on factors of performance management such as quality, on time delivery and implementation of the procurement strategy and objectives. Ensures these are implemented into the agreed procurement objectives and cascaded throughout the organisation. ●Plays a significant role in performance measurement against targets and recommending corrective actions and assists in report preparation for senior management. 	7.1 (P)	<ul style="list-style-type: none"> ●CIPS e-learning: Supply Chain Diligence ●Procurement Training Framework ●Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management
5	<ul style="list-style-type: none"> ●Proactively drives, supports and endorses performance management practice. Is instrumental in developing the procurement strategy and setting targets and indicators at an organisational level. ●Is highly experienced in identifying and negotiating milestones and in monitoring performance. ●Is the recognised expert and proactively disseminates a process methodology in line with corporate procurement strategy. Provides a strong focus on quality, on-time delivery of procurement activity, and reports on all of these elements to senior management. 	7.8 (AP)	<ul style="list-style-type: none"> ●CIPS e-learning: Supply Chain Diligence ●Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management

Performance (What)			
Competencies through planning, implementation and delivery (pre- market engagement and post-market contract and supply chain management)			
Continuous Improvement [Back to List]			
Theme	Continuous Improvement Focuses on understanding, developing and embedding strategies, methodologies and/or ways of working to support the continuous improvement of procurement organisation, project, contract and/or supplier's effectiveness, efficiency and/or performance.		
Why it matters	Continuous Improvement This should be of fundamental concern to the procurement organisation. Using appropriate continuous improvement methodologies to embed problem identification, root cause analysis, opportunities assessment and options appraisals can lead to significant cost and/or public value benefit realisation. Keeping abreast of current thinking around continuous improvement is essential.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> ●Through delegation and senior support, can identify problems relating to defective procurement processes and practice, by collecting data and monitoring performance. ●Is able to understand own boundaries and knows when to ask for support. 	8.1 (T)	<ul style="list-style-type: none"> ●CIPS e-learning: Procurement and Supply Operations ●CIPS e-learning: Procurement and Supply Work-Flow ●CIPS e-learning: Procurement and Supply Processes ●Procurement Journey: Leadership and Governance
2	<ul style="list-style-type: none"> ●Monitors compliance to current practice and looks for areas where performance standards are not being achieved and could be improved. ●Sets in place SMART targets for performance improvements in a range of situations and agrees their application with suppliers and key stakeholders. ●Evaluates lessons learned and shares these to improve learning for self and others involved. 	8.2 (T) 8.3 (O)	<ul style="list-style-type: none"> ●CIPS e-learning: Managing contracts and relationships in Procurement and Supply ●Procurement Training Framework ●Procurement Journey: Leadership and Governance
3	<ul style="list-style-type: none"> ●Identifies and practices ways of delivering value through effective and improved supply chains. ●Works with suppliers and other stakeholders to review ways of working, internal and external stakeholder engagement and looks for ways for improving current performance. ●Sets up forums and mechanisms for continuous feedback and reviews recommendations for improvement on a frequent basis as a way of producing change. ●Create and implement improvement plans for own area of work as a way of correcting and improving defective or average performance across commodity procurements and other associated functional and project specific areas. ●Identifies and celebrates good practices. Shares news of enhancements to process, efficiency and services. 	7.6 (M) 8.4 (M) 8.5 (M)	<ul style="list-style-type: none"> ●CIPS e-learning: Improving Competitiveness of the Supply Chain ●CIPS Open Training: Supplier Performance Measurement and Management ●CIPS Open Training: Supplier Relationship Management ●Procurement Training Framework
4	<ul style="list-style-type: none"> ●Implements continuous improvement programmes for the function and seeks to improve the cost, quality and delivery of purchased goods and services. ●Researches and creates benchmarks of processes or performance of the organisation's supply chain. ●Able to demonstrate improved implementation of standards, processes or other actions with a supplier as a result of planned continuous improvement. 	7.6 (M) 8.6 (P)	<ul style="list-style-type: none"> ●CIPS e-learning: Supply Chain Diligence ●Procurement Training Framework
5	<ul style="list-style-type: none"> ●Develops a culture of continuous improvement aligned to national objectives. ●Leads programmes to collate and analyse data to formulate strategies and plans for improvement of procurement and supply chain issues nationally. ●Devises root cause analysis to evaluate problems experienced and apply strategic methods for the development of improvement plans. Keeps up to date with developments in markets, supply chains and other businesses so as to drive appropriate improvement methodologies. 	7.8 (AP) 8.7 (AP)	<ul style="list-style-type: none"> ●Procurement Training Framework

People (Who)			
Competencies through planning, implementation and delivery (pre- market engagement and post-market contract and supply chain management)			
Self-development [Back to List]			
Theme	Self-development Focuses on self-awareness, accountability, awareness and understanding of best practice, a willingness to develop skills and knowledge, and continuous professional development.		
Why it matters	Self-development Any procurement professional has an obligation to take responsibility and ownership for performance enhancement. They should have a focus on: self-awareness including identifying strengths, weaknesses and areas for development; accountability for their own behaviour, deliverables, health and wellbeing; an awareness and understanding of current and evolving best practice; a willingness to develop skills or knowledge required; and a commitment to continuous professional development.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> ●Develops self-awareness of the environment and people around them, and works with others as part of a team. ●Maintains a position of professional honesty, integrity and commits to personal development including embracing the opportunity for training, education and complying with continuous professional development. ●Adopts a willingness to change with appropriate guidance and questions and suggests changes and improvements. 	9.1 (T) 9.2 (T) 10.1 (T)	<ul style="list-style-type: none"> ●Procurement Journey: Leadership and Governance
2	<ul style="list-style-type: none"> ●Recognises the need for change and promotes it in a positive manner, encouraging commitment and contribution to the process. ●Takes personal responsibility for promoting best practice and valuing diversity and working with others to developed shared understandings. ●Has a clear understanding of the importance of learning and development and ensuring commitment to training and education programmes offered. 	9.3 (O) 9.4 (O) 10.2 (O)	<ul style="list-style-type: none"> ●CIPS Corporate Award: Skills Development ●Scotland Excel Academy: CMI Level 5 Diploma in Leadership & Management
3	<ul style="list-style-type: none"> ●Maintain, promote and evaluates personal and professional integrity that furthers the aims of the organisation. ●Promotes and engages in best practice for diversity and cultural differences. Creates advice and guidance for colleagues and other internal stakeholders. ●Proactively engages in continuous professional development and encourages others in the function to do so and is able to link professional development to performance objectives and outcomes. 	9.5 (M) 10.3 (M)	<ul style="list-style-type: none"> ●CIPS e-learning: Management in the Procurement and Supply Function ●Scotland Excel Academy: Management Coaching and Mentoring ●Scotland Excel Academy: CMI Level 6 Certificate in Leadership & Management
4	<ul style="list-style-type: none"> ●Engages in professional and self-development opportunities at a senior level. Implements a culture of personal accountability, self-management and self-awareness. ●Coaches and mentors individuals in the function, actively participates in knowledge sharing, and delivers that as a consummate professional, with effective communication skills. ●Participates in continuous professional development programmes across sectors and is performance managed by results. ●Identifies and resources own development needs to avoid burnout. ●Champions and enables focus on building professional skills and people. 	10.4 (M)	<ul style="list-style-type: none"> ●CIPS e-learning: Leading and Influencing in Procurement and Supply ●CIPS Corporate Award: Developing people in procurement and supply ●Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management
5	<ul style="list-style-type: none"> ●Develops and promotes a culture of self-management, self-awareness and the ability to take personal responsibility for oneself. ●Leads by example on continuing professional development, seeking opportunities to represent the organisation in externally facing activities that positive support the profession, market and sector. ●Supports and proactively encourages the personal and professional development of others to enhance their personal and organisational performance. 	10.5 (M)	<ul style="list-style-type: none"> ●CIPS e-learning: Leading and Influencing in Procurement and Supply ●CIPS Corporate Award: Developing people in procurement and supply ●Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management

People (Who)			
Competencies through planning, implementation and delivery (pre- market engagement and post-market contract and supply chain management)			
Managing High Performance Teams [Back to List]			
Theme	Managing High Performance Teams Is central to the enhanced performance of procurement and supply activities. Using a range of factors to create a positive and enabling culture or environment in which procurement professionals can thrive.		
Why it matters	Managing High Performance Teams Is an important factor in developing effective and high-level performance. Creating a positive and enabling culture or environment in which procurement professionals can thrive helps to shape the behaviours of the team. It supports empowerment, enables effective challenge, facilitates creativity and promotes effective team dynamics. Managing high performance teams helps to boost morale, motivation, performance and reward.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> ●Is a team player and demonstrates an awareness of participating in and supporting the team. ●Contributes to meetings if prompted and is able to make tactical decisions that impact their own work, while collaborating where work affects others. 	9.1 (T) 9.2 (T) 10.1 (T)	<ul style="list-style-type: none"> ●Procurement Journey: Leadership and Governance
2	<ul style="list-style-type: none"> ●Able to lead and support a team. Capable of demonstrating and contributing to a range of initiatives. Leads team meetings and follows through on actions. ●Delegates responsibility to others and actively encourages engagement where appropriate. ●Supportive of change and able to manage the messaging and implications. ●Is a supportive team leader and coaches and mentors other team members. ●Takes inputs from others in support of key decisions and is able to manage team performance and conflict. 	9.3 (O) 10.2 (O)	<ul style="list-style-type: none"> ●CIPS Corporate Award: Skills Development ●Scotland Excel Academy: CMI Level 5 Diploma in Leadership & Management ●Procurement Journey: Leadership and Governance
3	<ul style="list-style-type: none"> ●Is experienced at leading and managing high performing teams and is able to delegate and give responsibility for work to others, allowing them to get on with the completion of that work. ●Defines success in terms of the whole team and not just individuals. Creates a sense of belonging using collaborative, influential and empowering behaviours. ●Able to get buy in and commitment to challenging objectives. ●Fosters open dialogue and share successes across the team and the function. ●Able to manage team conflicts and attempts to remove or address situations within the team and under their remit. 	9.4 (M) 9.6 (M) 10.3 (M)	<ul style="list-style-type: none"> ●CIPS e-learning: Management in the Procurement and Supply Function ●Scotland Excel Academy: Management Coaching and Mentoring ●Scotland Excel Academy: CMI Level 6 Certificate in Leadership & Management ●Scotland Excel Academy: Procurement Advanced Practitioner programme
4	<ul style="list-style-type: none"> ●Has significant experience as a successful team leader and is familiar with leading and supporting high-performing teams. Able to drive high performance through commitment, collaboration and strong leadership. ●Encourages commitment in others and is able to empower effective cohesion within the team. ●Sets challenging but fair team objectives, rewarding and recognising performance regularly. 	9.7 (P) 9.8 (P) 10.4 (P)	<ul style="list-style-type: none"> ●Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management ●Scotland Excel Academy: Procurement Advanced Practitioner programme
5	<ul style="list-style-type: none"> ●Leads the procurement function in a way that evaluates the external and internal factors on performance, while effectively resourcing the team, providing the appropriate infrastructure and systems to achieve effective procurement and supply management. ●Adopts and promotes behaviours to support the successful implementation of change and continuous improvement. Inspires colleagues and others to adopt those plans and strategies created. 	9.9 (AP) 9.10 (AP) 10.5 (AP)	<ul style="list-style-type: none"> ●CIPS e-learning: Leading and Influencing in Procurement and Supply ●CIPS Corporate Award: Developing people in procurement and supply ●Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management

People (Who)			
Competencies through planning, implementation and delivery (pre- market engagement and post-market contract and supply chain management)			
Leading and Influencing [Back to List]			
Theme	Leading and Influencing Uses an articulate, clear, achievable and compelling vision, which sets out the direction and plans for the procurement function. Promotes collaborative working and able to respond creatively to tough challenges. Actively manages authorising environment, making connections across boundaries to build strong networks and partnerships. Adapts quickly to changing circumstances and expectations adopting a range of influencing styles.		
Why it matters	Leading and Influencing Leading and influencing projects, teams and key stakeholders is an important attribute of procurement professionals in ensuring best value. It is critical that procurement professionals can influence a wider range of stakeholders in order to gain acceptance to plans and advice, and to deliver against the policy objectives and interests locally and nationally.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> Ensures that contacts with people (customers/suppliers) are used to influence a positive view of the service/organisation. Constructive at all times in all communications, written or otherwise. Gives feedback to help continuously improve the service, team or organisation. 	9.1 (T) 9.2 (T) 10.1 (T)	<ul style="list-style-type: none"> Procurement Journey: Leadership and Governance
2	<ul style="list-style-type: none"> Understands the importance of supporting and working with team and senior staff in the function to align the work of the team with the delivery of the organisation's objectives. Able to evaluate and implement tactical approaches. Takes input from others in the process. Influences procedural changes. Leads by example, championing professionalism, appropriate culture and behaviour in others. 	9.3 (O) 10.2 (O)	<ul style="list-style-type: none"> CIPS Corporate Award: Skills Development Scotland Excel Academy: CMI Level 5 Diploma in Leadership & Management Procurement Journey: Leadership and Governance
3	<ul style="list-style-type: none"> Developing as a team leader and towards more senior leadership. Is confident in encouraging team members. Can plan, lead, prioritise and delegate work responsibilities and identifies the skills required within the team to deliver on the business plan. Able to promote challenging messages through effective communications. In the process measures the impact and nature of the response. Encourages others to participate in the process of change and supports clear plans for change activities. 	9.4 (M) 9.6 (M) 10.3 (M)	<ul style="list-style-type: none"> CIPS e-learning: Management in the Procurement and Supply Function Scotland Excel Academy: CMI Level 6 Certificate in Leadership & Management
4	<ul style="list-style-type: none"> Recognised as being an inspirational and influential leader. Able to direct and manage senior staff. Takes the lead on projects and may be involved in exploring innovation in procurement practice. Contributes to the development of the procurement body of knowledge. Well respected and uses interpersonal skills, including diplomacy and tact in challenging situations. Defuses highly tense situations and resolve complex issues across a number of teams and work groups within the function. Is instrumental in supporting the decision making in the procurement function. 	9.7 (P) 9.8 (P) 10.4 (P)	<ul style="list-style-type: none"> CIPS e-learning: Leading and Influencing in Procurement and Supply CIPS Corporate Award: Developing people in procurement and supply Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management
5	<ul style="list-style-type: none"> Is recognised within the organisation as being an effective, inspirational change leader. As the most senior procurement professional, facilitates and develops a culture of best procurement practice and innovation. Represents the function on boards and committees and is able to contribute to the body of knowledge domestically and internationally. Leads transformation to meet national policy objectives and deliver value for Scotland. 	9.9 (AP) 9.10 (AP) 10.5 (AP)	<ul style="list-style-type: none"> CIPS e-learning: Leading and Influencing in Procurement and Supply CIPS Corporate Award: Developing people in procurement and supply Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management

People (Who)			
Competencies through planning, implementation and delivery (pre- market engagement and post-market contract and supply chain management)			
Stakeholder Relationships [Back to List]			
Theme	Stakeholder Relationships Manages internal and external relationships with customers, suppliers and other stakeholders, creating positive networks and maintaining trust and credibility.		
Why it matters	Stakeholder Relationships Gaining an in-depth understanding of complex customer and stakeholder requirements, managing expectations through a controlled process. Able to identify situations and interactions where specific relationship management methods may be applied that raises the profile of the contribution of procurement. Managing stakeholder relationships helps to ensure creditability, buy in and support.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> ●Develops and maintains relationships with stakeholders and promotes effective procurement and supply. ●Develops relationships with external suppliers through effective communications. 	1.2 (T) 9.2 (T) 10.1 (T)	<ul style="list-style-type: none"> ●CIPS e-learning: Procurement and supply stakeholders
2	<ul style="list-style-type: none"> ●Consults with stakeholders that input to, or are affected by, the procurement and supply process. Does so to achieve value for money outcomes for the function. ●Advises stakeholders on the interpretation of procedures for procurement and supply. Monitors the work of internal stakeholders to ensure that they understand and comply with requirements. ●Offers routine advice to internal stakeholders on procurement and supply issues that impact on the creation and management of financial budgets. 	1.3 (O) 1.4 (O) 9.3 (O) 10.2 (O)	<ul style="list-style-type: none"> ●CIPS Corporate Award: Skills Development ●CIPS e-learning: Procurement and Supply Relationships ●Scotland Excel Academy: Working with Stakeholders workshop ●Scotland Excel Academy: CMI Level 5 Diploma in Leadership & Management
3	<ul style="list-style-type: none"> ●Promotes the work of procurement and supply from a position of influence to internal stakeholders across the organisation. ●Motivates colleagues and other internal stakeholders to achieve their commitment to the work of the procurement and supply function. ●Contributes to the development of policies and represents the procurement and supply function. ●Liaises with stakeholders to develop the supply chain and supply networks. Able to develop strategies and plans for the management and implementation. 	1.5 (M) 9.4 (M) 9.5 (M) 9.6 (M) 10.3 (M)	<ul style="list-style-type: none"> ●CIPS e-learning: Management in Procurement and Supply ●Scotland Excel Academy: Working with Stakeholders workshop ●Scotland Excel Academy: CMI Level 6 Certificate in Leadership & Management
4	<ul style="list-style-type: none"> ●Is interpersonally savvy and relates well to all types of people, both inside and outside of the organisation. ●Builds effective relationships, which are constructive and appropriate for their purpose. ●Manages the expectations of the relationship through a controlled process. Identifies a range of situations through interactions for providing consulting and counselling advice. ●Adopts the appropriate interpersonal style and can use negotiation strategies where the situation arises. ●Evaluates stakeholder plans to achieve effective procurement and supply chain management. ●Creates communication plans to achieve the buy in for procurement plans by internal and external stakeholders. 	1.6 (P) 9.7 (P) 9.8 (P) 10.4 (P)	<ul style="list-style-type: none"> ●CIPS e-learning: Leading and Influencing in Procurement and Supply ●CIPS Corporate Award: Developing people in procurement and supply
5	<ul style="list-style-type: none"> ●Leads and drives philosophies to increase value from stakeholders relationships for mutual benefit to the supply Chain. Creates a culture of exceptional stakeholder management. ●Sets appropriate plans for the adoption of stakeholder relationship strategies and promotes their use by all internal stakeholders, gaining personal commitment to success. ●Creates a culture that works to cultivate creativity and mutual benefit. Able to realise innovative solutions that contribute to operational excellence and continuous improvement across all facets of the supply chain. ●Delivers a transparent stakeholder relationship with key suppliers to enable open dialogue to occur. ●Understands the geopolitical bias and influence that the partner has on the customer enabling win-win strategies. ●Networks with government and industry to deliver best practice. ●Defines and manages the benefits and risks impacting relationship management. 	1.7 (AP) 1.8 (AP) 9.9 (AP) 9.10 (AP) 10.5 (AP)	<ul style="list-style-type: none"> ●CIPS e-learning: Leading and Influencing in Procurement and Supply ●CIPS Corporate Award: Developing people in procurement and supply

People (Who)			
Competencies through planning, implementation and delivery (pre- market engagement and post-market contract and supply chain management)			
Communications [Back to List]			
Theme	Communications Effective, articulate and competent handling of all written, verbal and electronic forms of internal and external communication. Contributes to, and develops, clear, creative and compelling communication strategies and content to enable corporate/programme outcomes. Creates simplicity out of complexity.		
Why it matters	Communicating Effectively Communicating effectively is an essential attribute of a procurement and supply professional. Creating simplicity out of complexity aids understanding and buy in, facilitates efficiency in the process and ultimately delivers better outcomes and results. Effective communication helps to build the credibility of an individual or organisation, raising the profile of the contribution of procurement. It can help to reduce the burden on suppliers when tendering for public procurement opportunities.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> ●Creates well written correspondence on behalf of the team and under guidance. ●Able to use multiple communication methods. 	1.2 (T) 6.3 (O) 9.2 (T) 10.1 (T)	<ul style="list-style-type: none"> ●CIPS e-learning: Management in the Procurement and Supply Function ●Procurement Training Framework
2	<ul style="list-style-type: none"> ●Is a good communicator and is aware of the importance of well written and orally presented information. ●Engages and interacts in meetings and discussions and will input when required. ●Demonstrates good listening skills and responds appropriately. ●Prepares documents but they are checked and signed-off by others. ●Shares appropriate work-related information. Is able to present data in an effective and meaningful way for use by others in the organisation. Checks work is correct and provides a timely response. 	1.3 (O) 1.4 (O) 6.3 (O) 9.3 (O) 10.2 (O)	<ul style="list-style-type: none"> ●CIPS Practitioner Corporate Award Programme: Skills Development ●Procurement Training Framework
3	<ul style="list-style-type: none"> ●Is an effective presenter who can read audience behaviour and position and adapt style accordingly. ●Knows when to listen and able to ask questions to clarify understanding. ●Influential in persuading others on the arguments. Able to communicate clearly and effectively in a well-organised manner. ●Understands the importance of well written communications and requires limited verification of work. ●Identifies and maintains information flows and contact with colleagues who depend on, or who influence, their work. ●Able to clarify information through responses. 	1.5 (M) 9.4 (M) 9.5 (M) 9.6 (M) 10.3 (M)	<ul style="list-style-type: none"> ●CIPS e-learning: Management in the Procurement and Supply Function ●Procurement Training Framework
4	<ul style="list-style-type: none"> ●Presents clearly and confidently to a range of audiences at all levels across the organisation. Able to adapt delivery and communications style to meet the needs of the audience. ●Has a clear understanding of when to lead on communications versus when to participate. Encourages others to participate and engage. ●Presents well-structured and precise information and uses clear written communications. ●Prepares documentation for use by senior managers and is able to provide timely and relevant information to customers and stakeholders to use in their own processes. 	1.6 (P) 9.7 (P) 9.8 (P) 10.4 (P)	<ul style="list-style-type: none"> ●CIPS e-learning: Leading and Influencing in Procurement and Supply ●CIPS Corporate Award: Developing people in procurement and supply ●CIPS Corporate Award: Implementing Change ●Procurement Training Framework
5	<ul style="list-style-type: none"> ●Champions change through the business and the supply chain. Embeds change management principles and confidently sells a long-term vision using impactful communications. ●A consummate communicator who adapts to the audience as and when necessary. ●Continually fosters and encourages new and different ways of communications. ●Able to lead high-level discussions as well as deal with all participants at all levels. Listens to arguments, instantly recognising merits, flaws and issues. ●Expert use of language in written communications with all levels and across the public sector in Scotland. ●Issues written communications that impact on strategic operations or influence the direction of public procurement activity. 	1.7 (AP) 1.8 (AP) 9.9 (AP) 9.10 (AP) 10.5 (AP)	<ul style="list-style-type: none"> ●CIPS e-learning: Leading and Influencing in Procurement and Supply ●CIPS Corporate Award: Developing people in procurement and supply ●CIPS Corporate Award: Implementing Change

Commercial and Financial Awareness			
Early Engagement and role of the Intelligent Client (drives better outcomes)			
Commercial Competence and Business Acumen [Back to List]			
Theme	Commercial Competence and Business Acumen Evaluating strategic options and associated risks, and making sustainable decisions that deliver corporate, commercial and political objectives. Understanding and leading on securing value for money, and a good return on investment on projects. Understanding of the mind set of corporate suppliers who themselves will be commercially driven.		
Why it matters	Commercial Competence and Business Acumen This is crucial to ensuring the best commercial, sustainable, corporate and political outcomes for Scotland. No matter how large or small the deal is. This is about achieving sound business-based decisions and securing best value for the public.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> Developing a basic understanding of business drivers. 	2.1 (T) 7.1 (T)	<ul style="list-style-type: none"> CIPS Open Training: Finance for Procurement Procurement Journey: Leadership and Governance
2	<ul style="list-style-type: none"> Analyses risks and understands margins of error in developing recommendations. Uses risk analysis to support decisions and can articulate key risks. Presents conclusions when given evidence and is able to evaluate the relative strengths to confidently make good decisions. Identifies and resolves problems in collaboration with experts and under guidance, when the data is not sufficient. Applies commercial principles within the boundaries of contract law. Contributes to securing value for money on low-risk low-value commercial activities. Articulates key commercial motivations and expected behaviours of stakeholders, suppliers and networks. Understands the concept of trade-offs and escalates a recommendation to more senior management. Under guidance works with key stakeholders and partners in making recommendations or decisions early on and continues to engage them. 	1.3 (O) 2.2 (O) 7.2 (O) 7.3 (O)	<ul style="list-style-type: none"> CIPS Open Training: Finance for Procurement Procurement Training Framework Scotland Excel Academy: Business analysis for commercial innovation Scotland Excel Academy: CMI Level 5 Diploma in Leadership & Management Procurement Journey: Leadership and Governance
3	<ul style="list-style-type: none"> Conducts an analysis of risks and margins of error to provide assurance on decisions. Resolves legal issues in collaboration with experts. Takes calculated risks in implementing efficient sourcing projects to deliver innovative solutions in line with policy. Analyses options, manages trade-offs flowing from decisions and mitigates key risks. Weighs up data from various sources, recognising when to bring in experts or researchers to add to available information. Draws together and presents reasonable conclusions from a wide range of incomplete and complex evidence and data. Able to act or decide even when details are not clear. Understands, and practically applies, the concept of 'value for money' with respect to political goals. Uses this to articulate what a successful return on investment looks like for a particular commercial project or programme. Understands market and commercial drivers and motives in practice and develops strategies to exploit these. 	1.5 (M) 7.4 (M) 7.5 (M)	<ul style="list-style-type: none"> CIPS e-learning: Business Needs in Procurement and Supply CIPS e-learning: Management in the Procurement and Supply Function Procurement Training Framework Scotland Excel Academy: Business analysis for commercial innovation Scotland Excel Academy: CMI Level 6 Certificate in Leadership & Management
4	<ul style="list-style-type: none"> Challenges the analysis of risks and margins of error to improve assurance on decisions. Manages the trade-offs and contradictions within complex deals and understands the impact and consequences on other areas of the organisation. Encourages ideas, improvements and measured risk-taking to deliver better approaches and services. Generates the way forward on complex deals, focussed on outcomes and weighing up competing views. Is accountable for the gathering and analysis of data across their area of responsibility. Effectively interprets and makes judgements on complex information. Develops and defines standards of success in regards to the return on investment for a particular commercial project/programme in their area of responsibility. Can develop the definition of value for money for Scotland for each deal, leads the debate and makes the case to senior personnel nationally. Understands motivations and behaviours of stakeholders, suppliers and networks and can utilise these to deliver on the department's commercial requirements and the wider organisation. Where commercial judgements are based on established frameworks, challenges conventional wisdom to deliver better outcomes. Is clear when the standard commercial approach needs to be adapted to achieve a better outcome. 	1.6 (P) 2.8 (AP) 7.6 (P) 7.7 (P)	<ul style="list-style-type: none"> CIPS e-learning: Supply Chain Diligence Procurement Training Framework Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management
5	<ul style="list-style-type: none"> Understands the key commercial and organisational risks impacting own department and ensures that these are robustly managed. Gears the organisation towards a developing a stronger commercial focus on achieving a successful return on its investments, where the standards for this are set by the definition of value for money employed across commercial deals. Takes accountability for achieving and developing the definition of value for money across the organisation and uses nuanced understanding of the motivations and behaviours of stakeholders, suppliers and networks to achieve the organisation's objectives. Is ultimately the go-to commercial person for the organisation and can move out of standard route when appropriate. 	2.8 (AP) 6.10 (AP) 7.8 (AP)	<ul style="list-style-type: none"> CIPS e-learning: Supply Chain Diligence Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management

Commercial and Financial Awareness			
Early Engagement and role of the Intelligent Client (drives better outcomes)			
Commercial Models [Back to List]			
Theme	Commercial Models Understanding commercial models to create, manage and/or support cash flow/risk for innovative or creative procurement and supply projects. Includes make-buy decisions, outsourcing, joint ventures, partnerships and other innovative financing options, and understanding and managing trade-offs and implications.		
Why it matters	Commercial Models Commercial models provide opportunities for innovation, creativity, risk sharing and risk reduction within the procurement process and often enable longer-term more sustainable options. They are particularly important and relevant to large commodity and complex projects. They can bring about shared investment, developing greater value for money for tax payers and contribute to achieving government policy and objectives.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> ●Awareness of some of the commercial models used by the organisation. 	N/A	<ul style="list-style-type: none"> ●Procurement Training Framework: Introduction to Public Procurement ●Procurement Journey: Leadership and Governance
2	<ul style="list-style-type: none"> ●Operates within defined commercial models. May be required to provide support for research activities to establish appropriate commercial models for commodities and complex projects. 	2.2 (T) 5.2 (O)	<ul style="list-style-type: none"> ●CIPS Open Training: A Commercial approach to cloud service agreements ●CIPS Open Training: A commercial approach to software agreements ●Procurement Journey: Leadership and Governance
3	<ul style="list-style-type: none"> ●Contributes to the understanding of commercial models through research and benchmarking of other similar organisations. ●Understand the implications of those commercial models on the organisation in terms of investment, cash flow, impact on working capital and any investment requirements. ●Provides information and data to support decision making. 	2.3 (O) 5.5 (O)	<ul style="list-style-type: none"> ●CIPS Open Training: A commercial approach to software agreements – Advanced
4	<ul style="list-style-type: none"> ●Critically assesses commercial models and financing options used by the organisation. Makes recommendations for implementation along with identification and mitigation of financial risks. ●Assesses the impact on supply chain on the organisation’s working capital and liaises with senior managers to work to ensure financial liquidity to mitigate financial risk. ●Evaluates the potential for mergers, acquisitions, takeovers, outsourcing, make-buy decisions and the impact of these on the supply chain. Makes recommendations to the senior management of appropriate courses of action. ●Demonstrates a strong understanding of taxation implications and how they affect the organisation and its supply chain. 	2.4 (P) 2.5 (P) 2.6 (P) 5.6 (P)	<ul style="list-style-type: none"> ●CIPS e-learning: Supply Chain Diligence
5	<ul style="list-style-type: none"> ●Critically assess short- and long-term commercial models used by the organisation and its supply chain. Draws a clear line-of-sight of the suggested risks of application, aligned with ensuring that the selected models achieve government policy and objectives. ●Maximises commercial benefits for Scotland through a deep understanding of the whole commercial life cycle, innovations, new commercial models, and innovative financing options. 	2.7 (AP) 2.8 (AP) 5.7 (AP)	<ul style="list-style-type: none"> ●CIPS e-learning: Supply Chain Diligence

Commercial and Financial Awareness			
Early Engagement and role of the Intelligent Client (drives better outcomes)			
Business Case Development [Back to List]			
Theme	Business Case Development Includes costs, benefits, options, alignment with organisational needs and delivery strategies, alongside timescales for implementation and associated risks. It also allows for monitoring of agreed arrangements and commercial contracts based upon the business case.		
Why it matters	Business Case Development Clear, concise and compelling business cases are essential to ensure informed decision making, buy-in and sign-off for projects, justifying the approach to key stakeholders and tracking the ultimate return on investment.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> Support the development of a business case through data collection analysis as guided by senior managers. 	N/A	<ul style="list-style-type: none"> CIPS Open Training: Finance for Procurement APM: Business Case
2	<ul style="list-style-type: none"> Makes a case for small low-level spend and/or changes to ways of working in a concise and compelling way, using formalised frameworks and exhibiting good practice. Under guidance, contributes to the identification and appraisal of benefits for the business case. Under guidance, contributes to the development of credible measures for the evaluation of the benefits identified in the business case. 	4.4 (O)	<ul style="list-style-type: none"> CIPS Open Training: Finance for Procurement Project Delivery Training Framework: Better Business Cases (Foundation)
3	<ul style="list-style-type: none"> Contributes to the development of medium to higher risk business cases through the provision of research, data and overall analysis. On some occasions is prepared to make recommendations on the proposed way forward. Contributes to the identification and appraisal of benefits for the business case, using recognised tools and techniques. Contributes to the development of credible measures for the evaluation of the benefits identified in the business case. 	4.5 (M) 6.8 (M)	<ul style="list-style-type: none"> CIPS e-learning: Business Needs in Procurement and Supply CIPS e-learning: Improving Competitiveness of the Supply Chain Project Delivery Training Framework: Better Business Cases (Practitioner)
4	<ul style="list-style-type: none"> Develops business cases and advises senior management on supply chain investment decisions to secure supply innovation, ownership on intellectual property rights and other financial decisions. Provides detailed analysis on function options such as equity, joint ventures, seed funding and outright acquisition if appropriate. Ensures the business case is professionally presented with key arguments well-structured and defined, and supported by data. Makes strong and direct recommendations for senior management approval and sign-off. Develops evaluation models for the benefits identified in the business case, demonstrating the value of the investment. 	6.8 (M)	<ul style="list-style-type: none"> CIPS e-learning: Supply Chain Dilivgence Project Delivery Training Framework: Better Business Cases (Practitioner)
5	<ul style="list-style-type: none"> Leads on the development of business cases and advises senior management and ministers on supply chain investment decisions to secure supplier innovation and intellectual property rights. Displays and articulates a complete understanding of the key parameters for the business case and can argue the position in a compelling way in both business negotiations and political situations. Leads on the development of portfolio benefits frameworks aligned with strategic objectives and supporting the prioritisation of investments. 	2.7 (AP) 2.8 (AP) 6.10 (AP) 8.7 (AP)	<ul style="list-style-type: none"> CIPS e-learning: Supply Chain Diligence

Commercial and Financial Awareness			
Early Engagement and role of the Intelligent Client (drives better outcomes)			
Financial Management and Modelling [Back to List]			
Theme	Financial Management and Modelling Understanding, evaluating and/or auditing operational finances, spend authorisation, cash flow, liquidity and/or performance. Reviewing and taking action on unusual and unplanned spend. Understanding, predicting, managing and mitigating cost flexibility and volatility. Managing budget and key performance indicators.		
Why it matters	Financial Management and Modelling Is important to ensure that all teams, business functions, projects and programmes understand the current financial position. Particularly how it relates to spend, cash flow, unusual and unapproved spend patterns, but also to manage the volatility of unexpected spend patterns. Financial management also falls under good governance and accountability for the spend of taxpayers' money.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> ●Has a basic financial knowledge and understanding and undertakes directed tasks in analysing information. ●Awareness of fraud risk and impact of this on financial control. 	N/A	<ul style="list-style-type: none"> ●CIPS Open Training: Finance for Procurement
2	<ul style="list-style-type: none"> ●Performs appropriate financial appraisals under guidance. ●Understands and applies under guidance the total life and whole life costing models although the main focus will be commercial transactions. ●Understands the audit and financial compliance needs and ensures that processes are adapted appropriately. ●Is aware of cash flow implications of stock holding and of order processing and manages it appropriately for own area of work. ●Knows and implements policy and practical steps to minimise fraud or misappropriation of goods. ●Escalates and reports any financial irregularities for investigation. 	2.2 (O) 2.3 (O) 4.4 (O) 5.6 (O)	<ul style="list-style-type: none"> ●CIPS Open Training: Finance for Procurement ●Scotland Excel Academy: CMI Level 5 Diploma in Leadership & Management
3	<ul style="list-style-type: none"> ●Undertakes detailed financial appraisals using sophisticated financial analysis techniques and is able to indicate potential financial challenges. ●Can advise staff on key financial factors and risks, including a variety of commodity and exchange rate fluctuations. ●Is experienced in the use of multi-tiered supply chain costing methods and applies throughout and can provide guidance to other staff on how to use them. ●Understands the importance of audit and compliance in terms of financial management and positively supports it. ●Is fully conversant with total and whole life costing models and can apply them when working with others and their application to innovation and sustainability assessments. 	2.2 (O) 2.3 (O) 2.4 (M) 4.5 (M) 5.6 (O) 8.5 (M)	<ul style="list-style-type: none"> ●CIPS e-learning: Business Needs in Procurement and Supply ●Scotland Excel Academy: CMI Level 6 Certificate in Leadership & Management
4	<ul style="list-style-type: none"> ●Provides guidance on funding models and available funds for projects identified in the function. ●Reviews and manages financial appraisal and assessments and provides guidance on the outputs, the approach and the techniques used such as cost/price and cost value profit concepts. ●Contributes to the annual reporting and provides high-level financial planning and forecasting information both for continuous review and financial planning for the future. 	2.5 (P) 2.6 (P) 4.6 (P) 8.6 (P)	<ul style="list-style-type: none"> ●CIPS e-learning: Supply Chain Diligence ●Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management
5	<ul style="list-style-type: none"> ●Develops expertise across the organisation for the purpose of financial planning and directs funding reallocations as and when required. ●Sets future direction for the function with regards to forecasting funding requirements to meet Scottish procurement and organisational targets. ●Reviews and provides advice and guidance on financial analysis techniques and encourages and engenders best practice in financial management. 	2.7 (AP) 2.8 (AP) 4.7 (AP) 4.8 (AP) 5.7 (AP)	<ul style="list-style-type: none"> ●CIPS e-learning: Supply Chain Diligence ●Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management

Commercial and Financial Awareness			
Early Engagement and role of the Intelligent Client (drives better outcomes)			
Budgets [Back to List]			
Theme	Budgets Setting and managing budgets is a requirement for every function, project, and programme, sourcing and contracting activity. Budgets are there to inform planning, delivery and achievement of objectives. They should be planned, approved and monitored effectively.		
Why it matters	Budgets Budgets are an important mechanism in achieving planned activity. They need to be defined and managed both in terms of volume and also timing. Budget management can leverage cash flow and maximise impact on working capital, overall liquidity and overall financial risk. Budgets are part of the governance and compliance framework of Scottish procurement.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> ●Is aware of the functional budget and those allocated for their own procurement and supply spend. 	1.1 (T) 1.2 (T)	<ul style="list-style-type: none"> ●CIPS Open Training: Finance for Procurement
2	<ul style="list-style-type: none"> ●Takes responsibility for being consciously aware of spend, spend patterns and avoiding overruns, along with managing cash flow. ●Reports on budget to team leader/manager and feeds into the budgetary process, giving an understanding of needs relating to existing and future demand. 	4.4 (O) 8.2 (O)	<ul style="list-style-type: none"> ●CIPS Open Training: Finance for Procurement
3	<ul style="list-style-type: none"> ●Takes responsibility for the management of own delegated budget for team or commodity requirements. ●Is able to manage delegated budget effectively, escalate challenges and issues and monitor continuously. ●Avoids variations and is innovative in leveraging the budget appropriately. Accurately budgets and avoids over budgeting. 	8.5 (M)	<ul style="list-style-type: none"> ●CIPS e-learning: Business Needs in Procurement and Supply
4	<ul style="list-style-type: none"> ●Supports the budget setting and development process, working across the function to gather information, data and analysis on forecast budget spend for the forthcoming session. ●Is responsible for monitoring and reviewing workgroup budgets regularly. ●Manages the position on budget overruns and shortfalls and reports on projected budgets based on forecast demand. 	1.6 (P) 8.6 (P)	<ul style="list-style-type: none"> ●CIPS e-learning: Supply Chain Diligence
5	<ul style="list-style-type: none"> ●Takes the lead on budget planning and forecasting for the function and works cross-functionally at the senior level to contribute towards budget planning. ●Is personally accountable for knowing and understanding how the business works and the implications of this on how financial decisions are made. ●Ensures financial decisions align with the vision and objectives of the organisation and function and show managerial courage in facing up to budget problems, not being afraid to take affirmative action where appropriate. 	2.7 (AP) 2.8 (AP) 4.7 (AP) 4.8 (AP) 5.7 (AP)	<ul style="list-style-type: none"> ●CIPS e-learning: Supply Chain Diligence

Project and Programme Management			
Early Engagement and role of the Intelligent Client (drives better outcomes)			
Project and Programme Management [Back to List]			
Theme	Project and Programme Management Project delivery is a core skill which can be used for the effective delivery of simple to complex procurement projects. It helps to ensure that procurements are delivered on time and on budget, and deliver their objectives. It includes the identification of tasks, resources, activities, mitigation of risks and stakeholder relationships.		
Why it matters	Project and Programme Management Project delivery is a key success factor in delivering effective procurements. Using robust, though proportionate, methodology to effectively manage projects or programmes reduces risks and maximises successful outcomes, on time, in budget and to specification. This helps to create a transparent environment with clear expectations to all.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> Has an awareness of the requirement for planning and is able to undertake basic analysis to support the planning process. Able to recognise project timelines, dependencies and milestones. 	1.1 (T) 1.2 (T)	<ul style="list-style-type: none"> Project Delivery Training Framework Project Fundamentals Qualification (PFQ) APM accredited course CIPS Open Training: Introduction to public sector procurement
2	<ul style="list-style-type: none"> Is familiar with and uses a range of project methods, and adopts them appropriately and proportionately and uses them in small projects, while supporting larger and more complex projects. Working towards gaining practical experience in procurement-related projects in a controlled environment. Understands collaborative approaches of project working and is able to identify, manage and recommend mitigation strategies for project risks. 	1.3 (O) 1.4 (O)	<ul style="list-style-type: none"> Project Delivery Training Framework Project Management Qualification (PMQ) APM accredited course Managing Successful Programmes (MSP) Axelos accredited course Change Management APMG accredited course Managing Benefits APMG accredited course CIPS e-learning: Business Needs in Procurement and Supply Scotland Excel Academy: Project Development & Control workshop Scotland Excel Academy: Professional Development Award (PDA) in project management
3	<ul style="list-style-type: none"> Is a competent project manager and is able to breakdown work in to project packages, developing schedules, tasks and people-based assignments. Anticipates project problems and risks and mitigates for them. Is confident in removing project road blocks, or negotiating them effectively when they arise. Supports complex projects and programmes. Has managed procurement and/or other projects in a controlled environment and can manage projects in an uncertain environment. 	1.5 (M) 7.6 (M)	<ul style="list-style-type: none"> Project Delivery Training Framework Project Professional Qualification (PPQ) APM accredited course Managing Successful Programmes (MSP) Axelos accredited course Change Management APMG accredited course Managing Benefits APMG accredited course Management of Value (MoV) Axelos accredited course Management of Risk (MoR) Axelos accredited course Portfolio, Programme and Project Offices (P3O) Axelos accredited course CIPS e-learning: Business Needs in Procurement and Supply CIPS e-learning: Management in the Procurement and Supply Function CIPS e-learning: Strategic Supply Chain Management CIPS Open Training: Managing your supply chains Scotland Excel Academy: Project Development & Control workshop
4	<ul style="list-style-type: none"> Influences and future proofs programmes and projects by interpreting business requirements for major procurement and supply chain programmes to drive enhanced performance. Develops commercial strategies that will drive whole-of-life best value for money based activities, flexibility and adaptability into the organisation. Supports and contributes to managing the organisation's challenges including the governance surrounding 'stop-go' decisions. 	1.6 (P) 1.7 (P)	<ul style="list-style-type: none"> Project Delivery Training Framework Registered Project Professional (RPP) APM accredited course Programme and Project Sponsorship (PPS) APMG accredited course Management of Value (MoV) Axelos accredited course Management of Risk (MoR) Axelos accredited course Portfolio, Programme and Project Offices (P3O) Axelos accredited course Major Projects Leadership Academy Project Leadership Programme CIPS e-learning: Programme and Project Management CIPS e-learning: Supply Chain Diligence CIPS Advanced Practitioner Corporate Award Programme: Developing people in procurement and supply CIPS Advanced Practitioner Corporate Award Programme: Implementing Change CIPS Open Training: Increase the influence of Procurement
5	<ul style="list-style-type: none"> Develops and leads a culture of programme and project management that is agile, collaborative and collegiate, with collective responsibilities and accountabilities. Can deal with complex, unexpected and significant ambiguity including developing an approach of project partnering and strategic alliances across Scottish procurement organisations. 	1.8 (AP) 2.7 (AP) 2.8 (AP) 7.8 (AP)	<ul style="list-style-type: none"> Project Delivery Training Framework Major Projects Leadership Academy CIPS e-learning: Programme and Project Management CIPS e-learning: Leading and Influencing in Procurement and Supply CIPS Advanced Practitioner Corporate Award Programme: Developing people in procurement and supply CIPS Advanced Practitioner Corporate Award Programme: Implementing Change CIPS Open Training: Increase the influence of Procurement

Planning and Risk Management			
Early Engagement and role of the Intelligent Client (drives better outcomes)			
Risk Management [Back to List]			
Theme	Risk Management Is critical to ensuring that organisations and individuals have a full and clear understanding of the ability to deliver the desired outcome. In Scottish public procurement there is a requirement to ensure that risk is effectively identified, assessed, managed, mitigated and monitored in line with the associated risk framework.		
Why it matters	Risk management Is a critical role nationally across all public procurement organisations. Organisations must manage and mitigate risk in order to reduce exposure to organisations and key stakeholders. Failure to identify and properly manage risks accordingly can lead to significant legal, financial and/or reputational damage.		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> Assists in the monitoring of risks and works under supervision. Is aware of the risks associated with contracts for the supply of goods and services. 	1.2 (T) 11.1 (T) 11.2 (O)	<ul style="list-style-type: none"> CIPS Open Training: Introduction to public sector procurement Procurement Training Framework APM: Introduction to Risk Management Procurement Journey: Leadership and Governance
2	<ul style="list-style-type: none"> Analyses and explains to colleagues and other stakeholders the commercial implications and risks of different contracts and the approach taken. Able to review contracts to ensure that risk is managed appropriately, mitigated for and avoided. Sets in place standards to reducing risks for bribery and corruption, and breaches of standards and practices or failure to adhere to procurement policy. 	8.3 (O) 11.3 (O)	<ul style="list-style-type: none"> CIPS Open Training: Assessing, managing and mitigating risk Procurement Training Framework Scotland Excel Academy: CMI Level 5 Diploma in Leadership & Management Procurement Journey: Leadership and Governance
3	<ul style="list-style-type: none"> Develops and implements approaches to mitigating the impact of supply chain risk that could adversely affect the reputation of Scottish public procurement and its ability to deliver national, sector or local outcomes and objectives. Risks include financial, IT and other associated risks and requirements. Contributes to the development of risk pathways and supports the adoption of risk frameworks and use of standards that can mitigate risks in the supply chain. Able to develop and implement risk mitigation strategies that are consistent with the level of risk the organisation is willing to tolerate. 	5.5 (M) 6.5 (M) 7.5 (O) 8.4 (M) 11.4 (M)	<ul style="list-style-type: none"> CIPS e-learning: Risk Management and Supply Chain Vulnerability CIPS Open Training: Assessing, managing and mitigating risk Procurement Training Framework Scotland Excel Academy: CMI Level 6 Certificate in Leadership & Management Management of Risk (MoR) Axelos accredited course
4	<ul style="list-style-type: none"> Takes responsibility for continuous risk review and mitigation. Creates risk registers and other mechanisms for managing risk in programmes and projects. Recommends arrangements for the sharing of risk across the organisation's supply chains, as well as wider mitigation strategies. Evaluates potential opportunities arising from the mitigation of risk, and where possible seeks to maximise those opportunities including wider market development, cost reduction and supplier engagement. 	5.6 (P) 6.9 (P) 11.5 (P)	<ul style="list-style-type: none"> CIPS e-learning: CIPS Risk Management in the Supply Chain CIPS Open Training: Assessing, managing and mitigating risk Procurement Training Framework Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management Management of Risk (MoR) Axelos accredited course
5	<ul style="list-style-type: none"> Leads a continuous and robust review and detects emerging threats. Proactively develops mitigation strategies to de-risk and reduce vulnerability but also to protect the supply chain. Leverages opportunities and drives them through the business while considering, informing and addressing value chain risks and opportunities to ensure business continuity, sustainability and reputational stability. 	5.7 (AP) 6.10 (AP) 8.6 (AP) 8.7 (AP) 11.6 (AP)	<ul style="list-style-type: none"> Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management

Sustainability and Innovation			
Early Engagement and role of the Intelligent Client (drives better outcomes)			
Sustainable Procurement [Back to List]			
Theme	<p>Sustainable Procurement To ensure that public procurement contributes to the Governments purpose, which is to make Scotland a more successful country through increasing sustainable growth. As well as enabling organisations to comply with the Sustainable Procurement Duty and the Procurement Reform (Scotland) Act 2014.</p> <p>Economic Issues Public spend as a vehicle for economic development – skills, training and business growth, a diverse and competitive supply base (including SMEs, third sector and supported businesses).</p> <p>Social Issues Addressing fair work matters and community benefits through procurement and supply chain – promoting equality, employment, training and skills development, fair work and complying with national and international labour standards.</p> <p>Environmental Issues The impact of procurement activity on land, water, air – Greenhouse gases (energy consumption, embodied carbon, emissions); material security; and the related potential risks in the supply chain, such as rare earth metals, resource efficiency and move to zero waste, material scarcity, and biosecurity. Includes proportionate and appropriate application of Life Cycle Costing and demand management (including challenging need and consumption).</p> <p>Innovation Understanding and embedding approaches that enable innovative supply chains and the procurement of innovative solutions.</p>		
Why it matters	<p>Sustainable Procurement Contribute to Scotland’s Economic Strategy through public procurement. The strategy has four priorities: Investment, Inclusive Growth, Internationalisation and Innovation.</p> <p>Economic Issues Public sector spend on goods, services and works is expected to contribute to the Government’s purpose. Organisations are expected to ensure that spend is with suppliers and supply chains that meet high standards of business probity and ethics.</p> <p>Social issues Focus on reducing social inequality and mainstreaming and promoting equality and human rights both nationally and internationally.</p> <p>Environmental Issues Scotland has ambitious climate change targets and procurement policy and activity is expected to contribute to these and report on what they have done.</p> <p>Innovation Innovative solutions can improve the effectiveness and efficiency of public services; create opportunities to achieve sustainable economic growth; and create jobs, new products and services, strengthening the competitiveness of enterprises.</p>		
Level	Competencies	CIPS Global Standard References	Education and Training Programmes
1	<ul style="list-style-type: none"> Is aware of national and international priorities and obligations and acts in a way intended to comply with these. Understands the context for sustainable public procurement in Scotland. Aware of organisational priorities with respect to sustainable outcomes. 	1.1 (T) 1.2 (T) 2.1 (T) 2.2 (T) 11.1 (T) 11.2 (T)	<ul style="list-style-type: none"> CIPS e-learning: Ethical Procurement and Supply (Free to CIPS Members) Introduction to Sustainable Public Procurement in Scotland module Sustainable Procurement Training Framework Procurement Journey: Route 1
2	<ul style="list-style-type: none"> Actively contributes to organisational priorities with respect to sustainable outcomes. Ensures that any work on specification development and tender preparation include for the appropriate sustainable procurement requirements as indicated through policy, legislation and regulation. Engages stakeholders to drive sustainable procurement in the specification, key performance indicators and contract terms. Monitors performance and encourages dialogue with key stakeholders on how to improve standards and practices. Has knowledge of standards and evidence required for exclusions relating to sustainable procurement. For example, social, environmental and labour law. Supports organisational reporting obligations relating to sustainable procurement, equality and climate change. 	1.3 (O) 1.4 (O) 2.3 (O) 11.3 (O)	<ul style="list-style-type: none"> CIPS e-learning: Ethical Procurement and Supply (Free to CIPS Members) Sustainable Procurement Duty tools: Basic life cycle impact mapping Sustainable Procurement Training Framework Procurement Journey: Route 1 Procurement Journey: Route 2
3	<ul style="list-style-type: none"> Knows and understands priority sustainable procurement outcomes for organisation and projects. Works with and influences relevant stakeholders to use sustainable procurement tools, and challenges customers and suppliers to achieve sustainable outcomes through their budget spend and contract delivery. Embeds key performance indicators within specifications, tenders and contracts to ensure sustainable objectives are achieved. Identifies opportunities for new approaches for encouraging innovation and effective market developments. Keeps understanding of sustainable procurement current through on-going CPD for knowledge sharing with peers. Collects relevant data to meet organisational reporting obligations. 	1.5 (M) 2.4 (M) 11.4 (M)	<ul style="list-style-type: none"> CIPS e-learning: Ethical Procurement and Supply (Free to CIPS Members) CIPS Open Training: Sustainable and Ethical Procurement Sustainable Procurement Duty tools Prioritisation Tool webinar Sustainability Test webinar Sustainable Procurement Training Framework Procurement Journey: Route 2 Procurement Journey: Route 3

Sustainability and Innovation

Early Engagement and role of the Intelligent Client (drives better outcomes)

Sustainable Procurement - *continued* [[Back to List](#)]

Level	Competencies	CIPS Global Standard References	Education and Training Programmes
4	<ul style="list-style-type: none"> •Develops a culture of commitment to sustainable outcomes embedding these into all areas of procurement activity. •Collaborates with procurement colleagues nationally to maximise sustainable outcomes achieved, routinely sharing knowledge and learning to improve national capability. •Encourages those under their remit to seek ways of being innovative, economically effective and engaged in sustainability initiatives. •Deploys effective costing methods to ensure value for money remains a driver while ensuring sustainable procurement criteria are deployed across all relevant procurements. •Ensures frameworks promote sustainability initiatives including new technology and innovation to generate added value for all users. •Ensures appropriate sustainable procurement support and training is in place for relevant members of staff. •Collates and analyses reporting data produced in sphere of influence to inform organisational procurement strategy and annual reports. 	1.6 (P) 2.5 (P) 2.6 (P) 11.5 (P)	<ul style="list-style-type: none"> •CIPS e-learning: Ethical Procurement and Supply (Free to CIPS Members) •CIPS Open Training: Sustainable and Ethical Procurement •Sustainable Procurement Duty tools: Prioritisation methodology and other national tools. •Prioritisation Tool webinar •Sustainability Test webinar •Sustainable Procurement Training Framework •Procurement Journey: Route 3
5	<ul style="list-style-type: none"> •Champions sustainable procurement achievements across both public and private sectors. •Leads contribution to national and international forums, associations or workgroups set up to share exceptional working practice in sustainable procurement. •Ensures procurement strategies and programmes are designed to maximise contribution to national purpose and outcomes. •Promotes a culture of taking personal responsibility for delivering sustainable procurement outcomes. •Recognises and promotes the interdependency between sustainable procurement and its contribution to delivering public value. •Leads engagement with stakeholders to continually improve sustainable innovation capability. 	1.7 (AP) 2.7 (AP) 2.8 (AP) 10.5 (AP) 11.6 (AP)	<ul style="list-style-type: none"> •CIPS e-learning: Ethical Procurement and Supply (Free to CIPS Members) •CIPS Open Training: Sustainable and Ethical Procurement •Sustainable Procurement Training Framework