This is the Scottish Procurement Competency Framework prior to October 2025.
For the latest version please go to National Procurement Competency Framework.

Contact CommercialCapability@gov.scot for legacy requests regarding older job role templates and scorecards.

Legacy

Scottish Government
Riaghaltas na h-Alba

TABLE OF COMPETENCIES FOR SCOTLAND'S NATIONAL PROCUREMENT COMPETENCY FRAMEWORK.

For supporting materials such as the online tool and learning curriculum visit procurement competency framework at gov.scot

InfrastructureFoundations (Why)		• Corporate Strategy • Procurement Strategy and Policy • Legislation • Governance and Compliance • Procurement Tools and Systems • Standards and Conduct
Process (How)	**PLANNING - Pre-market Engagement**	• Commodity, Supplier and Supply Chain Profiling • Spend Analysis • Market and Supply Chain Analysis • Specification Development • Building Tender Documents
	IMPLEMENTATION - Tender	• Contract Law and Terms and Conditions • EU and Regulated Tender Process • Tender Evaluation • Award and Debrief • Negotiation • Alternative Routes to Market
	DELIVERY - Post contract	• Contract Management • Supplier Management • Supply Chain Management • Inventory Management • Distribution, Fleet and Logistics
Performance (What)		• Performance Management and Measurement • Continuous Improvement
People (Who)		• Self-development • Managing High Performance Teams • Leading and Influencing • Stakeholder Relationships • Communications
Early Engagementand Role of the Intelligent Client (Drives better Outcomes)	**Commercial and Financial Awareness**	• Commercial Competence and Business Acumen • Commercial Models • Business Case Development • Financial Management and Modelling • Budgets
	Planning and Risk Management	• Project and Programme Management • Risk Management
	Sustainability and Innovation	• Sustainable Procurement

Infrastructure Foundations (Why)		
Competencies through planning, implementation and delivery		
Corporate Strategy [Back to List]		
Theme	**Corporate Strategy** Contributing to the development and implementation of corporate strategies that guide an organisation's procurement functions in meeting government, sector and/or organisational objectives and outcomes. A corporate strategy needs include measures to ensure maximum added value through engaging stakeholders in the process, evaluating internal and external opportunities and consider challenges to achieving public value and commercially competitive outcomes.	
Why it matters	**Corporate Strategy** An effective corporate strategy ensures that an organisation's procurement function contributes to the furtherance of national objectives for public value in Scotland. Knowing how a procurement professional's role or project relates to a corporate strategy can assist with effective planning, prioritisation and increase motivation.	
Level	**Competencies**	**CIPS Global Standard References**
1	Foundation / Awareness. • Is aware of the political and policy context at national and local levels and the role procurement plays in enabling or delivering policy outcomes. • Participate in feedback to support the corporate strategy when required.	1.1 (T) 2.1 (T)
2	Developing / Working Knowledge. • Aware of the political and policy context at national and local level and able to influence the corporate strategy's strategic procurement and supply elements. • Able to identify circumstances affecting risk and value and adopt approaches and a commercial focus to meet the organisation's objectives.	2.1 (T) 2.2 (T) 2.3 (O)
3	Practitioner. • Provides commercial or market analysis and insight to underpin and support the corporate strategy and wider policy development processes. • Able to analyse work into process steps or work schedules linked to the corporate strategy and, where appropriate, assigning tasks to other team members. • Able to promote procurement as an enabler of delivering the corporate strategy and outcomes for Scotland.	2.3 (O) 2.4 (T)
4	Expert. • Contribute to the development of corporate strategies through commercial, market and commodity expertise, and added value supply chain management. • Advise colleagues and other stakeholders on the impact on the corporate strategy of market or environmental change issues affecting the supply chain and risk mitigation opportunities, able to filter the information into th e corporate strategy or policy development process. • Effectively champion and promote the role of procurement delivering policies and outcomes for Scotland.	1.7 (P) 2.5 (P) 2.6 (P)
5	Master / Leader. • Applies forecasting of future trends as part of strategic decision making to contribute to the creation of corporate strategy. • Championing, enabling and promoting the role of procurement as a strategic enabler of corporate strategy, policy and National Outcomes.	1.7 (P) 1.8 (AP) 2.5 (P) 2.6 (P) 2.7 (AP)

Infrastructure Foundations (Why)		
Competencies through planning, implementation and delivery		
Procurement Strategy and Policy [Back to List]		
Theme	**Procurement Strategy and Policy** Professionals in procurement and supply interpret and implement corporate strategy at a national, organisational and function al level. They consider policy requirements and contribute to the development and effective implementation in d elivering on wider priorities.	
Why it matters	**Procurement Strategy and Policy** Procurement and supply strategy is a corporate enabler and relevant to all organisations. Legislation and national and local policy sets out the fundamental rules, behaviours and standards applicable to the procurement function. Understanding and knowing how to effectively and innovatively implement policy in practice is a crucial skill for procurement professionals to remain compliant with policy and to ensure delivery of the best public and commercial value nationally. The application of the procurement strategy and policy is critical to the su ccessful achievement of a public body's broader policies and objectives.	
Level	**Competencies**	**CIPS Global Standard References**
1	Foundation / Awareness. ●Develop understanding of the organisational procurement strategy and policies, with support and guidance from colleagues.	1.1 (T) 2.1 (T)
2	Developing / Working Knowledge. ●Applies a good and developing knowledge of wider government, sector and organisational procurement strategies and policies to all activities.	2.1 (T) 2.2 (T) 2.3 (O)
3	Practitioner. ●Able to apply an excellent understanding of wider government, sector and organisational procurement strategies and policies. ●Is able to influence government procurement policy and challenge it by anticipating future consequences of policies, offering alternative solutions with objective and justifiable approaches.	2.3 (O) 2.4 (M)
4	Expert. ●Engages key stakeholders to gain an understanding of the role of procurement in the delivery of national or organisational objectives and outcomes. ●Can apply expertise in providing input to, and influences, departmental and organisational cultures, Procurement Strategy and policy development cycles. ●Develops resource plans including staff, systems, and infrastructure to achieve effective and desired outcomes. ●Develops and implements commercial strategies for projects.	1.7 (P) 2.5 (P) 2.6 (P)
5	Master / Leader. ●Capable of setting the vision and strategy, from a commercial perspective, for the function, focused on outcomes such as adding value at national or organisational level using a culture of delivery, continuous improvement, efficiency and value for money. ●Has a deep understanding of the whole commercial life cycle, innovations, and new commercial models, to maximise the commercial benefits for Scotland. ● 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)

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 Seco ndary legislation. In addition, Climate Change and Equality legislation place duties on public procurement.	
Why it matters	**Legislation** Legislation governs how Scottish public bodies buy their goods, services or works. Public bodies are required to publis h a procurement strategy, or to review an existing one, to set out how they plan to carry out their regulated procurements for a set period. A procurement strategy allows a contracting authority to set out how it will ensure that its procurement activity d elivers value for money and contributes to the achievement of the public body's broader policies and objectives. It exists to underpin good, fair and ethical practice. Bein g 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.	
Level	**Competencies**	**CIPS Global Standard References**
1	Foundation / Awareness. ● Has an awareness of procurement-related legislation and its practical application.	N/A
2	Developing / Working Knowledge. ● Has a working knowledge of the applications of contract law and procurement-related legislation and their implications for 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)
3	Practitioner. ● Has expert working knowledge and can interpret procurement activity and contract law to ensure that the relevant and applicable legislation is being adhered to and considered. ● Can identify key risks and offer mitigation approaches and remedies, managing and applying contract dispute resolutions in line with Scottish Procurement scope, standards and practices. . ● Can draft reviews and sign-off contracts, working with specialist legal advisors and is able to negotiate non-standard terms.	5.4 (M)
4	Expert. ● Able to actively participate on review boards and interest groups to address, review and influence forthcoming legislation requirements. ● Secure the required legal advice, support and knowledge about the impact of the legislation on procurement and supply chain compliance. ● Creates linkages to wider risk assessments relating to legislation, identifies and directs mitigation activity for cross-cutting risks.	2.5 (P) 2.6 (P) 5.5 (M) 5.6 (P)
5	Master / Leader. ● Uses expert knowledge of legislative frameworks to interpret legislation and assess the impact upon the procurement and supply chain activities. ● Considers the implications of legislation to shape future requirements, policy, governance and compliance and applies this to the effective communication and management for implementation. ● Provides leadership and direction on cross-cutting and/or escalated issues and risks.	2.7 (AP) 5.6 (P) 5.7 (AP)

Infrastructure Foundations (Why)		
Competencies through planning, implementation and delivery		
Governance and Compliance [Back to List]		
Theme	**Governance and Compliance** Governance and compliance of public procurement in Scotland shapes, controls and audits the application of policies, processe s, tools and behaviour to business and project activities at organisation, project and programme team levels.	
Why it matters	**Governance and Compliance** Governance and compliance provides the basis for operating procedures for the business/project on a day-to-day basis. It shapes, controls and audits the application of policies, processes, tools and behaviour to business and project activities. It is applied at organisation, project and programme team levels.	
Level	**Competencies**	**CIPS Global Standard References**
1	Foundation / Awareness. ● Complies with ethical standards, codes of conduct, policies and procedures. ● Monitors compliance with standards, when required.	1.1 (T) 1.2 (T) 11.1 (T)
2	Developing / Working Knowledge. ● Understands the impact, on the organisation, of compliance with policy. ● Takes responsibility for ensuring they adhere to compliance requirements.	1.2 (T) 7.4 (O) 11.1 (T) 11.2 (O)
3	Practitioner. ● 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)
4	Expert. ● Leads compliance analysis review to: assess opportunities and risks associated with the standards on current procurement, supply chain practices, processes and system configurations. ● Considers issues such as integrity, anti-corruption, ethics, third party due diligence, trade compliance and administration.	1.6 (P) 2.6 (P) 11.4 (M) 11.5 (P)
5	Master / Leader. ● Leads development of a governance and compliance approach in the procurement function to shape programmes, projects and functional activity through the culture of procurement and supply chain practice within the organisation. ● Ensures that the procurement function's approach aligns with wider organisational governance and compliance requirements.	1.7 (AP) 2.6 (P) 11.6 (AP)

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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 technology, systems and processes to control, measure, monito r 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 operati on.	
Level	**Competencies**	**CIPS Global Standard References**
1	Foundation / Awareness. ● Has an awareness of how the role of technology supports effective procurement and eCommerce strategies. ● Able to identify and input data to fully update systems, to assist demand management of the function. ● Can make use of systems for data analysis, as guided by senior managers.	3.1 (T)
2	Developing / Working Knowledge. ● Understands eCommerce strategy and able to use technology to support effective procurements. ● Can operate and promote the use of systems Purchase to Pay activities, including e-invoicing. ● Able to provide guidance to stakeholders and promotes the use of e-sourcing and e-tendering software.	3.1 (T) 3.2 (T)
3	Practitioner. ● Understands and can use technology solutions and procurement systems, whilst actively encourages other staff to use systems effectively, including delivering staff training on systems development and implementation. ● Can investigate and analyse the use and performance of systems and makes recommendations for improvements.	3.3 (O)
4	Expert. ● Capable of participating and/or leading 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, identify gaps in capability and understand future technology/digital visions and roadmaps. ● Can contribute and/or lead on the development of the specifications for selected procurement tools and E-Systems, implementation plans and their roll-out.	3.4 (M)
5	Master / Leader. ● Can enable a 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 taxpayers' 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 st andards and codes of conduct.	
Level	**Competencies**	**CIPS Global Standard References**
1	Foundation / Awareness. ● Is aware of, and adheres to, the organisational standards, conduct and values relevant to the level of responsibility, knows when to declare "conflicts of interest" and how to report any discrepancy.	11.1 (T)
2	Developing / Working Knowledge. ● Understands the impact of non-compliance on organisational behaviours, standards and values, and exemplifies compliance in their day-to-day conduct, promoting it in all tasks. ● Can apply personal code of conduct compatible with the CIPS ethical code (if not CIPS member), for example the Civil Service Code.	11.3 (O)
3	Practitioner. ● Has a strong working knowledge of organisational standards and business conduct and takes personal and, where appropriate, team responsibility for ensuring adherence. ● Able to maintain internal reports and guidance documents on standards and business conduct, updating these regularly to ensure compliance.	2.5 (M) 11.4 (M)
4	Expert. ● Applies standards of business conduct and leads on the identification of key issues and breaches across the function. ● Able to lead 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)
5	Master / Leader. ● Capable of managing the development of business conduct standards, specifically on procurement, ensuring the application and organisational alignment with these standards. ● Able to assess and manage the impact of the standards on the business and the wider public sector, reducing the risk to Scottish public bodies. ● Can ensure that all staff take personal responsibility for adhering to those standards in their role and tasks.	6.10 (AP) 11.6 (AP)

Process (How)		
Planning – pre-market engagement		
Commodity, Supplier and Supply Chain Profiling [Back to List]		
Theme	**Commodity, Supplier and Supply Chain Profiling** To inform strategy development, options appraisal and assist in prioritising spend, through understanding and analysing the current characteristics and future potential value to be derived from markets. Profiling will allow the organisation to understand av ailable commodities, prices, availability, design constructs, technology roadmaps and overall market and supply chain capability.	
Why it matters	**Commodity, Supplier and Supply Chain Profiling** Is a critical aspect of procurement and supply chain management, enabling an organisation to establish a full understanding of the potential value to be derived from commodities and/or markets to support decision making on commodities, consolidation of commodity spe nd, availability of commodities and associated market risks involved in their acquisition.	
Level	**Competencies**	**CIPS Global Standard References**
1	Foundation / Awareness. ●Able to undertake commodity profiling, using guidance and templates based on the appropriate route of the Procurement Journey and other activities to support commodity management.	3.1 (T)
2	Developing / Working Knowledge. ●Able to apply an understanding of the specific nature of commodity features, supply chain profiling and market research to identify high – level opportunities, support commodity strategies and offer solutions to commodity specific market challenges. ●Can consider community benefits, SMEs, social responsibility, sustainability impacts and the need to include a question on fair work practices as part of a competition.	2.2 (T) 2.3 (O)
3	Practitioner. ●Able to apply experience to identifying different approaches to the market and lead the management of specific commodities/services and estatework. ●Able to apply significant experience of supply chain profiling, to understanding industry cost models and pricing structures and recommending approaches for optimal success. ●Can apply demand management, including if there is a requirement that needs to be met and possible alternatives that will reducedemand.	6.7 (M) 6.8 (M)
4	Expert. ●Fully knowledgeable, with technical and commercial experience on a range of commodities/services and estate work. ●Can apply awareness of industry cost models, funding structures and corporate development, using information pro-actively to develop robust strategies, targeted to exploit market conditions. ●Able to apply market expertise to ensuring volatilities of commodities and currencies in the supply chain are understood and mitigatedappropriately. ●Is able to escalate key issues arising to senior management in a professional and compelling way, in o rder to gain best response.	4.7 (P) 4.8 (P) 6.9 (P)
5	Master / Leader. ● Capable of leading on and being accountable for, the development of very complex cross-cutting commercial activity, including identification of commodity strategies, seeking opportunities for value for money nationally, by creating, developing and managingmarkets. ●Able to leverage opportunities for consolidated spend on a local and national level, ensuring risks are identified and mitigated in theprocess. ● Can manage escalation of issues, challenges and significant risks associated with commodity strategies.	2.7 (AP) 5.6 (AP)

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, competitiv eness 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 mana gement or other targeted procurement-related initiatives.	
Level	**Competencies**	**CIPS Global Standard References**
1	Foundation / Awareness. ●Able to demonstrate an understanding of the differences between direct and indirect spend, cost and price as well as whole life costs and value for moneyoutcomes. ●Can contribute to data collection and analysis to support the development of spend analysis trends, assisting with reporting on spend, cost savings and contributions.	4.1 (T) 8.1 (T)
2	Developing / Working Knowledge. ●Can collate data and estimate the breakdown of organisation costs represented by goods and services or constructional works. ●Able to monitor pricing arrangements in commercial agreements to ensure effective price and cost management and estimate costs and prices of procurement to complete the financial budgets of internal stakeholders. ●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)
3	Practitioner. ●Able to develop hierarchies of categories of spend for both direct and indirect expenditures and evaluates historical and forecast data and trends of spend to inform future category plans. ●Can determine supply and demand requirements using costs analysis and market factors. ● Can analyse and benchmark spend, to understand excess costs and cost competitiveness and identify 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)
4	Expert. ● Capable of identifying and developing good practice approaches and policy, engaging with colleagues and others to commit to achieving cost and price contributions. ●Able to analyse spend throughout the tiers of supply chain; understand costs, cost competitiveness, quality, reliability, product and service differentiation and time to market. ●Able to make decisions on spend, based on ensuring appropriate flow through of goods and services. ●Can reduce costs, while maintaining value for money and strong service delivery, encouraging collaboration between all players in the supply chain to explore spend and opportunities for cost savings. ●Is able to achieve competitive solutions and 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)
5	Master / Leader. ●Capable of leading on and promoting good practice policies across the organisation, to work collaboratively on driving change in approaches to cost savings. ●Can ensure that there is a strategic application of a range of complex spend methodologies using contemporary techniques, to achieve improved spending, value for money and return on investment nationally.	2.7 (AP) 2.8 (AP) 5.6 (AP) 7.8 (AP)

Process (How)		
Planning – pre-market engagement		
Market and Supply Chain Analysis [Back to List]		
Theme	**Market and Supply Chain Analysis** Gives 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 mon ey for stakeholders. An in-depth understanding of them, through analysis, is critical to determining the procurement strat egy and the way in which to achieve best value. It is the role of procurement professionals to continuously explore, research, assess and future proof opportunities t o achieve competitive value for taxpayers' money.	
Level	**Competencies**	**CIPS Global Standard References**
1	Foundation / Awareness. ● Can support research and analysis on the different market and supply chain characteristics for assigned procurement task, including the changing demand and supply factors that influence 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)
2	Developing / Working Knowledge. ● Able to research and analyse trends and competitive forces in the market place, using appropriate models and frameworks to inform commodity and supply chain strategies and recommendations. ● Can collate sources of information to estimate the breakdown of cost between direct and indirect costs for purchased goods and services, using the information to prepare budgets or negotiate prices. ● Is fully aware of legislative requirements and good commercial practice when engaging early with the market, considering and assessing market and demand factors in line with sustainability objectives.	4.2 (T) 4.4 (O) 7.2 (O) 7.3 (O)
3	Practitioner. ● Can monitor globalisation, compliance, ethical practices and standards that affect supply chains and able to identify opportunities, enable innovation and mitigate risks in internal, local and global supply chains. ● Can monitor the impact of mergers and acquisitions in the supply chain and the potential for disruption of provision of goods and services, mitigating risk or identifying and exploiting opportunities arising from the changes. ● Able to understand and provide 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)
4	Expert. ● Is fully knowledgeable about a range of complex markets and supply chain aspects and able to identify and proactively manage factors affecting the organisation, price, availability and overall demand. ● Capable of influencing innovation, design, supply chain development and cost/value awareness thro ugh early customer/client engagement in strategy and specification development.	3.4 (P) 4.6 (P) 4.7 (P)
5	Master / Leader. ● Able to create a culture within the organisation that encourages and enables product, service and supply chain innovation. ● Can champion strategies to increase the supply chain's value contribution to improved outcomes. ● Can set 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)

Process (How)		
Planning – pre-market engagement		
Specification Development [Back to List]		
Theme	**Specification Development** Specification Development occurs at the start of a procurement process, to develop the ultimate aims, objectives and outcomes of the procurement. It will determine how the process is managed up to delivery and then influences the on-going contract, asset or service management and development.	
Why it matters	**Specification Development** Successful Specification Development depends on understanding the outcomes sought by the customer. Early market engagement is critical to understanding current and evolving market capability regarding products, services and any future technology advances, to find flexible or innovative solutions. Failure to develop the correct specification can cause significant risks and have a negative impact on delivery outcomes.	
Level	**Competencies**	**CIPS Global Standard References**
1	Foundation / Awareness. ● Can work with predetermined specifications formed by others. ● Able to develop and or advise on basic specifications, to ensure clear and objective statements.	1.1 (T) 3.1 (T)
2	Developing / Working Knowledge. ● Able to undertake or validate market research, to provide information and analysis to support intelligent clients and develop, or clarify, specifications for lower risk and/or value procurements. ● Able to use early engagement and best practice in line with government policies, compliance and EU regulations.	2.2 (T) 2.3 (O)
3	Practitioner. ● Able to develop and influence higher value, or more complex specifications, at category or portfolio level, to ensure they support current, evolving and future business needs. ● Able to engage with similar organisations and/or private sector contracting authorities to develop and advise on specifications. ● Can work with intelligent clients to understand requirements, while wor king with suppliers to understand capability, capacity and suitability to supply. ● Capable of developing appropriate working arrangements for early market engagement and supplier development.	2.4 (M)
4	Expert. ● Able to apply expert market knowledge in categories and portfolios, to influence the supply market and lead on and establish good practice in the development of more complex specifications, driving innovation, while ensuring specifications align to national policies, governance and EU regulations. ● Capable of advising, assisting or supporting the development of major, complex infrastructure or capital-related specifications. ● Can ensure the appropriate risk requirements are understood and managed.	2.5 (P) 2.6 (P)
5	Master / Leader. ● Capable of advising and/or leading development of major, complex infrastructure or capital-related specifications. ● Can work cross-functionally and across specialist boundaries to create innovative, future-proofed life cycle specifications. ● Able to drive and establish specification practice in line with national policy, compliance and regulation.	2.7 (AP) 2.8 (AP) 5.6 (AP) 7.8 (AP)

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 t o successful procurements.	
Level	**Competencies**	**CIPS Global Standard References**
1	Foundation / Awareness. ●Able to support the preparation of tender documents, using guidance and templates based on the appropriate route of the Procurement Journey, in a timely way.	5.1 (T)
2	Developing / Working Knowledge. ●Has good working knowledge in building tender documents and is able to check that the details are compliant. ●Has an understanding of 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)
3	Practitioner. ●Able to define 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 affect the tender process and tender documentation.	5.3 (M) 6.4 (M)
4	Expert. ●Can provide guidance and advice on the entire tender process, evaluate the best approach for sourcing and tender arrangements for complex, high-value, high-risk procurements. ●Can ensure 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)
5	Master / Leader. ●Able to define best practice in building tender documentation, ensuring that the organisation is compliant, transparent and correct. ●Can understand and endorse strategies and or key documents according to local governance practices. ●Can demonstrate expertise on specific categories, resulting in market leading/innovative solutions.	5.7 (AP)

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
1	Foundation / Awareness. ● Can contribute and support the preparation of contract terms and conditions and key performance indicators.	5.1 (T)
2	Developing / Working Knowledge. ● Able to contribute to the completion of contract documentation used in commercial agreements and validate that contracts for the supply of goods and services comply with policy, legislation and regulations. ● Can review processes and procedures for creating contracts, to ensure compliance with legal requirements and advise on potential changes required with clear and justified recommendations.	5.1 (T) 5.2 (T)
3	Practitioner. ● Can interpret and advise on key legislation / regulations and commercial implications relating to the formation of contracts, addressing key aspects such as 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. ● Able to identify and mitigate potential risks and recommend courses of action to resolve disputes, contract variations, claims or compensation events.	5.4 (M) 6.4 (M) 6.5 (M) 7.5 (M)
4	Expert. ● Able to evaluate and recommend contracting options, contract forms, appropriate pricing arrangements and wider contract terms for major programmes and projects. ● Able to interpret core clauses included in contract forms and make the required revisions to optional clauses and schedules. ● Can ensure an appropriate performance management framework is in place to support performance of contractual requirements.	5.6 (P) 6.9 (P)
5	Master / Leader. ● Can lead on organisational approach to contracting development and practice, aligned with g overnment policy and enabling sustainable value for money solutions. ● Able to review and engage in complex, high-risk and high-value contracts, directing activities where escalation or contract failure arises.	5.6 (AP) 5.7 (AP) 6.10 (AP)

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 legal challenges and 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**
1	Foundation / Awareness. ● Capable of supporting the tendering process, by gathering market information and analysis as guided by colleagues. ● Able to assist in lower level sourcing activities.	5.1 (T)
2	Developing / Working Knowledge. ● Appreciates the impact that EU procurement legislation has on the procurement processes of public bodies. ● Able to contribute to tender processes and take responsibility for Requests For Quotations or Requests For Information for lower risk products/services.	5.1 (T) 5.2 (T)
3	Practitioner. ● Has a thorough knowledge of EU legislation and its applications. ● Can take responsibility for complex commodity tender processes and, where applicable, estates works, ensuring full compliance to standards and practices for tendering. ● Able to advocate fully the use of e-tendering systems for the implementation of tender arrangements.	5.3 (M)
4	Expert. ● Able to guide colleagues on EU regulations, including more complex routes to market, for example, Competitive Dialogue, Innovation Partnerships, and apply this knowledge to high-value, high-risk procurements. ● Can ensure that strategies, policies and procedures implement the relevant EU and other associated legislative and regulatory requirements to deliver strong commercial procurement outcomes.	5.6 (P) 6.10 (AP)
5	Master / Leader. ● Capable of interpreting, developing, influencing and embedding best practice tendering across the organisation. ● Can take on ultimate accountability for managing challenges or breaches and the associated risks.	5.7 (AP) 6.10 (AP)

Process (How)		
Implementation – tender		

Tender Evaluation [Back to List]

Theme	**Tender Evaluation** The tender evaluation process should be open and transparent, and evaluate the bid against clearly defined criteria, underpinned by competent evaluators.
Why it matters	**Tender Evaluation** Requires a clear, transparent and structured process that can stand up to scrutiny and challenge by stakeholders and supplier s if the process, 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
1	Foundation / Awareness. ● Able to contribute, under guidance, to the assessment of low value and smaller tenders. ● Understands the differences between selection and award criteria and correctly applies these to deliver value for money.	6.1 (T) 6.1 (T) 6.2 (T) 7.2 (T)
2	Developing / Working Knowledge. ● Can evaluate potential suppliers' pre-qualification or pre-contract assessments using objective criteria, scoring/weighting and make recommendations to support decision. ● Able to identify 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)
3	Practitioner. ● Able to evaluate submitted tenders on the basis of objective criteria, agreed weighting and scoring process, making sure scoring is defined by weighting criteria to ensure transparent decision making, thereby avoiding challenge in the de-brief process. ● Can undertake ratio analysis, understanding liquidity, gearing, investment and profitability requirements, where appropriate and within limits. ● Able to select and recommend the best supplier, with clear and justifiable rationale to support any award an d debrief.	5.3 (O) 6.6 (O) 6.7 (M)
4	Expert. ● 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. ● Can analyse 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 suppl ies. ● Ensures full risk assessments and mitigation is undertaken on the tender evaluation process and after award, to avoid challenge and public disrepute because of the process. ● Able to feed lessons learned from the contract and supplier management process into the selection and/or award criteria development. ● Can lead the development of a robust, transparent and structured process for tender evaluation, which reflects governance and compliance requirements.	5.6 (M) 6.7 (M) 6.8 (M)
5	Master / Leader. ● Can take responsibility for the tender process and challenges arising.	5.7 (AP) 6.10 (AP)

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. 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**
1	Foundation / Awareness. ● Able to support the administration of award and de-brief requirements for either electronic or verbal feedback.	6.1 (T) 6.2 (T)
2	Developing / Working Knowledge. ● Can take responsibility for ensuring that the decision made, on low value bids, will not create unnecessary challenge and prepares the supporting documentation for award and de-brief, ensuring that all compliance requirements are met. ● Able to identify risks and propose mitigation measures.	5.1 (T) 5.2 (T) 6.2 (T) 6.4 (O) 6.5 (O) 7.2 (O) 7.3 (O)
3	Practitioner. ● Can lead on the final assessment of suppliers and the associated de-brief arrangements for commodities, services or works. ● Able to ensure that the award and de-brief is factual, precise and transparent, in line with the agreed criteria and managed to reduce the risk of challenge.	5.3 (O) 6.6 (O) 6.7 (M)
4	Expert. ● Can ensure consideration, prior to de-brief, of the complexity of the respective bundles, dependencies of award and interrelationships of bids to other suppliers. ● Can lead on and has sign-off of good practice and compliance in the final assessment of suppliers of complex projects and programmes and ensure the associated de-brief arrangement is factual, precise and transparent, in line with the agreed criteria and managed to reduce the risk of challenge.	5.6 (M) 6.7 (M) 6.8 (M)
5	Master / Leader. ● Can provide high-level guidance and support on award and debrief where required, while ensuring that a process is in place to meet EU requirements concerning contract award and de-brief, a platform for supplier feedback and procedures are in place for managing external challenges to the output to tenders. ● Able to resolve escalated issues.	5.7 (AP) 6.10 (AP)

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**
1	Foundation / Awareness. ● Able to undertake, under specific guidance, the analysis of data and information to support negotiation planning. ● Can influence 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)
2	Developing / Working Knowledge. ● Understands and applies the principles of negotiation, analysing and preparing data for negotiations. ● Under guidance, can participate in negotiation meetings and have experience of guiding negotiations for smaller projects and lower value contracts.	6.6 (O)
3	Practitioner. ● Able to develop plans and tactics for negotiation based upon the commercial and non-commercial drivers and objectives, 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.	6.6 (O) 6.7 (M)
4	Expert. ● Demonstrates extensive knowledge and experience of when and how to engage in complex negotiations across multiple projects and programmes. ● Leads on complex and strategically important negotiations, setting objectives and establishing tactical approaches for the negotiation. ● Is an excellent communicator, well prepared, considering during planning the broad commercial and non-commercial factors, providing advice and direction to the procurement team and others within the organisations.	6.7 (M) 6.8 (P) 10.4 (P)
5	Master / Leader. ● Able to direct and where appropriate, participate 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)

Legacy

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, innovat ion 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**
1	Foundation / Awareness. ● Can undertake research and analysis to support teams as they identify the best routes to market.	6.1 (T)
2	Developing / Working Knowledge. ● Able to lead on research and analysis, to support decision-making on the best route to market for specific procurements and assist in completing relevant documentation.	6.4 (O)
3	Practitioner. ● Able to support elements of alternative routes to market in line with agreed project plans, activities and timelines, on an exception rather than the rule basis. ● Can provide data, support, supply base and supply chain analysis to assess the markets in advance of talking to suppliers.	6.6 (M)
4	Expert. ● Can lead, under delegated authority, on specialist routes to market procurements for large -scale projects, including establishing baselines, key stakeholder engagement strategies and applying the correct OJEU process to commence the procurement. ● Can apply EU regulations and ensure that the approach taken is open, transparent and fair. ● Able to ensure, in competitive dialogues, planned timelines manage the cost, time and closure, to ensure it is not prohibitive or expensive for key participants.	6.8 (M) 6.9 (P)
5	Master / Leader. ● Can shape 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. ● Able to develop 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)

Process (How)		
Delivery – post contract		
Contract Management [Back to List]		
Theme	**Contract Management** Ensures that 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 t imelines.	
Why it matters	**Contract Management** Is important in ensuring that what has been specified 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 pro cess for breach or failure to deliver on the contract. It is used 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**
1	Foundation / Awareness. ●Able to gather data for monitoring contract performance and 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)
2	Developing / Working Knowledge. ●Able to work closely with customers and suppliers to manage and monitor low-value and low-risk contracts, including on-going risk assessments and recommending mitigation strategies. ●Capable of applying key performance indicators required to achieve desired objectives.	7.2 (T) 7.4 (T) 7.5 (O) 8.1 (T) 8.2 (T)
3	Practitioner. ●Able to implement contract management and associated techniques for commodities, services or works procurements on a project-by-projectbasis. ●Capable of applying key performance indicators required to achieve the desired contract objectives. ●Able to provide contract management advice and guidance to key internal stakeholders, and train colleagues on contract managementstrategies.	8.3 (O) 8.4 (M) 8.5 (M)
4	Expert. ●Can develop contract management strategies, techniques and briefs, reports and manages the wider function approach on contract management. ●Capable of monitoring the successful deployment of contract management strategies a cross the function and taking personal responsibility for high-value, high-risk, contracts in complex projects and programmes.	5.5 (P) 5.6 (P) 5.7 (AP)
5	Master / Leader. ● Able to lead and champion continuous improvement programmes to enable innovation, optimise life cycle costs and value and deliver longer-term sustainable outcomes and commitments. ●Can provide leadership, mentorship or advice on high-visibility, high-risk, contract and supplier management escalated issues.	5.6 (P) 5.7 (AP) 6.10 (AP)

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 en sure greater public value and value for the supplier.	
Why it matters	**Supplier Management** Presents opportunities to better understand and optimise a supplier's capability and capacity. It also provides an opportunit y to 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**
1	Foundation / Awareness. ● Can analyse supplier activities, reporting on quality, frequency and defect rates to support supplier monitoring and good practice in sourcing activities. ● Able to support market research, to identify opportunities for benefit or continuous improvement.	7.1 (T) 7.2 (T)
2	Developing / Working Knowledge. ● Can forecast and plan demand to ensure the continued supply of goods and services ● Able to lead market research, undertake regular supplier engagement and management to identify issues, understand development, added value or improvement opportunities and allocate clear responsibilities for action. ● Can collate, record and use stakeholder feedback to inform regular supplier review meetings, circulating output to internal stakeholders and the supplier.	1.3 (O) 1.4 (O) 7.2 (T) 7.4 (T) 7.5 (O)
3	Practitioner. ● Able to develop opportunities for added value, innovation or improvement, using key strategic relationships with suppliers to understand, explore and analyse market/technology/service road maps and identify current thinking. ● Able to advise suppliers on identifying opportunities for added social, economic or environmental value, to drive value for money for taxpayers. ● Can monitor supplier performance to help identify trends and holistic improvement opportunities, create and implement improvement plans where appropriate.	1.5 (M) 7.5 (M) 7.6 (M)
4	Expert. ● Able to build and maintain appropriate relationships to help in the delivery of contracts, adopting interventionist and influencing styles to achieve acceptance of plans. ● Capable of taking a long-term view of supplier relationships for the sustainability and deliverability of projects and programmes, where appropriate seeking excellent suppliers to build a competitive product/supply chain advantage. ● Can work across functional and organisational boundaries, proactively exploring and exploiting oppor tunities for added commercial, social, economic or environmental value.	1.6 (M) 1.7 (P) 7.6 (M) 7.7 (P)
5	Master / Leader. ● Able to develop and build productive, high-level, relationships, advise 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. ● Can facilitate 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)

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 mor e 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**
1	Foundation / Awareness. ●Supports on tasks relating to supply chain management.	1.2 (T)
2	Developing / Working Knowledge. ●Able to distinguish how different types of markets supply an organisation and use market analysis to support their development and the associated supply chains. ●Able to advise stakeholders on the appropriate guidance when dealing with supply chains and 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, while managing cost and value for money.	1.3 (O) 1.4 (O) 2.2 (O) 2.3 (O)
3	Practitioner. ●Manages supply chains for own commodity responsibilities, is able to advise stakeholders, can identify and provide opportunities for innovation and supply effectiveness to provide the best value procurement of goods and services. ●Can achieve best value for money, through an understanding of the multi-tiered nature of supply chains, where costs and risks can arise, managing and mitigating risks and resolving conflicts between the organisation and its supply chain. ●Deploys appropriate policies and processes across the supply chain to ensure that standards, practices and codes apply, including labour and ethical codes of practice.	1.5 (M) 4.5 (M) 8.5 (M) 8.6 (M)
4	Expert. ●Decides, at the strategic level, the use of suppliers in the supply chain for complex projects and programmes. ●Can apply active involvement and engagement to supply chain development, to ensure that supply chains optimise costs, performance and supply and demand requirements, to meet national requirements, while providing the appropriate service level accountability. ●Able to assure strong interrelationships, using risk registers and other mechanisms for the management of multi-tier risks, along with strong controls and accountability. ●Uses supply chain management to ensure policy delivery and leverage supply chain opportunities.	1.6 (P) 1.7 (P) 2.5 (M) 2.6 (P) 4.6 (P) 8.6 (P)
5	Master / Leader. ●Able to develop and shape a supply chain, in alignment with the organisation's strategy and the procurement categorisation model, which develops its capabilities to adapt to the needs of the 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)

Process (How)		
Delivery – post contract		
Inventory Management [Back to List]		
Theme	**Inventory Management** Focuses on the management of inventory across the organisation, covering the delivery of products, quality and timely distribution of goods throughout the organisation. A thorough understanding of direct and indirect costs associated with receiving and holding stoc k 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. Involves the use of efficiency models, such as Just in Time (JIT), levera ging cash flow, storage and distribution to achieve value for money and quality combined.	
Level	**Competencies**	**CIPS Global Standard References**
1	Foundation / Awareness. ● Awareness of the concept of stockholding at a local level and supports the work of inventory management, under guidance. ● Has a clear understanding of goodsturnover, ordering, receipting, safe handling and stock record keeping and knows how to escalate issues e.g. damage, loss or theft etc., as appropriate.	1.1 (T) 1.2 (T) 2.1 (T) 4.1 (T) 6.1 (T)
2	Developing / Working Knowledge. ● Has an appreciation and familiarity with the basic applications of stock control, able to operate appropriate systems to pre-determined criteria and clearly defined demand requirements, but able to recognise the need for advice. ● Contributes ideas for the improvement of inventory management and suggests quality and efficiency improvements.	1.3 (O) 3.2 (O) 4.2 (O) 4.3 (O)
3	Practitioner. ● Evaluates demand for supplies and stock holding requirements for commodities and the achievement of procurement policies. ● Able to propose 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)
4	Expert. ● 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. ● Can ensure supply chains align with JIT and other strategy requirements to optimise cost, quality, and timeliness, minimising unnecessary expense in meeting supply and demand requirements.	2.6 (P) 2.7 (AP) 4.6 (P) 4.7 (AP)
5	Master / Leader. ● 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)

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 t he 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, par ticularly 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**
1	Foundation / Awareness. ●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)
2	Developing / Working Knowledge. ●Able to select distribution methods, following evaluation of information on distribution of supplies. ●Schedules distribution of supplies, collates and analyses data from point-of-use systems and makes recommendations on potential improvements to senior managers. ●Can directly influence the 'consumables' fleet and develops a commodity service-based approach to supply chain delivery.	4.3 (O) 4.4 (O) 4.5 (M)
3	Practitioner. ●Able to plan and manage the demand for products and services for complex projects and programmes in a synchronised and well-planned way, including measuring CO2 and cost-effective delivery of goods/services. ● Can manage the scope for delivery, stockholding and costs, and cash flow demands for the programmes, identifying 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.	4.4 (O) 4.5 (M)
4	Expert. ●Can work 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, undertaking route analysis periodically to ensure it meets changing service needs. ● Able to reduce year-on-year core fleet with minimal use of expensive short-term hire and the requirement for third party send in terms of courier and agency drivers.	4.6 (P) 4.7 (AP)
5	Master / Leader. ●Leads on the development of distribution strategies and associated policies, ensuring alignment with existing procurement and national policy requirements, embedding a hub approach with scheduling undertaken on a daily/weekly basis. ●Can ensure a full risk assessment, put in place policies and procedures, for the safe delivery of goods, meeting health and safety requirements, including handling hazardous waste and high-risk materials. ●Can ensure appropriate systems and infrastructure are built and implemented to manage the complexity of multiple delivery projects and programmes, including the real-time track and trace of goods. ●Partners on a regional, national and public sector basis.	4.7 (AP) 4.8 (AP)

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** Ensures qualitative and quantitative measurements of inputs and outputs (Key Performance Indicators) are undertaken, with a v iew 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, contracts and organisatio nal performance. It addresses non-compliance issues effectively or identifies and informs continuous improvement opportunities for increased value for money, innovation and decreased risk.	
Level	**Competencies**	**CIPS Global Standard References**
1	Foundation / Awareness. ● Can support performance monitoring under guidance, through collecting and collating data for contracts or departmental reporting. ● Works to time and manages own performance through agreed objectives.	1.1 (T) 7.1 (T) 8.1 (T)
2	Developing / Working Knowledge. ● Can actively monitor both department and supplier based key performance indicators and identify under or over performance, reporting on these with recommendations for improvement. ● Can manage performance measurement of lower value/risk projects or procurements.	7.2 (T) 7.3 (T) 7.5 (O) 8.2 (T) 8.3 (O)
3	Practitioner. ● Able to manage the development of appropriate key performance indicators for suppliers and track them effectively using a metrics based system. ● Some responsibility for individual and team based key performance indicators, monitoring them for higher value, more complex projects and programmes. ● Capable of creating improvement plans when corrective action is needed.	7.6 (M)
4	Expert. ● Able to lead on specifying targets and key performance indicators at an organisational level, identifying and negotiating milestones, monitoring performance and resolving difficulties through negotiation to improve performance. ● Has expertise in establishing metrics for tracking the direct benefits of performance and informing senior management of outcomes. ● Can ensure that factors of performance management are implemented into the agreed procurement strategy objectives and cascaded throughout the organisation. ● Able to measure performance against targets and recommend corrective actions, applying this information in reports for senior management.	7.1 (P)
5	Master / Leader. ● Able to drive, support and endorse performance management practice through developing the procurement strategy, setting targets and indicators at an organisational level, identifying and negotiating milestones and monitoring performance. ● Can proactively disseminate a process methodology in line with corporate procurement strategy, providing a strong focus on quality, on-time delivery of procurement activity and reports on these elements to senior management.	7.8 (AP)

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** Aims to support the continuous improvement of the effectiveness, efficiency and performance of a procurement organisation, project, contract or supplier. The competency covers the understanding, development and embedding of strategies, methodologies and ways of working to achieve these aims.	
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 public value benefit realisation. Keeping abreast of current thinking around continuous improvement is essential.	
Level	**Competencies**	**CIPS Global Standard References**
1	Foundation / Awareness. ● Can collect data and monitor performance to identify problems relating to defective procurement processes and practice. ● Is able to understand own boundaries and knows when to ask for support.	8.1 (T)
2	Developing / Working Knowledge. ● Can monitor compliance with current practice and identifies areas where performance could be improved. ● Can agree and set SMART targets for performance improvements, in a range of situations, with suppliers and key stakeholders. ● Able to evaluate lessons learned and shares knowledge to improve learning for self and others involved.	8.2 (T) 8.3 (O)
3	Practitioner. ● Capable of working with suppliers and other stakeholders to review ways of working, internal and external stakeholder engagement and identify ways for improving the effectiveness of supply chains. ● Delivers change by setting up forums and mechanisms for continuous feedback and frequently reviewing recommendations for improvement. ● Able to correct and improve performance through creating and implementing improvement plans in a range of commodity, function or project areas. ● Identifies, celebrates and shares news of good practices and enhancements to process, efficiency and services.	7.6 (M) 8.4 (M) 8.5 (M)
4	Expert. ● Can demonstrate improvements in the cost, quality and delivery of purchased goods and services, through implementing planned continuous improvement programmes. ● Researches and creates benchmarks of processes or performance of the organisation's supply chain.	7.6 (M) 8.6 (P)
5	Master / Leader. ● Develops a culture of continuous improvement aligned to national objectives, following developments in markets, supply chains and businesses to drive improvement methodologies. ● 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.	7.8 (AP) 8.7 (AP)

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, deli verables, 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**
1	Foundation / Awareness. ● Works with others as part of a team, develops self-awareness of the environment and people around them, can change with appropriate guidance, while also questioning and suggesting changes and improvements. ●Maintains a position of professional honesty and integrity. ● Commits to personal development, including embracing the opportunity for training, education and continuous professional development.	9.1 (T) 9.2 (T) 10.1 (T)
2	Developing / Working Knowledge. ●Promotes change in a positive manner, encouraging commitment and contribution to the process. ●Promotes best practice, valuing diversity and working with others to develop shared understandings. ● Ensures commitment to training and education programmes offered.	9.3 (O) 9.4 (O) 10.2 (O)
3	Practitioner. ●Maintain, promote and evaluate personal and professional integrity that furthers the aims of the organisation. ●Promotes and engages in best practice for diversity and cultural differences by creating advice and guidance for internal stakeholders. ●Able to motivate colleagues to engage in continuous professional development, linked to performance objectives and outcomes.	9.5 (M) 10.3 (M)
4	Expert. ●Develops professional and self-development opportunities at a senior level to implement a culture of personal accountability, self-management and self-awareness. ●Has effective communication skills to apply to coaching and mentoring individuals in the function and active knowledge sharing. ●Able to apply management by results to continuous professional development programmes across sectors, to build professional skills and people. ●Identifies and resources own development needs to avoid burnout.	10.4 (M)
5	Master / Leader. ●Capable of developing and promoting 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 positively 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)

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 ch allenge, 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**
1	Foundation / Awareness. ● Is a team player and demonstrates an awareness of participating in and supporting the team. ● Contributes to meetings if prompted and able to make tactical decisions that affect their own work, while collaborating where work affects others.	9.1 (T) 9.2 (T) 10.1 (T)
2	Developing / Working Knowledge. ● Able to lead a team; sets objectives, delegates, encourages engagement and input to making key decisions and manages performance. ● Understands and supports cross – functional working. ● Supports individual team members, coaches and mentors, deals with conflict.	9.3 (O) 10.2 (O)
3	Practitioner. ● Is an experienced leader and manager; defines team success, delegates effectively and shares success across the team. ● Proactively enables cross – function working. ● Encourages open dialogue within the team, creates a team identity and coherence, gains commitment and manages team conflicts.	9.4 (M) 9.6 (M) 10.3 (M)
4	Expert. ● Has significant experience of using strong, successful, leadership to drive high performance from teams; sets challenging, but fair, objectives rewarding and recognising success. ● Encourages commitment in others and empowers effective cohesion within the team.	9.7 (P) 9.8 (P) 10.4 (P)
5	Master / Leader. ● Leads the procurement function by evaluating external and internal factors on performance and effectively resourcing the team. ● Fosters a culture of cross – functional working. ● Adopts and promotes behaviours for the successful implementation of change and continuous improvement, inspiring colleagues and others to adopt new plans and strategies.	9.9 (AP) 9.10 (AP) 10.5 (AP)

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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. Pro motes collaborative working and able to respond creatively to tough challenges. Actively manages authorising environment, making co nnections across boundaries to build strong networks and partnerships. Adapts quickly to changing circumstances and expectations adopti ng 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 a nd advice and to deliver against the policy objectives and interests locally and nationally.	
Level	**Competencies**	**CIPS Global Standard References**
1	Foundation / Awareness. ● Ensures that constructive communications with customers and suppliers generates a positive view of the service/organisation. ● Gives feedback to help continuously improve the service, team or organisation.	9.1 (T) 9.2 (T) 10.1 (T)
2	Developing / Working Knowledge. ● Supports and works with colleagues to align the work of the team with the delivery of the organisation's objectives. ● Able to evaluate and implement tactical approaches, using input from others and influence procedural changes. ● Leads by example, championing professionalism, appropriate culture and behaviour in others.	9.3 (O) 10.2 (O)
3	Practitioner. ● Can plan, lead, prioritise and delegate work responsibilities. ● Identifies the skills required within the team to deliver on the business plan, including those required to progress towards more senior leadership. ● Able to promote challenging messages through effective communications, and measures the impact and nature of the response. ● Encourages others to participate in the process of change and contributes to clear plans for change activities.	9.4 (M) 9.6 (M) 10.3 (M)
4	Expert. ● Demonstrates inspirational and influential leader skills, in directing and managing senior staff and supporting decision making in the procurement function. ● Leads projects, explores innovation in procurement practice and contributes to the development of the procurement body of knowledge. ● Able to apply diplomacy and tact in resolving challenging or complex issues across different teams or work groups.	9.7 (P) 9.8 (P) 10.4 (P)
5	Master / Leader. ● Capable of leading effective, inspirational, change, facilitating and developing a culture of best procurement practice and innovation. ● Capable of representing the function on boards and committees. ● Leads transformation to meet national policy objectives and deliver value for Scotland and is able to contribute to the body of knowledge domestically and internationally.	9.9 (AP) 9.10 (AP) 10.5 (AP)

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**
1	Foundation / Awareness. ●Develops and maintains relationships with suppliers and stakeholders to promote effective procurement and supply.	1.2 (T) 9.2 (T) 10.1 (T)
2	Developing / Working Knowledge. ●Consults with stakeholders involved in the procurement and supply process to achieve value for money outcomes for the function. ●Advises stakeholders on the interpretation of procedures for procurement and supply. ●Able to work with internal stakeholders, to monitor their understanding and compliance with requirements, advising them 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)
3	Practitioner. ●Promotes the work of procurement and supply from a position of influence to motivate colleagues and internal stakeholders. ●Contributes to the development of strategies and policies and represents the procurement and supply function when liaising with stakeholders, to develop the supply chain and supply networks.	1.5 (M) 9.4 (M) 9.5 (M) 9.6 (M) 10.3 (M)
4	Expert. ●Able to relate well to all types of people, both inside and outside of the organisation, builds effective relationships, which are constructive and appropriate for their purpose, but manages expectations. ● Identifies a range of situations for providing consulting and counselling advice. ●Able to adopt the appropriate interpersonal style, using negotiation strategies or providing consulting and counselling advice. ●Evaluates stakeholder plans to achieve effective procurement and supply chain management and creates communication plans to achieve buy - in for procurement plans.	1.6 (P) 9.7 (P) 9.8 (P) 10.4 (P)
5	Master / Leader. ●Creates a culture of exceptional stakeholder management, leads and drives philosophies to increase value from stakeholders' relationships for mutual benefit to the supply chain. ● Plans for the adoption of stakeholder relationship strategies, promotes their use by all internal stakeholders, gaining personal commitment to success. ● Able to realise innovative solutions that contribute to operational excellence and continuous improvement across all facets of the supply chain. ●Defines and manages the benefits and risks impacting relationship management, delivers a transparent stakeholder relationship with key suppliers, through open dialogue, to enable win – win strategies, giving an understanding of geopolitical bias and influence that partners have on customers. ●Networks with government and industry to deliver best practice.	1.7 (AP) 1.8 (AP) 9.9 (AP) 9.10 (AP) 10.5 (AP)

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 communicati on. Contributes to, and develops, clear, creative and compelling communication strategies and content to enable corp orate/programme outcomes. Creates simplicity out of complexity.	
Why it matters	**Communications** Communicating effectively is an essential attribute of a procurement and supply professional. Creating simplicity out of comp lexity 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 c an help to reduce the burden on suppliers when tendering for public procurement opportunities.	
Level	**Competencies**	**CIPS Global Standard References**
1	Foundation / Awareness. ● 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)
2	Developing / Working Knowledge. ● Is a good communicator, prepares documents and is aware of the importance of well-written and orally presented information. ● Has good listening skills, can respond appropriately, in meetings engages and interacts in discussions and will input when required. ● Shares appropriate work-related information, presenting correct data in an effective, timely, targeted and meaningful way.	1.3 (O) 1.4 (O) 6.3 (O) 9.3 (O) 10.2 (O)
3	Practitioner. ● 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 through responses. ● Able to communicate clearly and effectively in a well-organised manner, including well-written communications requiring limited verification and persuade others on the arguments. ● Identifies and maintains information flows and contact with colleagues who depend on, or who influence, their work.	1.5 (M) 9.4 (M) 9.5 (M) 9.6 (M) 10.3 (M)
4	Expert. ● Presents clearly and confidently to a range of audiences at all levels across the organisation, adapting delivery and communications style to audience needs. ● Has a clear understanding of when to lead on communications and when to participate, while also encouraging others to participate and engage. ● Presents well-structured and precise information and uses clear written communications, including for use by senior managers. ● 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)
5	Master / Leader. ● Able to use impactful communications to embed change management principles and confidently sell a long-term vision. ● A consummate communicator who adapts to participants at all levels, including high-level discussions, listening to arguments, recognising merits, flaws and issues. ● Continually fosters and encourages new and different ways of communications. ● Expert use of language in written communications that impact on strategic operations or influence the direction of public procurement activity, at all levels across the public sector in Scotland.	1.7 (AP) 1.8 (AP) 9.9 (AP) 9.10 (AP) 10.5 (AP)

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**
1	Foundation / Awareness. ● Developing a basic understanding of business drivers.	2.1 (T) 7.1 (T)
2	Developing / Working Knowledge. ● Can make recommendations, to an appropriate level of management, based on early engagement with stakeholders and partners, using risk analysis and understanding margins of error. ● Presents conclusions when given evidence and is able to evaluate the relative strengths to confidently make good decisions but, when data is insufficient, can also identify and resolves problems in collaboration with experts. ● Applies commercial principles within the boundaries of contract law, contributing to securing value for money on low-risk, low-value, commercial activities. ● Can describe the key commercial motivations and expected behaviours of stakeholders, suppliers and networks and the concept of trade-offs.	1.3 (O) 2.2 (O) 7.2 (O) 7.3 (O)
3	Practitioner. ● Conducts an analysis of risks and margins of error, to provide assurance on decisions in implementing efficient sourcing projects to deliver innovative solutions in line with policy. ● Weighs up data from various sources, analyses options, manages trade-offs to mitigate risks, using experts or researchers to add information or resolve legal issues. ● Can present reasonable conclusions based on a wide range of data and incomplete or complex evidence and able to act or decide when details are not clear. ● Understands, and practically applies, the concept of 'value for money' with respect to political goals, to articulate what a successful return on investment looks like for a particular commercial project or programme. ● Develops strategies to exploit market and commercial drivers and motives in practice, applying the value for money concept, related to political goals, to define a successful return on investment for a commercial project or programme.	1.5 (M) 7.4 (M) 7.5 (M)
4	Expert. ● Gathers, analyses and interprets data across their area of responsibility and makes judgements on complex information, whilst challenging the risks and margins to improve assurance on decisions. ● Generates the way forward on complex deals, focussed on outcomes and weighing up competing views, managing trade-offs and contradictions and understands the impact on other areas of the organisation. ● Develops, debates and defines standards of success in regards to the return on investment for a particular commercial project/programme in their area of responsibility including developing the definition of value for money for Scotland for each deal. ● 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, or standard commercial approach needs change, challenges conventional wisdom to deliver better outcomes and encourages ideas, improvements and measured risk-taking to deliver better approaches and services.	1.6 (P) 2.8 (AP) 7.6 (P) 7.7 (P)
5	Master / Leader. ● Understands the key commercial and organisational risks impacting own department and ensures they are robustly managed. ● Gears the organisation towards developing a stronger commercial focus on achieving a successful return on its investments, where the standards for this are set by the definition of valu e 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 netwo rks 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)

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 support cash flow, or risk, for innovative, creative, procurement and supply projects. Includes make-buy decisions, outsourcing, joint ventures, partnerships and other innovative financing options, as well as 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 pro jects. They can bring about shared investment, developing greater value for money for taxpayers and contribute to achieving government policy and objectives.	
Level	**Competencies**	**CIPS Global Standard References**
1	Foundation / Awareness. ● Awareness of some of the commercial models used by the organisation.	N/A
2	Developing / Working Knowledge. ● Provides support for research activities to establish appropriate, defined, commercial models for commodities and complex projects.	2.2 (T) 5.2 (O)
3	Practitioner. ● Contributes to the understanding of commercial models through provision of information and data, research and benchmarking of other similar organisations. ● Understand the implications of those commercial models on the organisation in terms of investment, cash flow, effect on working capital and any investment requirements.	2.3 (O) 5.5 (O)
4	Expert. ● Critically assesses commercial models and financing options used by the organisation and can make recommendations for implementation, along with identification and mitigation of financial risks. ● Assesses the impact of supply chain on the organisation's working capital and liaises with senior managers to ensure financial liquidity to mitigate financial risk. ● Evaluates the potential impact of mergers, acquisitions, takeovers, outsourcing and make-buy decisions on the supply chain and recommends appropriate courses of action to the senior management. ● Applies 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)
5	Master / Leader. ● Able to critically assess short- and long-term commercial models used by the organisation and its supply chain, identifying potential risks of application, balanced against ensuring selected models achieve government policy and objectives. ● Applies a deep understanding of the whole commercial life cycle, innovations, new commercial models, and innovative financing options to maximise commercial benefits.	2.7 (AP) 2.8 (AP) 5.7 (AP)

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**
1	Foundation / Awareness. ● Can support the development of a business case, through data collection analysis as guided by senior managers.	N/A
2	Developing / Working Knowledge. ●Makes a case for small, low-level, spend and changes to ways of working in a concise and compelling way, using formalised frameworks and exhibiting good practice. ●Under guidance, contributes to the identification, evaluation and appraisal of benefits for the business case.	4.4 (O)
3	Practitioner. ●Contributes to the development of medium to higher risk business cases through the provision of research, data and overall analysis and recommending a way forward. ●Contributes to the identification, evaluation and appraisal of benefits for the business case, using recognised tools and techniques.	4.5 (M) 6.8 (M)
4	Expert. ●Develops business cases that are professionally presented, with key arguments well structured and defined, supported by data and makes strong and direct recommendations to senior management. ●Develops evaluation models for the benefits identified in the business case, demonstrating the value of the investment. ●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.	6.8 (M)
5	Master / Leader. ●Leads on the development of business cases and displays a complete understanding of the key parameters for the business case and can make a compelling argument in both business negotiations and political situati ons. ●Leads on the development of portfolio benefits frameworks, aligned with strategic objectives and supporting the prioritisation of investments. ● Advises senior management and ministers on supply chain investment decisions to secure supplier innovat ion and intellectual property rights.	2.7 (AP) 2.8 (AP) 6.10 (AP) 8.7 (AP)

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 auditing operational finances, spend authorisation, cash flow, liquidity and performance. Revie wing 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 pat terns. Financial management also falls under good governance and accountability when spending taxpayers' money.	
Level	**Competencies**	**CIPS Global Standard References**
1	Foundation / Awareness. ●Has basic financial knowledge and understanding, including of fraud risk's impact on financial control and able to analyse information.	N/A
2	Developing / Working Knowledge. ●Performs, under guidance, appropriate financial appraisals, total life and whole life costing models focussed on commercial transactions. ●Understands the audit and financial compliance needs, ensuring that processes are adapted appropriately. ●Manages cash flow implications of stock holding and order processing for own area of work. ●Knows and implements policy and practical steps to minimise fraud or misappropriation of goods and can escalate and report irregularities.	2.2 (O) 2.3 (O) 4.4 (O) 5.6 (O)
3	Practitioner. ●Undertakes detailed financial appraisals, using sophisticated financial analysis 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, total and whole life costing models and can provide guidance to other staff on their use. ●Understands the importance of audit and compliance in terms of financial management.	2.2 (O) 2.3 (O) 2.4 (M) 4.5 (M) 5.6 (O) 8.5 (M)
4	Expert. ●Reviews and manages financial appraisal and assessments, able to provide guidance on approaches, techniques, outputs, funding models and available funds for projects identified in the function. ● Provides high-level financial planning and forecasting information, for continuous review, annual reports and financial planning.	2.5 (P) 2.6 (P) 4.6 (P) 8.6 (P)
5	Master / Leader. ●Has expertise in forecasting funding requirements to meet organisational targets, financial planning and directing funding reallocations asrequired. ● Able to review and provide advice and guidance on financial analysis techniques, while encouraging a nd engendering best practice in financial management.	2.7 (AP) 2.8 (AP) 4.7 (AP) 4.8 (AP) 5.7 (AP)

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 in terms of both volum e and 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**
1	Foundation / Awareness. ● Is aware of the functional budget and those allocated for their own procurement and supply spend.	1.1 (T) 1.2 (T)
2	Developing / Working Knowledge. ● Able to report on budget needs and manage cash flow, through awareness of spend, spend patterns, existing and future demand and avoiding overruns.	4.4 (O) 8.2 (O)
3	Practitioner. ● Takes responsibility for the effective monitoring and management of own delegated budget for team or commodity requirements, escalating challenges as required. ● Accurately budgets, avoiding variations and over budgeting and innovative in leveraging.	8.5 (M)
4	Expert. ● Budget setting and development through data and information collection and analysis for budget spend based on forecast demand. ● Applies monitoring and reviewing workgroup budgets to managing overruns and shortfalls and reports on projected budgets.	1.6 (P) 8.6 (P)
5	Master / Leader. ● Can lead on budget planning and forecasting for the function. ● Knows and understands how the business works affects financial decision making and cross-function budget planning. ● Aligns financial decisions with the vision and objectives of the organisation and function, dealing with budget problems, taking affirmative action where appropriate.	2.7 (AP) 2.8 (AP) 4.7 (AP) 4.8 (AP) 5.7 (AP)

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 that 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, reso urces, 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, methodolog y 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**
1	Foundation / Awareness. ●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)
2	Developing / Working Knowledge. ●Has practical experience in procurement related projects using a range of project methods, applying them appropriately and proportionately on small projects, while supporting larger, more complex projects. ●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)
3	Practitioner. ●Is a competent project manager, able to support complex projects and programmes by analysing work into project packages, developing schedules, tasks and people-based assignments. ●Can anticipate project problems and risks, mitigates them and able to remove project roadblocks, or resolve them, through negotiation. ●Has managed procurement and/or other projects in a controlled environment and can manage projects in an uncertain environment. ●Can ensure that the direction and management of the project align with the current Government Functional Standard on Project delivery.	1.5 (M) 7.6 (M)
4	Expert. ● Capable of interpreting business requirements for major procurement and supply chain programmes and projects, to influence and future proof them and enhance performance. ●Able to develop commercial strategies that will embed whole-of-life best value for money activities, flexibility and adaptability. ●Can support and contribute to managing the organisation's challenges, including the governance surro unding 'stop–go' decisions.	1.6 (P) 1.7 (P)
5	Master / Leader. ●Able to develop and lead a culture of programme and project management that is agile, collaborative and collegiate, with collective responsibilities and accountabilities. ●Can deal with issues that are complex, unexpected and have significant ambiguity, including through project partnering and strategic alliances across Scottish procurement organisations.	1.8 (AP) 2.7 (AP) 2.8 (AP) 7.8 (AP)

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, mitigat ed 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 ord er to reduce exposure to organisations and key stakeholders. Failure to identify and properly manage risks accordingl y can lead to significant legal, financial and/or reputational damage.	
Level	**Competencies**	**CIPS Global Standard References**
1	Foundation / Awareness. ● Aware of risks associated with contracts and assists in the monitoring of risks, under supervision.	1.2 (T) 11.1 (T) 11.2 (O)
2	Developing / Working Knowledge. ● Can analyse and explain to stakeholders the commercial implications and approach to risks of different contracts. ● Able to ensure that contract risk is managed, mitigated or avoided, through reducing risks of bribery and corruption, breaches of standards and failure to adhere to procurement policy.	8.3 (O) 11.3 (O)
3	Practitioner. ● Can develop and implement strategies to mitigating, to a tolerable level, the impact of supply chain risks, including financial and IT, to reputation and delivery of outcomes. ● Can contribute to the development of risk pathways and support risk mitigation through the adoption of risk frameworks and use of standards.	5.5 (M) 6.5 (M) 7.5 (O) 8.4 (M) 11.4 (M)
4	Expert. ● Can recommend risk mitigation strategies and be responsible for mechanisms for risk review, risk sharing and mitigation sharing across supply chains. ● Able to evaluate and maximise potential opportunities arising from the mitigation of risk, for wider market development, cost reduction and supplier engagement.	5.6 (P) 6.9 (P) 11.5 (P)
5	Master / Leader. ● Can proactively lead the detection of emerging threats and develop mitigation strategies to protect the supply chain by reducing risk and vulnerability. ● Capable of leveraging and driving opportunities to ensure business continuity, sustainability and reputational stability, while addressing value chainrisks.	5.7 (AP) 6.10 (AP) 8.6 (AP) 8.7 (AP) 11.6 (AP)

Sustainability and Innovation

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

Sustainable Procurement [Back to List]

Theme	**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 Proc urement Reform (Scotland) Act 2014. **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). **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. **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 zer o waste, material scarcity, and biosecurity. Includes proportionate and appropriate application of Life Cycle Costing and demand management (including challenging need and consumption). **Innovation** Understanding and embedding approaches that enable innovative supply chains and the procureme nt of innovative solutions.
Why it matters	**Sustainable Procurement** Contribute to Scotland's Economic Strategy through public procurement. The strategy has four priorities: Investment, Inclusiv e Growth, Internationalisation and Innovation. **Economic Issues** Public sector spend on goods, services and works is expected to contribute to the Government's purpose. Organisations are exp ected to ensure that spend is with suppliers and supply chains that meet high standards of business probity and ethics. **Social issues** Focus on reducing social inequality and mainstreaming and promoting equality and human rights both nationally and internation ally. **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. **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.

Level	Competencies	CIPS Global Standard References
1	Foundation / Awareness. ● Is aware of national and international priorities and obligations and complies with them. ● Aware of organisational priorities with respect to sustainable public procurement in Scotland, including a focus on socio-economic and environmental wellbeing, for example equality and climate change considerations.	1.1 (T) 1.2 (T) 2.1 (T) 2.2 (T) 11.1 (T) 11.2 (T)
2	Developing / Working Knowledge. ● Actively contributes to sustainable priorities through procurement. ● Considers and reflects relevant legislation, policy and best practice within specifications and tender documents, taking into account the standards and evidence for legal exclusion, for example social, environmental and labour obligations ● Engages stakeholders to improve standards and practices and drives sustainable outcomes through key performance indicators and contract terms to enable appropriate monitoring and reporting. ● Monitors performance and supports reporting obligations relating to sustainable procurement, including a focus on socio-economic and environmental wellbeing, for example equality and climate change.	1.3 (O) 1.4 (O) 2.3 (O) 11.3 (O)
3	Practitioner. ● Competently uses sustainable procurement tools to identify and target priorities for organisations and projects. ● Constructively challenges and influences customers and suppliers to achieve sustainable outcomes through innovative specifications, targeted key performance indicators and considered approaches to the way in which goods, services and works are supplied and consumed. ● Identifies opportunities for new approaches to encourage innovation and effective market developments. ● Collects relevant data to meet organisational reporting obligations.	1.5 (M) 2.4 (M) 11.4 (M)

Sustainable Procurement *(Continued)* [Back to List]		
Level	**Competencies**	**CIPS Global Standard References**
4	Expert. ●Develops a culture of commitment to sustainable outcomes embedding these into all areas of procurement activity, including support and training for relevant members of staff. ●Collaborates with procurement colleagues nationally to maximise sustainable outcomes achieved, routinely sharing knowledge and learning to improve national capability. ●Keeps understanding of sustainable procurement current through on-going CPD for knowledge sharing with peers. ●Balances cost and quality drivers (including sustainability) through effective costing methods to ensure value for money. ●Ensures procurement strategies, frameworks and programmes are designed to maximise contributions to national purpose and outcomes. ●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)
5	Master / Leader. ●Champions sustainable procurement achievements across both public and private sectors and leads on sharing practice at national and international forums and groups. ● Recognises and promotes the interdependency between sustainable procurement and its contribution to delivering public value, in particular ensuring strategies and programmes are designed to maximise the contribution of public procurement to Scotland's national purpose. ●Promotes a culture of taking personal responsibility for delivering sustainable procurement outcomes. ●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)

Legacy