

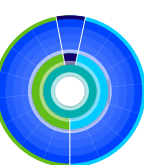


The Global Standard

Together, we're raising
the standard

The competency framework for the global
procurement and supply profession





Welcome

A vital resource for the global procurement and supply community

Welcome to The Global Standard. For the global procurement and supply community to thrive we need to continue to raise the standard of our profession – individually and collectively. The Global Standard helps you play your role in doing exactly that, wherever you are in the world.

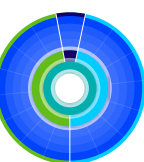
Whether you're a leader or a professional just starting out, it helps you elevate your performance – in your current role and as you progress. It helps organisations succeed too, as you can ensure your teams and people have the right behaviours and skills to be ready to tackle challenges in a fast-changing world. This truly is a global, collective effort.

The Global Standard is a comprehensive competency framework that has been developed together with an extensive, global panel of practitioners and academics from diverse sectors and skill sets. At CIPS, we are the voice and standard of the profession and dedicated to evolving it for the future. The Global Standard is a key driver to achieve our goals and a vital resource to ensure that you as a procurement professional have the most relevant skills and knowledge to succeed.

Raising our standard globally won't happen in isolation. It takes our entire community to make meaningful change. Which is why, together, we power change and continually raise the standard for ourselves, for our profession and for our society.

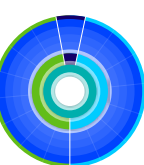
Thank you for being part of the journey and for being committed to raising the standard.

Ben Farrell, CEO, CIPS



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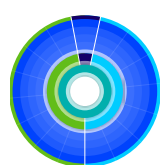
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Introduction

An overview of the benefits of The Global Standard, what's informed it and the different components of the framework.





The benefits

A valuable tool for people and organisations

Elevating the performance of people, teams and organisations is a big task. The Global Standard is a tool that helps the profession succeed across the globe. Here's how it helps you:

For individuals

- Helps you understand what is expected of you in your role and the skills you need to demonstrate to progress.
- Helps you prepare for your appraisal and supports your continuing professional development (CPD).

For leaders

- Supports you in identifying skills gaps so you can understand your team's training needs.
- Helps you better support your team in their current roles and to navigate through clearer career pathways.

For organisations

- Helps you assess the effectiveness and efficiency of your teams and departments.
- Provides a quality benchmark to help you in developing high-performing teams and a positive working culture.
- Helps your recruitment by providing a framework for job descriptions and specifications.

In an ever-evolving world, we know that your needs continue to change and so does The Global Standard. Read more on the next page about how we ensure that it remains relevant and up to date.



What's informed it

A Global Standard adapted to your needs

The procurement and supply profession is changing fast. Which is why we regularly review The Global Standard to ensure it's up to date and relevant to you. Here you can read more about what informed The Global Standard and why you can be confident that it meets your needs.

Research and benchmark

- We conducted an extensive review of the previous Global Standard to understand what our members and industry-wide practitioners need.
- We asked procurement and supply professionals across the world, in different sectors and organisations, to provide feedback via surveys, focus groups and workshops.

Quality assurance

- The updated Global Standard went through numerous quality assurance checks by us having regular consultations with procurement and supply professionals.

External subject matter experts

- We engaged with academic competency framework experts, to critically review the previous Global Standard and make recommendations for the restructure.
- We commissioned a procurement and supply subject matter expert, to ensure that the framework is presented in a language familiar to those in the profession.

We're always looking for feedback from the community to ensure The Global Standard continues to deliver for you. Please contact haveyoursay@cips.org if you have any feedback you'd like to discuss.





How it's structured

A snapshot of the framework

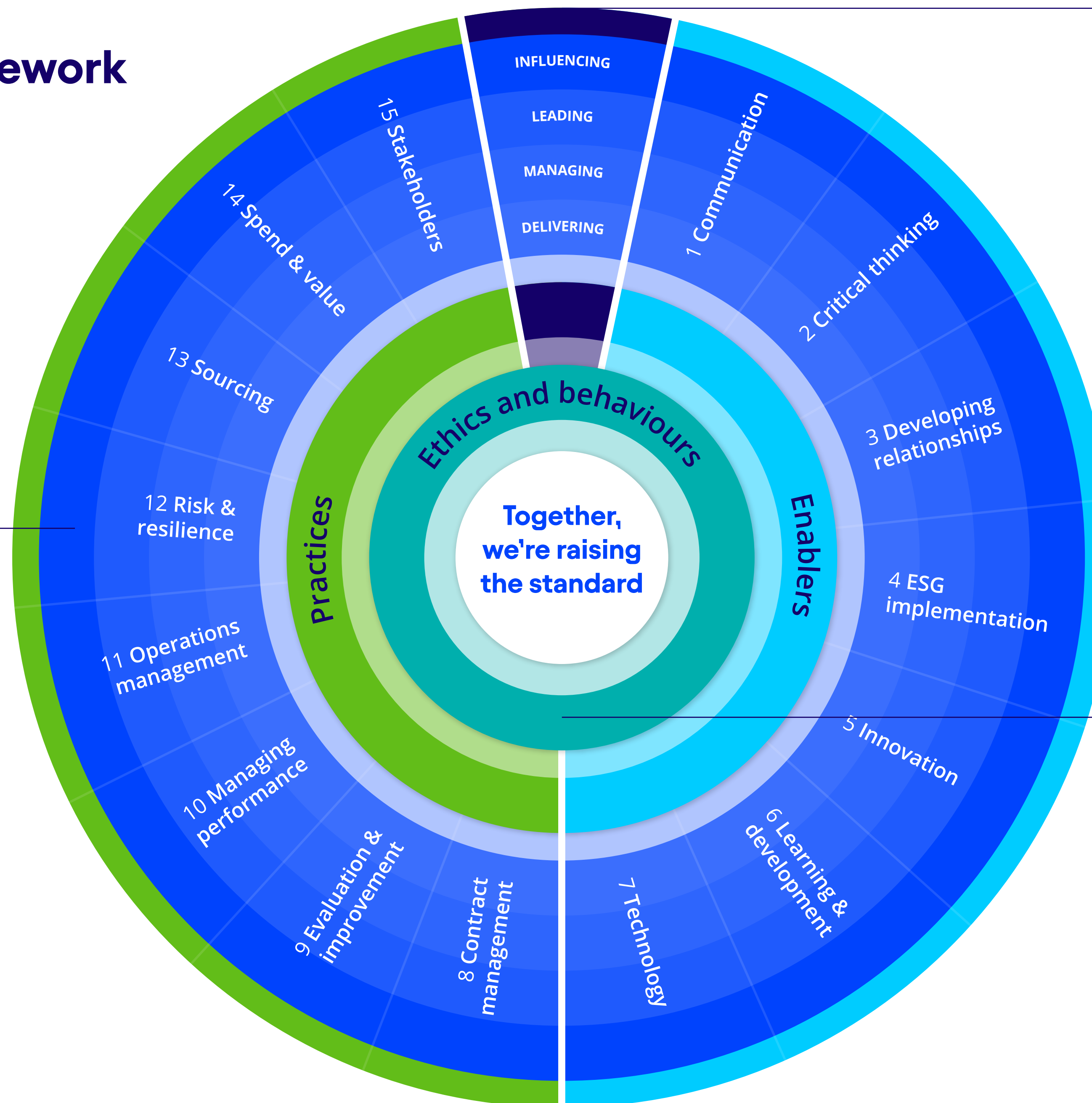
The Global Standard provides a clear view of the skills, knowledge and competencies we need to demonstrate at all levels.

Competency themes:

Our 15 **competency themes**, read in any order, capture the knowledge areas and skills that everyone in our profession needs to demonstrate to deliver best practice. They're split into two **core areas**:

- **Enablers:** The strategies and skills that enable you to operate effectively (e.g. communication, critical thinking, developing relationships etc.)
- **Practices:** The application of knowledge to help you perform a skill (e.g. contract management, evaluation and improvement, sourcing etc.)

Each of the competency themes is broken down into **competency indicators**, each with defined **competency standards**. Read more on page 8.

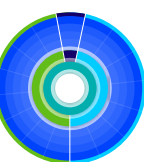


Bands:

The Global Standard sets out what is expected of professionals working in different **bands** (or levels) within their organisation: **Delivering, Managing, Leading** and **Influencing**. We've created descriptions for these bands on page 9.

Ethics and behaviours:

Ethics and behaviours are embedded into our competency standards as they should run through everything we do and how we behave. More information about these can be found on page 10.



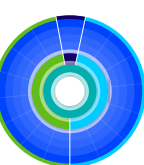
The competency themes

Demonstrating the right skills and behaviours

The Global Standard has 15 **competency themes**, capturing the knowledge areas and skills that everyone in our profession needs to demonstrate to deliver best practice. These can be read in any order. Each theme is broken down into **competency indicators**, with a set of **competency standards** aligned to different **bands** in an organisation, setting out the skills and behaviours required for each (learn more about bands on page 9). The competency standards are cumulative. So, if you're working in the 'leading' band, you are expected to already be demonstrating 'delivering' and 'managing' standards.

To learn more about the competency standards for your specific band, you read vertically down the column. To read about what is required for a specific competency indicator across any level, you read horizontally.

Competency theme		Definition			
5 Innovation		This theme focuses on innovative solutions, products, and processes that help develop and drive value within an organisation.			
Section 1: Introduction Section 2: The Global Standard Enablers Practices	Competency indicators:	Delivering	Managing	Leading	Influencing
		Practitioners will be able to...			
	A Tools & systems	Use tools and systems, such as AI technology or cloud-based systems, to help you carry out your responsibilities effectively and efficiently.	Monitor the effectiveness of tools and systems used to enhance innovative working methods. Facilitate up-to-date training for all colleagues who use these tools and systems.	Analyse the impact of tools, systems and techniques used to enhance innovation within procurement and supply.	Evaluate where technology can be used to improve procurement and supply. Support the sourcing of appropriate technology that meets the organisation's strategy.
	B Products	Be aware of and use innovative products and services, such as new IT systems or equipment, to bring opportunities to your organisation. Use Industry 4.0 technologies to enhance productivity, efficiency, and flexibility.	Implement new products and services and facilitate sufficient training for your team. Constantly monitor the effectiveness of the products and services and report on any areas for development.	Collaborate cross-functionally with product and service users and key stakeholders to identify needs, potential cost benefits, and competitive advantage opportunities. Develop KPIs to ensure benefits from the innovation are clearly defined and measured.	Evaluate ethical, sustainable, and innovative products and services that will bring opportunities to your organisation. Critically analyse the impact that Industry 4.0 technologies can have on your organisation.
	C Innovation for improvement	Be proactive in identifying innovations that could improve productivity and support the organisation's strategy.	Encourage and facilitate opportunities for innovative thinking that could improve productivity. Develop reports that can be measured against the organisation's strategy.	Promote the benefits of innovation that supports development, which could lead to improved productivity. Analyse reports and compare the information against the organisation's strategy.	Create an effective innovation strategy. Encourage suppliers to produce innovative ideas that help deliver the goods or services more effectively.
	D ESG factors	Use approved innovative approaches and provide feedback on their effectiveness.	Monitor and record the impact of approaches used to support ESG factors.	Analyse approaches that are used to support ESG factors.	Critically assess the ESG factors which affect supply chain improvement and innovation. Evaluate the impact of green procurement on improvement and innovation.
E Development of innovation		Demonstrate an understanding of the different components/stages of the CIPS Innovation Cycle and be proactive in identifying any areas that could be improved.	Apply the innovation cycle to support the development of methods, tools, systems, and techniques. Ensure your team is familiar with the cycle and encourage feedback on improvement opportunities.	Promote using the CIPS Innovation Cycle and other innovative techniques to support continuous improvement. Analyse the effectiveness of innovations and their impact on the organisation.	Influence the organisation to include innovative techniques as part of their development strategy. Evaluate techniques that are used to promote the development of innovation in procurement and supply.



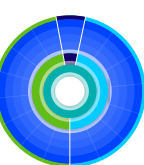
The bands

Tailored for different job roles

The Global Standard sets out what is expected of people working in different bands within their organisation.

There are four bands: Delivering, Managing, Leading and Influencing. Each band has a set of characteristics including an individual's effort, knowledge base, experience and impact. Here you can read more about each band and job roles:

	Delivering Operational/tactical, focused on the day to day	Managing Managerial, with some complexity	Leading Complex, with challenging requirements	Influencing Strategic, with a significant level of complexity and challenge
Nature of work	• Manages own work within established procedures under general supervision. • Usually has no direct responsibility for the work of others but can be required to give guidance to more junior staff. • Follows agreed procedures to meet targets and objectives. • Deals with a range of issues and escalates unusual problems for advice.	• May oversee the work of several staff. • Manages own time and may be responsible for workload of team. • Resolves performance or organisational issues, only escalating the more complex problems for resolution. • Regularly reviews team or operation to identify and implement improvements. • Contributes to planning and decision-making.	• Leads a team or significant operation. • Contributes to strategic plan for the organisation and develops plans and objectives for own operation. • Critical thinking required to address and resolve complex issues. • Considers impact of developments across the organisation, often making significant judgements.	• Manages and builds strategic relationships. Role is influential and has a strong organisational impact. • Negotiates complex issues and motivates others to achieve organisational goals. • Exercises a significant amount of evaluative thinking and judgement in an ambiguous environment.
Typical job roles (keep in mind that these can vary across the world, and this isn't a complete list)	• Assistant buyer • Buyer • Category officer • Inventory planner • Logistics analyst • Procurement executive • Procurement/purchasing officer • Purchasing assistant • Supply chain analyst • Supply chain planner	• Category manager • Contracts manager • Logistics manager • Procurement/purchasing manager • Senior buyer • Sourcing manager	• Commercial manager • ESG/sustainability manager • Head of logistics • Head of sourcing • Operations manager • Senior category manager • Strategic procurement manager • Supply chain manager • Supplier relationship manager	• Chief procurement officer • Commercial director • Head of procurement • Operations director • Procurement consultant • Procurement director • Supply chain director



Enabling the right actions

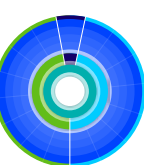
Ethics and behaviours are embedded throughout The Global Standard and should guide our actions across everything we do. Here we provide more information about why they are so important to our profession.

Ethics

Ethics are the moral principles that drive behaviours and determine what is ‘right’ and ‘wrong’. Good examples include maintaining data protection, prioritising workplace diversity, putting customer needs first, preventing corruption and operating transparently. Organisations can improve their ethical behaviour by enhancing their labour policies, improving their commitment to reducing their carbon footprint and recognising the importance of ethics in supply chains and much more. Individuals can improve ethical behaviour by committing to their organisation’s policy, undertaking the CIPS Ethics test and applying ethics to their daily working practice.

Here are some examples of good practice when it comes to ethics:

All practitioners should... act in a manner that is professional, legal, respectful of others and is in accordance with the CIPS Code of Conduct and other relevant codes of practice.			
Delivering	Managing	Leading	Influencing
• Demonstrate appropriate ethical behaviour to colleagues and suppliers. • Seek appropriate advice and support to resolve regulatory issues, ethical uncertainties and conflicts.	• Promote and monitor positive ethical behaviour in the organisation and with relevant stakeholders. • Resolve ethical uncertainties and conflicts with support as needed.	• Devise, improve and monitor policies, systems and practices that promote behaviour that is professional, ethical, and legal. • Take the lead in ensuring that ethical and legal practice across the supply chain is adhered to and resolve ethical uncertainties and conflicts.	• Take responsibility for conduct across the supply chain by putting in place systems to eliminate or minimise unethical and illegal practice. • Lead on ensuring ethical and legal practice across complex systems and networks. • Contribute to the development of good practice at a national, sectoral, or profession-wide level.



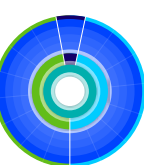
Enabling the right actions

Behaviours

Behaviours are the ways in which we conduct ourselves, interact with others and respond to situations. Positive behaviours help to develop and maintain a positive working environment, relationships and improve employee retention. Good examples include acting in the event of non-compliant behaviour, demonstrating honesty and integrity and encouraging others to do the same. Organisations can improve behaviours by implementing a behaviour policy, educating all employees and creating a culture that respects and values equality, diversity & inclusion (ED&I). Individuals should commit to their organisation’s policy, undertake training such as unconscious bias and treating others with respect regardless of individual differences.

Here are some examples of good practice when it comes to behaviours:

All practitioners should... demonstrate behaviours that incorporate appropriate ethics and promote a positive working environment.			
Delivering	Managing	Leading	Influencing
• Maintain and promote compliance with the CIPS Code of Conduct, national and international legislation and other relevant regulations and codes of practice.	• Encourage and monitor compliance with relevant codes, regulations and legislation throughout the supply chain.	• Promote good environmental, social and governance principles throughout the supply chain.	• Take action to reduce the risk of corruption, fraud and other illegal activity, including exploitative employment practices across the supply chain.



The Global Standard

Informed by extensive research with members, industry-wide practitioners and subject matter experts, this provides a clear view of the skills, knowledge and competencies we need to demonstrate at all levels. Together, we're raising the standard.





Enablers

The strategies and skills that enable you to operate effectively.

- 1 Communication
- 2 Critical thinking
- 3 Developing relationships
- 4 ESG implementation
- 5 Innovation
- 6 Learning & development
- 7 Technology





1 Communication

This theme focuses on communicating internally and externally and negotiating with stakeholders and suppliers.

Competency indicators:	Delivering	Managing	Leading	Influencing
	Practitioners will be able to...			
A Communication fundamentals	Demonstrate honesty, integrity, and respect for others when communicating. Communicate clearly with colleagues, stakeholders and suppliers.	Promote and uphold the importance of honesty, integrity, and respect for others when communicating and negotiating. Communicate appropriately with colleagues, stakeholders, senior managers, and suppliers.	Implement and measure a culture of honesty, integrity, and respect for others when communicating and negotiating. Communicate effectively with stakeholders and suppliers across complex relationships.	Develop and influence a culture of honesty, integrity, and respect for others when communicating and negotiating. Communicate, negotiate and influence stakeholders and suppliers across complex, multi-organisational relationships.
B Effective communication	Communicate clearly throughout the procurement process. Use critical listening principles to improve communication and reach outcomes that benefit all parties. Ask for and give accurate and relevant feedback to develop communication skills further.	Promote effective communication with colleagues, stakeholders, and suppliers. Offer guidance and feedback to their team on how to communicate clearly, promptly and professionally. Ensure that all feedback is accurate and relevant and identifies development opportunities.	Lead initiatives to develop effective communication skills and measure their impact. Promote the importance and benefits of communicating appropriately, timely, and professionally. Demonstrate excellent feedback skills and encourage all stakeholders to regularly use feedback as a developmental tool.	Create a culture of openness and transparency that allows effective communication across all levels. Evaluate feedback from internal and external stakeholders to improve the effectiveness of the organisation's communication.
C Methods of communication	Identify the differences between key communication methods, such as verbal, nonverbal, written, and visual, and apply them as needed. Apply critical skills, including active listening, checking understanding, questioning, and summarising.	Effectively use appropriate methods – written, digital, or face-to-face to create the right environment for communication and negotiation. Use the most appropriate communication method and assess its effectiveness.	Analyse appropriate digital technologies to facilitate and enhance communication and negotiations, including when different tools are applicable.	Analyse the appropriateness of technologies, including artificial intelligence (AI), to optimise efficiencies and facilitate strategies for negotiation and communication.
D Barriers to communication	Identify the barriers that can affect communication and negotiation and apply skills to remove such barriers.	Facilitate appropriate 'barriers to communication' training for their team, which develops individuals' skills and supports their improvement as communicators.	Implement appropriate training that focuses on communication barriers. Evaluate the effectiveness of the training and identify any potential gaps.	Continually monitor and evaluate the barriers that can affect communication and negotiation in all settings and across cultures, such as bias, unconscious bias, neurodiversity, language, inaccurate messages, and cultural differences.



1 Communication

This theme focuses on communicating internally and externally and negotiating with stakeholders and suppliers.

[Continued]

Competency indicators:	Delivering	Managing	Leading	Influencing
	Practitioners will be able to...			
E Effective negotiation	Identify the objectives, outcomes, and trade-offs for negotiations.	Apply different negotiation methods and styles to the appropriate situation that contribute to the organisation's strategy, including effective listening, persuasion, tactics and influence. Identify sources of power during negotiations to develop better sourcing strategies and enhance outcomes.	Analyse how emotional intelligence and understanding behaviour can better support negotiation. Assess how effective negotiation can add value to organisations.	Evaluate the negotiation process, including stages, objectives, goals, and strategies. Use appropriate approaches in negotiation to effectively secure outcomes that are in the interests of all parties.
F Managing conflict	Recognise the different types and sources of conflict and how to minimise them. Resolve straightforward conflicts and seek additional support when necessary.	Provide training to help the team manage different types of conflict. Support conflict resolution when needed and know when to escalate complex issues.	Implement appropriate skills training that provides advice on the different types of conflict and how they can be minimised. Monitor any incidences of conflict to evaluate the impact of training. Manage complex conflicts and coordinate with other professionals when needed.	Develop a strategy that focuses on effective conflict resolution. Source appropriate training packages that support all staff in managing conflict appropriately. Use monitoring data to inform the strategy and analyse the effectiveness of the training packages. Apply innovative methods to manage complex and potentially damaging conflicts and bring in and coordinate other professionals when needed.



2 Critical thinking

This theme focuses on the ability to think critically when making procurement and supply decisions.

Competency indicators:	Delivering	Managing	Leading	Influencing
	Practitioners will be able to...			
A Using data	Use operational data and contextual information when making procurement and supply decisions.	Apply critical thinking to analyse operational data and contextual information. Explore matters relevant to operations, resolve problems, and introduce local project and initiative changes.	Analyse, interpret and draw conclusions from complex operational and strategic data, information and opinions from conflicting sources. Research operational and strategic matters in depth and lead strategic change.	Evaluate the results of the information and data gathered to influence the organisation's strategic direction. Research operational, financial and strategic matters in depth and influence strategic change.
B Data gathering	Verify the accuracy and reliability of information before acting or sharing it with others.	Apply methods to gather valid and reliable data and information from primary, secondary, internal and external sources.	Assess the accuracy of information literacy, cross-check, and make informed judgements about the reliability of information.	Critically evaluate methods and processes that are used to gather and share data. Implement methods to share procurement data, ensuring transparency and facilitating informed decision-making within the organisation.
C Data interpretation	Identify the difference between qualitative, numerical, and statistical data.	Use and interpret data, information, and findings into context, then use the findings to evaluate and compare the various available courses of action, considering the potential challenges and benefits.	Evaluate systems and processes that support the effective use and interpretation of data.	Influence the sourcing of effective systems that help the organisation interpret data accurately and effectively. Guide the organisation on the effective sourcing of data.
D Emotional intelligence	Apply key elements of emotional intelligence to their daily practice, which includes self-awareness, self-regulation, motivation, empathy, and social interactions.	Mentor and support your team to develop emotional intelligence skills while encouraging awareness of bias. Display and promote the use of emotional intelligence in daily practice.	Explore assumptions that are being used to inform reasoning. Use reasoning and judgement to support the decision-making process while recognising and addressing the influence of bias.	Evaluate the impact objectivity and bias, including unconscious bias, can have on reasoning and decision-making. Identify, analyse and mitigate sources of bias that could negatively impact the organisation
E Decision-making	Use relevant experience to support decision-making and seek advice or escalate when required.	Investigate topics and issues to inform and improve practice.	Use evidence and research to inform analysis and evaluation and to support the decision-making process.	Critically analyse all the factors in a process before making a decision. Ensure that decisions align with the organisation's strategy.
F Problem solving	Investigate and explore matters relevant to day-to-day operations, respond to problems, and escalate as necessary.	Follow up leads and concerns to gain a more complete picture. Use appropriate methods and tools to solve problems and implement changes or courses of action.	Identify and evaluate ways to overcome barriers to implementation or change. Resolve problems, mediate, and formulate actionable solutions to enable change.	Implement strategies and processes that effectively manage and plan projects and outcomes.



3 Developing relationships

This theme focuses on the knowledge, understanding and capabilities required for coaching or leading people to further the objectives of improved procurement and supply.

Competency indicators:	Delivering	Managing	Leading	Influencing
	Practitioners will be able to...			
A Working with teams	Work effectively with colleagues, suppliers, and stakeholders, both internally and externally, at an operational level. Participate in small informal teams or groups of colleagues, proposing and contributing to changes to basic operations.	Work effectively with a wide range of colleagues, suppliers, and stakeholders, internally and externally, to the organisation and ensure smooth operational processes. Form and lead work teams, resolve conflicts and introduce changes at an operational level.	Work effectively with colleagues, suppliers, and stakeholders at all levels, both internally and externally, in the organisation. Lead effective collaboration with colleagues, suppliers, and stakeholders internally and externally to drive team performance and achieve organisational goals.	Develop and sustain an effective network of professionals, advisors and colleagues, internally and externally, across various levels, functions, countries and industries. Influence and build strategic relationships with internal colleagues, suppliers, and external stakeholders to shape organisational direction and support long-term success.
B Types of teams	Work with different types of teams, including functional, project, cross-functional and ad-hoc.	Manage different types of teams, including functional, project, cross-functional and ad-hoc. Apply key fundamentals, such as team formation, roles, development, and modes of working, to form an effective team.	Assemble and lead appropriate teams or groups of colleagues from across the organisation to work with the procurement function on relevant tasks or strategies. Encourage a business partnering approach to ensure procurement decisions consider the wider organisation.	Evaluate the effectiveness of different types of teams for various tasks and support the integration of appropriate team models.
C Leadership approaches	Identify different leadership approaches and adapt appropriately to be an effective team member.	Apply situational leadership, selecting and using the most effective approach for the task, team, or individual. Use different approaches, such as visionary, authoritative, affiliative, participatory, and coaching.	Analyse different leadership approaches to understand which works best in each situation. Look at factors such as team needs, individual motivations, and the specific task to decide on the most effective leadership style.	Influence key stakeholders on various leadership theories and approaches tailored to suit different contexts. Evaluate the differences in culture and expectations and adapt approaches as required, influencing key people to see the value in adapting leadership to the context.
D Managing relationships	Develop positive and professional relationships with team members and other colleagues.	Promote leadership to colleagues about procurement and supply activities. Build confidence and encourage constructive behaviours among colleagues and team members.	Examine how roles, jobs, and organisational design impact our work. Look at how these factors influence teamwork, collaboration, and relationships with colleagues and partners.	Evaluate and create effective approaches based on roles, jobs, and organisational design. Assess how these elements shape working relationships. Develop strategies to enhance collaboration and strengthen partnerships internally and externally.



3 Developing relationships

[Continued]

This theme focuses on the knowledge, understanding and capabilities required for coaching or leading people to further the objectives of improved procurement and supply.

Competency indicators:	Delivering	Managing	Leading	Influencing
	Practitioners will be able to...			
E Managing conflict	Identify barriers to professional working and address resistance, conflict, and negative behaviours.	Understand the sources of conflict and dissatisfaction for individuals and groups. Manage conflict and disagreement between individuals and among work groups.	Provide advice and guidance on managing conflict, resolving disagreements, and managing conflicting priorities among colleagues and stakeholders.	Create a culture that promotes positive behaviours and openness. Source effective training that supports individuals in developing assertiveness, resilience, empathy, and critical listening skills, focusing on minimising conflict and mutually beneficial interactions.
F Change management	Cooperate and support change within the organisation.	Provide guidance and support to gain acceptance for changes and embed them into ways of working.	Apply the principles and theories relating to how people respond to change and their use in managing and gaining acceptance for change.	Evaluate and ensure the organisation has an appropriate change strategy for suitable transition periods and effective consultation.
G ED&I	Operate with professional integrity and honesty and demonstrate practice that incorporates the fundamentals of ED&I. Know how to escalate any ED&I concerns.	Lead and manage your team, ensure that you operate professionally and honestly, and demonstrate practice incorporating the fundamentals of ED&I. Address any ED&I concerns and escalate if necessary.	Promote and implement the organisation's ED&I policy and strategy, assess their impact, and make recommendations for improvement. Promote and implement a culture that is positive and inclusive. Set an example for others by demonstrating appropriate behaviours.	Support the development and maintenance of an effective ED&I policy and strategy, ensuring that it remains relevant to legislation and the environment. Create a positive and inclusive culture, and influence others by respecting and embracing cultural differences.



4 ESG implementation

This theme focuses on developing and embedding ESG within procurement and supply practice.

Competency indicators:	Delivering	Managing	Leading	Influencing
	Practitioners will be able to...			
A Culture	Undertake training and development and demonstrate behaviours that support a positive ESG culture.	Manage team behaviours to enable a positive ESG culture and facilitate training and development for individuals and teams.	Create clarity around the strategy's priorities and metrics to enable the team to deliver agreed targets/outcomes. Implement appropriate training and development to support the development of a positive ESG culture.	Influence board-level management to prioritise ESG strategies. Actively promote leadership diversity at an organisational level and within the procurement team. Influence an open and transparent culture to support positive ethical behaviour and minimise opportunities for corruption.
B Risk	Be aware of and identify any potential risks and report accordingly.	Ensure plans are in place, monitor risks, and ensure any required mitigation is actioned.	Identify and analyse the probability, severity, and impact of ESG risks in the supply chain and develop appropriate mitigation plans to minimise financial and reputational loss.	Use the 17 UN sustainability goals or standards such as the Global Reporting Initiative (GRI) or the Sustainability Accounting Standards Board (SASB), to critically analyse and evaluate ESG risks and impacts in procurement and supply chains.
C Strategy	Be aware of the ESG strategy and work per the operational plan.	Communicate the ESG strategy to your team/s and report on the strategy's effectiveness against the operational plan.	Operationalise and embed the ESG strategy into policies, processes, systems, and people. Ensure that the strategy is communicated to all relevant stakeholders.	Develop a procurement and supply ESG strategy aligned with organisational priorities, considering society, the environment, and circular economy opportunities. Ensure that the ESG strategy complies with the most relevant industry standards, regulations, and legislation.
D Collaboration	Work collaboratively with colleagues and stakeholders to meet goals and objectives.	Deliver and monitor common goals and objectives by working with key stakeholders.	Manage appropriate internal and external relationships to deliver shared goals and objectives.	Critically assess the opportunities for collaboration and partnership.
E Targets & metrics	Understand and apply SMART KPIs to guide procurement decisions, ensuring decisions support the organisation's ESG goals.	Collate and analyse data to monitor performance against SMART KPIs and ESG goals.	Embed the targets into operational plans. Develop SMART KPIs to monitor performance against the ESG goals.	Critically evaluate the key ESG goals and define specific, measurable, achievable, realistic and time-bound (SMART) targets that meet the ESG strategy.



5 Innovation

This theme focuses on innovative solutions, products, and processes that help develop and drive value within an organisation.

Competency indicators:	Delivering	Managing	Leading	Influencing
	Practitioners will be able to...			
A Tools & systems	Use tools and systems, such as AI technology or cloud-based systems, to help you carry out your responsibilities effectively and efficiently.	Monitor the effectiveness of tools and systems used to enhance innovative working methods. Facilitate up-to-date training for all colleagues who use these tools and systems.	Analyse the impact of tools, systems and techniques used to enhance innovation within procurement and supply.	Evaluate where technology can be used to improve procurement and supply. Support the sourcing of appropriate technology that meets the organisation's strategy.
B Products	Be aware of and use innovative products and services, such as new IT systems or equipment, to bring opportunities to your organisation. Use Industry 4.0 technologies to enhance productivity, efficiency, and flexibility.	Implement new products and services and facilitate sufficient training for your team. Constantly monitor the effectiveness of the products and services and report on any areas for development.	Collaborate cross-functionally with product and service users and key stakeholders to identify needs, potential cost benefits, and competitive advantage opportunities. Develop KPIs to ensure benefits from the innovation are clearly defined and measured.	Evaluate ethical, sustainable, and innovative products and services that will bring opportunities to your organisation. Critically analyse the impact that Industry 4.0 technologies can have on your organisation.
C Innovation for improvement	Be proactive in identifying innovations that could improve productivity and support the organisation's strategy.	Encourage and facilitate opportunities for innovative thinking that could improve productivity. Develop reports that can be measured against the organisation's strategy.	Promote the benefits of innovation that supports development, which could lead to improved productivity. Analyse reports and compare the information against the organisation's strategy.	Create an effective innovation strategy. Encourage suppliers to produce innovative ideas that help deliver the goods or services more effectively.
D ESG factors	Use approved innovative approaches and provide feedback on their effectiveness.	Monitor and record the impact of approaches used to support ESG factors.	Analyse approaches that are used to support ESG factors.	Critically assess the ESG factors which affect supply chain improvement and innovation. Evaluate the impact of green procurement on improvement and innovation.
E Development of innovation	Demonstrate an understanding of the different components/stages of the CIPS Innovation Cycle and be proactive in identifying any areas that could be improved.	Apply the innovation cycle to support the development of methods, tools, systems, and techniques. Ensure your team is familiar with the cycle and encourage feedback on improvement opportunities.	Promote using the CIPS Innovation Cycle and other innovative techniques to support continuous improvement. Analyse the effectiveness of innovations and their impact on the organisation.	Influence the organisation to include innovative techniques as part of their development strategy. Evaluate techniques that are used to promote the development of innovation in procurement and supply.



6 Learning & development

This theme focuses on learning and development, both as an individual and supporting or leading the development of others.

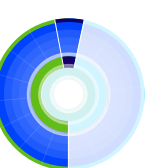
Competency indicators:	Delivering	Managing	Leading	Influencing
	Practitioners will be able to...			
A CPD	Take responsibility for their learning and development, both in practice and from organisational and external sources. Support others' learning in and related to the workplace. Use information search, investigation, and competence mapping results to identify appropriate CPD activities.	Be proactive in their learning and development and that of their team. Encourage others to learn from practice and promote a culture of openness and inquiry. Support their team by promoting the benefits of effective CPD. Conduct performance appraisals with your team to measure knowledge development.	Develop and support ongoing learning and development across their area of influence. Actively encourage others to learn from practice and promote a culture of openness and enquiry. Analyse the impact and longer-term benefits of CPD programmes. Promote the benefits of undertaking appropriate CPD programmes, assess the impact of these programmes on performance and make recommendations for improvements.	Develop and support a culture of ongoing learning, development, and innovation. Provide a platform for others to learn from, practice and promote a culture of openness and enquiry. Evaluate the impact and longer-term benefits of CPD programmes. Work effectively with relevant internal and external stakeholders to ensure the organisation embraces learning and development positively.
B Learning methods	Identify and access learning within the organisation appropriate to their preferred learning method/s – visual, auditory, read/write, and kinaesthetic (VARK).	Facilitate learning style assessments and support their teams to access appropriate learning. Develop and maintain learning records to support individual and team development. Use appropriate methods to review individual and team performance.	Implement and evaluate learning that supports the development of individuals, teams, and the organisation. Use opportunities for development in the immediate working environment, the more comprehensive organisation and externally.	Actively source effective training packages that meet the needs of individuals, teams, and the organisation. Share learning, innovation, and good practice more widely through gathering and disseminating knowledge and training beyond the organisation.
C Learning & development analysis	Identify gaps in knowledge and skills against current and emerging needs and aspirations, developing plans to overcome them.	Support their team with skills and competence mapping activities and assist in developing an appropriate training plan that promotes individual and team development.	Explore the development of training plans that meet the organisation's objectives. Assess the effectiveness of knowledge and skills mapping activities.	Develop clear objectives for the organisation against which individuals and teams can map their competence. Take a proactive approach to current and emerging needs.
D Reflection	Reflect on their learning and working practice and identify development opportunities.	Promote the benefits of reflection to their team, provide opportunities for reflection periods (especially on completion of a project or task), and share good practice.	Reflect on critical events and incidents and use the information to support future learning. Where relevant, seek feedback from and provide it to others.	Create a culture where reflection is fundamental to good practice. Reflect and assess the effectiveness of the organisation's objectives and consult with relevant stakeholders to assess the impact of critical events and incidents.
E Identifying developmental needs	Identify and take advantage of opportunities to learn from others inside and outside the organisation. Use available learning resources, such as digital learning tools and cross-functional and soft skills training, to support this.	Facilitate opportunities for your team to learn from others, such as cross-skills training, volunteering, or mentoring. Promote success stories and elements of good practice.	Provide opportunities for change, practice, and opportunities within and beyond the organisation and encourage others to learn from them. Assess the impact these opportunities have on performance.	Create a culture that encourages others to learn from change, practice, and opportunities within and beyond the organisation. Participate in external activities that enable sharing of good practice and knowledge.



7 Technology

This theme focuses on the use and evaluation of digital technology and data to improve procurement and supply chain management.

Competency indicators:	Delivering	Managing	Leading	Influencing
	Practitioners will be able to...			
A Using digital technology	Use digital technology and machine learning, such as artificial intelligence (AI), effectively for procurement and supply operations and professional communication.	Apply digital technology effectively to manage procurement and supply operations and professional communication. Explore opportunities for the use of machine learning to improve efficiency.	Analyse relevant digital systems effectively in relation to overall supply chains, working with suppliers and stakeholders to integrate and ensure compatibility with systems.	Evaluate and introduce, modify, or make recommendations on systems at an organisational level and across international supply chains.
B Data protection	Use and assess relevant software and devices, maintain the security of their operations, and advise others on using procurement and supply applications.	Evaluate relevant systems, maintain the security of their operations and those of colleagues, and advise stakeholders and suppliers on using procurement and supply applications.	Assess new developments for application in the organisation and evaluate and recommend improvements to data protection and cybersecurity systems.	Critically analyse advanced data and integration tools and take responsibility for improving data protection and cybersecurity systems.
C Dealing with issues	Apply the organisation's data protection policy and strategy and take immediate action during malfunctions and breaches.	Promote the organisation's data protection policy and strategy and take responsibility for restorative action in the event of breaches and malfunctions.	Implement and monitor the organisation's data protection policy and strategy and assess the response to the action taken for breaches and malfunctions. Create reports on the effectiveness of the organisation's response to incidents.	Develop policies and strategies that eliminate/reduce the impact of breaches and malfunctions. Continually monitor digital technology threats and provide suitable training for all staff.
D Managing risk	Access relevant technology training and awareness sessions that educate and provide information on risks such as data disaster recovery.	Facilitate relevant technology training and awareness sessions that educate and provide information on risks. Monitor the effectiveness of training and identify areas for improvement.	Implement relevant technology training and awareness sessions that educate and provide information on risks. Assess the effectiveness of training against the organisation's policy and strategy.	Influence the policy and strategy development that eliminates or reduces risks. Evaluate the most effective technology training and awareness sessions for the organisation and remain proactive to new risks.
E Technology support	Apply training in their daily practice and seek appropriate support in the event of any technological issues.	Support team members with any technological issues and facilitate and monitor training effectiveness.	Analyse the effectiveness of training and ensure that it is current, relevant, and tested through practice (situation rehearsals or simulated emergency response drills).	Collaborate with stakeholders (internal and external) to remain proactive and use the results from situation rehearsals to source appropriate technology and training.



Practices

The application of knowledge to help you perform a skill.

- 8 Contract management
- 9 Evaluation & improvement
- 10 Managing performance
- 11 Operations management
- 12 Risk & resilience
- 13 Sourcing
- 14 Spend & value
- 15 Stakeholders





8 Contract management

This theme focuses on initiating, setting up, and managing risks for contracts, goods, and services (following a sourcing process).

Competency indicators:	Delivering	Managing	Leading	Influencing
	Practitioners will be able to...			
A Developing contracts	Recognise the different types of contracts and agreements and apply suitable types of contractual agreements. Track, record, and report supplier compliance and KPI performance according to the contract.	Assess and advise on the legal and commercial implications of forming contracts, including employment and competition law and intellectual property rights, recognising when to involve other professionals for guidance.	Evaluate contracting options for programmes, projects or other complex procurement activities, including early supplier involvement to optimise design where appropriate.	Promote best practices in programme and project management internally and across supply chains.
B Contract specifications	Input technical specifications for contracts, incorporating ESG procurement and supply criteria where applicable.	Ensure completeness and accuracy of technical requirements in contracts and ensure that the design and performance of specifications avoid unnecessary costs for both the organisation and suppliers. Agree suitable contract milestones. Ensure contracts include obligations and KPIs that support ESG objectives.	Identify opportunities to regulate specifications in the short and longer-term through standardisation, value analysis, or value engineering and guide internal stakeholders on their implementation. Ensure contracts include ESG elements that are proportional and relative to the size and subject matter of the contract.	Ensure that contracts incorporate ESG targets that align with those of the organisation and that staff are appropriately trained to write and evaluate these areas. Implement measures to stay informed of upcoming changes in ESG regulations, ensuring that contracts and strategies remain proactive.
C Developing terms & conditions	Evaluate and challenge/recommend core contract provisions. Know when to engage subject matter experts. Deal with any queries raised by stakeholders and suppliers related to the completion of contract documentation. Review draft contracts to ensure that contract documents and terms are accurate and sufficiently detailed, and that contract documentation is complete. Understand and follow processes for contract performance and risk management. Recommend improvements and additions to these processes.	Set standards for dealing with suppliers to ensure that regulations relating to bribery and corruption are upheld, reporting any breaches to the relevant authority or department. Understand and develop contract clauses that define and manage potential impacts on pricing, such as inflation, index-based pricing and import tariffs. Evaluate and recommend appropriate methods to manage dispute resolution, variations, claims or compensation events. Lead cross-functional approach to avoid or mitigate contracting and contract risks. Promote and facilitate the formation of contract terms that generate the correct behaviour from all parties.	Provide advice to colleagues and other stakeholders on the key clauses included in contract forms for significant programmes. Evaluate and make any necessary revisions to optional clauses and schedules. Create contracting plans with stakeholders that develop effective business cases, specifications, and contract terms and are structured to ensure that strategy and benefits are delivered. Evaluate the range of pricing arrangements available for significant programmes or projects and recommend the most appropriate, ensuring equitable flows of money. Incorporate processes for early warnings and robust risk mitigation, creating risk registers and other mechanisms for managing risks in programmes and projects. Identify how risk can be shared with the organisation's supply chain.	Advise on relevant regulations and compliance issues that affect contracts. Interpret the legal and commercial implications of contract provisions. Learn from organisations that have led innovative programmes and projects and share best practices with stakeholders. Ensure contracts contain provisions for dispute resolution, transition arrangements, and exit strategies, including proper management of any liabilities or asset transfers. Effectively use payment and risk/reward-sharing contracting approaches to minimise risk, motivate performance, drive innovation, and maximise cash flow. Encourage the adoption and use of standards for identifying, managing and mitigating risks in the supply chain. Align organisational objectives with contract management, using robust contract management disciplines, key performance indicators and service level agreements to mitigate risk and ensure high-quality contract outcomes.



8 Contract management

This theme focuses on initiating, setting up, and managing risks for contracts, goods, and services (following a sourcing process).

[Continued]

Competency indicators:	Delivering	Managing	Leading	Influencing
	Practitioners will be able to...			
D Contract handover	Use contract approvals and debriefings appropriately to inform future contract letting processes.	Complete contract handover and implement/ co-ordinate contract performance monitoring and feedback mechanisms. Encourage and coach stakeholders in forming effective ongoing relationships with their supply chains.	Develop transition and implementation plans to formally transfer responsibility for contract management to those responsible for ongoing monitoring and delivery. Encourage good practice in managing projects and programmes, ensuring suppliers perform contractual duties and avoiding escalating costs and delays.	Encourage and lead the appropriate use of project and strategic partnering. Proactively influence and engage business stakeholders in the formation of contract templates. Coach others to generate improvements in contracts and contracting processes to maximise compliance, benefits delivered, process efficiencies, and effectiveness.



9 Evaluation & improvement

This theme focuses on reviewing and evaluating the performance of procurement and supply activities and acting or making recommendations to secure improvements.

Competency indicators:	Delivering	Managing	Leading	Influencing
	Practitioners will be able to...			
A Benchmarking	Demonstrate timely and accurate data analysis to support improved procurement and supply function performance. Support planning and conducting audits with suppliers to verify performance and costs, identifying and reporting discrepancies.	Develop and agree with suppliers and other stakeholders on appropriate sustainable performance indicators for the supply chain, ensuring a proper mix of qualitative and quantitative performance measures.	Collate, analyse and disseminate data on key performance indicators, including ESG commitments to stakeholders. Identify and implement performance improvement actions involving procurement and the supply chain. Monitor the performance of the procurement and supply function in achieving its contractual obligations with internal customers. Lead the development and implementation of specific improvement plans, including supply chain, functional and people-related improvements. Evaluate internal and external compliance to procurement processes and develop improvement plans with stakeholders and suppliers.	Lead programmes to collate and analyse data to develop strategies, plans and recommendations. Link the role of procurement in supply chain management to supporting future delivery of organisational strategy. Identify and investigate procurement and supply chain issues, develop solutions supported by analytics and technology and work cross-functionally to create appropriate strategies for their implementation.
B Collecting & using data	Collate data that supports the control of prices, costs and financial savings. Collate data that measures deliveries of goods and services.	Analyse data that supports the control of prices, costs and financial savings, taking appropriate actions to improve performance. Analyse data that measures deliveries of goods and services, taking appropriate actions to improve performance.	Analyse organisation performance data in achieving its contractual obligations with customers, identifying areas of procurement-related impact.	Evaluate the costs, benefits, and return on investment (ROI) of investments that affect the function.
C Evaluation	Use appropriate surveys to evaluate customer service and stakeholder satisfaction for procurement and supply.	Project manage the implementation of individual improvement initiatives to deliver specific areas of procurement strategy, reporting against progress and any project issues.	Seek and assess feedback from stakeholders and suppliers to monitor the success of procurement and supply activity.	Proactively influence and engage business stakeholders in designing future supply chains, the future procurement operating model and future organisational commercial strategy.



9 Evaluation & improvement

This theme focuses on reviewing and evaluating the performance of procurement and supply activities and acting or making recommendations to secure improvements.

[Continued]

Competency indicators:	Delivering	Managing	Leading	Influencing
	Practitioners will be able to...			
D Reviewing	Apply learnings to processes within your area of responsibility and suggest what could be improved based on your experiences.	Collate and analyse lessons learnt from projects or areas of responsibility and identify relevant lessons to share with the broader team.	Evaluate benchmark and gap analysis data for supply chain performance, using it to develop improvements with suppliers and other stakeholders.	Analyse external learnings, track current trends related to the development and improvement of procurement and supply chain management, including ESG performance, and systematically apply associated methodologies. Evaluate external benchmarks of performance, process, technology and activities from best-in-class functions to compare, evaluate and improve your procurement and supply function.
E Procurement systems	Use procurement systems for planning and monitoring procurement and supply activities.	Understand and coach others on the effective use of procurement systems. Identify operational systems issues and take appropriate action to report/resolve them.	Input into systems and technology evaluation and enhancements.	Define procurement systems and technology strategy. Create sound business cases and implementation plans for improvements identified.



10 Managing performance

This theme focuses on managing the performance and risks of a supply process or project once the contract is in place.

Competency indicators:	Delivering	Managing	Leading	Influencing
	Practitioners will be able to...			
A Contract & supplier management	Contribute to establishing supplier performance targets and agree on their application with suppliers and stakeholders	Identify stakeholders and business users and develop a communication plan and stakeholder map in relation to contract and supplier management activities. Collaboratively apply segmentation models to prioritise and differentiate approaches to supplier relationship management.	Lead cross-functional teams in identifying and agreeing on the most appropriate relationship model and deploy with suppliers. Manage multiple types of relationships across the organisation, deploying the optimal approach to supplier relationship frameworks.	Mentor stakeholders in understanding the different types of relationships across the supply base and how the supply base is segmented so that they can manage those supplier relationships differently. Establish organisational-wide approaches that effectively differentiate between contract management and the overall management of supplier relationships. Ensure effective governance, accountability, and timely decision-making are in place as part of performance management frameworks. Establish supplier engagement processes that engage and align all supply chain tiers. Develop and promote positive behaviours within supply chain relationships, mainly where more complex supply arrangements exist, such as alliance delivery, joint ventures and partnerships.
B Performance monitoring	Use and support the implementation of contract management systems, allocating or negotiating clear responsibilities and recording improvement actions. Monitor the supply of goods and services to ensure that required performance standards and targets are achieved. Monitor and follow up on supplier compliance with organisational reporting and performance management processes.	Collate stakeholder feedback on supplier performance and report on contract performance to drive opportunities and improvements.	Research, analyse and create benchmarks for processes or performance in the organisation's supply chain. Ensure budgets are monitored, instigate actions for deviations from budgeted costs, and assess the impact.	Track project/programme benefits and ensure continuing strategic alignment between project/programme performance and organisational targets. Use project/programme performance and learnings to inform forward business case development and cost/benefit analysis.



10 Managing performance

This theme focuses on managing the performance and risks of a supply process or project once the contract is in place.

[Continued]

Competency indicators:	Delivering	Managing	Leading	Influencing
	Practitioners will be able to...			
C Proactive management	Forecast and plan requirements with internal stakeholders and suppliers to ensure the supply of goods and services matches demand. Ensure that supplier relationship management processes and improvement plans are executed proactively to correct any defective performance. Benchmark the pricing of purchased goods or services and understand the reasons for any differences.	Support key supplier relationships, providing data and analysis to support the identification of risks and opportunities and forward action planning. Evaluate where collaborative or competitive relationships are appropriate for improving value in the supply chain.	Implement quality management approaches with suppliers to improve the cost, quality or delivery of purchased goods or services. Collaborate with suppliers on developing future strategy and development programmes, including potential innovations, driving growth, and identifying opportunities for promoting and specifying ESG goals throughout the supply chain. Initiate and implement contract improvement plans and investigate outcomes. Knowledge and learning are proactively fed back into the supply chain.	Apply systematic approaches to supplier and contract performance management within the relationship context, such as total quality approaches, cost optimisation, and continuous improvement processes. Take a strategic approach to sharing future project strategies and challenge suppliers to innovate and improve efficiencies to meet delivery challenges and targets.
D Risk management	Contribute to supplier/contract level risk management processes.	Compile risk assessments, registers, or other risk evaluation tools for projects, agreeing on actions with suppliers and stakeholders to allocate or share risks. Research, analyse and use data relating to market changes that inform decision-making and use them to mitigate risk.	Lead collaborative processes to mitigate and manage supplier and external risks which impact supply chain performance.	Implement structured mechanisms to critically analyse the complexity of the project/programme delivery alongside the capability and performance of the supply chain to deliver. Use the analysis to inform risks and opportunities linked to project delivery.
E Contract closeout	Notify suppliers and stakeholders of the exit of the contract and evaluation processes.	Ensure official termination is served correctly and any new or interim arrangements are planned.	Ensure the security of supply is managed in any transition period or during the exit of contracts with suppliers.	Ensure risks from the contract's exit are anticipated and mitigated and any new requirements/outcomes are enacted.



11 Operations management

This theme focuses on operations management concepts that affect the efficiency and effectiveness of the supply chain.

Competency indicators:	Delivering	Managing	Leading	Influencing
	Practitioners will be able to...			
A Use of tools	Identify and correctly use tools that improve performance and efficiency in operations management.	Implement tools that improve performance and efficiency in operations management. Monitor the effectiveness of these tools and provide feedback that informs analysis and evaluation processes.	Analyse tools used to improve performance and efficiency in operations management and make recommendations for improvements. Promote and implement ESG targets and provide information that supports measuring the organisation's strategy.	Ensure that contracts incorporate ESG targets that align with those of the organisation and that staff are appropriately trained to write and evaluate these areas. Implement measures to stay informed of upcoming changes in ESG regulations, ensuring that contracts and strategies remain proactive.
B Failure prevention & recovery	Use appropriate failure prevention and disaster recovery techniques to support effective operations management.	Facilitate appropriate failure prevention and disaster recovery techniques to support effective operations management.	Explain failure prevention and disaster recovery techniques that can be applied in operations management.	Analyse and evaluate failure prevention and disaster recovery techniques that can be applied in operations management.
C Quality improvement	Identify techniques used for quality improvement and apply these to support operations management.	Implement suitable techniques for quality improvement to support operations management. Provide feedback on the effectiveness of these techniques.	Analyse techniques used for quality improvement, such as Six Sigma, that can be applied in operations management. Develop detailed reports that identify areas for development and support the continuous improvement cycle.	Critically evaluate techniques used for quality improvement that can be applied in operations management.
D Use of technology	Use appropriate technology to support effective logistics management.	Implement appropriate technology that supports effective logistics management, monitor its use, and provide feedback on its impact on ESG targets.	Make recommendations to support the sourcing of technology that supports effective logistics management. Measure the impact that technology has on the ESG strategy and targets.	Critically analyse the use of technology in logistics management and promote the need for effective systems. Influence the sourcing of technology that supports the ESG strategy and meets targets.
E Logistics management	Demonstrate a good comprehension of the role of logistics management and the activities that are associated with it.	Demonstrate effective logistics management skills and provide guidance on good practice for the associated activities.	Analyse the role and activities of logistics management. Create detailed reports that identify the strengths, areas for development, and weaknesses of logistics management and its associated activities.	Use reports to evaluate the role and activities of logistics management. Influence the sourcing and implementation of effective systems and processes that improve all aspects of logistics management. Collaborate with internal and external stakeholders to share good practice.



12 Risk & resilience

This theme focuses on working with the external and internal business environment in which procurement and supply activity is situated.

Competency indicators:	Delivering	Managing	Leading	Influencing
	Practitioners will be able to...			
A The business environment	Identify the main characteristics of the sector(s) and market(s) within which the organisation, suppliers, and customers operate. Identify the main competitive forces and trends that influence the market.	Follow a structured approach to analyse the business environment and its impact on individual sourcing/ category strategies. Understand primary factors that impact supply chain complexities and costs. Understand the division of risk and value within different supply chain elements.	Identify and analyse the potential impact of external factors on the organisation and its supply chain. Develop recommendations and plans to maximise opportunities and mitigate difficulties. Evaluate the potential effect of supplier commercial and corporate activity within the organisation's supply chains and develop plans to maximise benefits and minimise disruption.	Apply insight into emerging trends and market conditions into a short-, mid- and longer-term procurement strategy that enables sustainable commercial outcomes for the organisation.
B Benchmarking data	Undertake benchmarking activities that are appropriate within your sector.	Analyse the benchmarking data that is appropriate to your sector.	Evaluate and implement improvements that have been identified from benchmarking analysis.	Obtain deep and broad business and industry knowledge to advise colleagues and other stakeholders on the implications for the organisation and its supply chains.
C Risk assessment	Understand some of the main types of supply-side risks impacting the organisation, e.g. quality, corruption and inflation.	Consult with suppliers and other stakeholders to provide input into supply market risk assessment and escalate high-level risks as appropriate. Contribute ideas or risk management approaches to help deliver sustainable procurement outcomes.	Provide input into risk analysis, developing appropriate mitigations on complex issues.	Lead the application of a systematic risk management methodology, including assessment of supply chain visibility and suppliers' business continuity plans to identify and action mitigation strategies.
D Market pricing	Understand broad concepts and models for costing and price analysis.	Apply external market, financial and benchmark data to estimate and negotiate current and future prices and costs.	Assess internal and external resources and associated dependencies to inform the development of procurement plans.	Critically assesses industry cost models, funding structures and commercial strategies to provide meaningful insight and minimise risk by predicting their impact.
E Regulations & standards	Understand and identify relevant procurement laws and regulations and their application in procurement processes. Promote key aspects of ESG responsibility in relation to the supply chain.	Understand and comply with external regulations and standards that apply to procurement and supply chain processes. Advise colleagues and other stakeholders on procurement's approach in promoting ESG initiatives within its supply chains.	Evaluate the impact of relevant industry/sector/ESG regulations and standards on procurement and the supply chain and develop plans to adopt requirements, mitigate potential difficulties, and monitor compliance.	Critically evaluate the impact of relevant industry/ sector/ESG regulations and standards for procurement and supply chain to provide insight and challenge to organisational commercial strategies. Advise colleagues, suppliers and other stakeholders on issues relating to developing and retaining intellectual property rights.



13 Sourcing

This theme focuses on activities and strategies for sourcing goods and services.

Competency indicators:	Delivering	Managing	Leading	Influencing
	Practitioners will be able to...			
A Strategies & plans	Agree on requirements with internal stakeholders and agree on or recommend suitable sourcing approaches and plans. Ensure compliance with organisational procedures and regulations relating to sourcing processes.	Evaluate factors influencing the supply market and use them to develop sourcing strategies and plans that improve commercial leverage and meet business objectives. Develop precise sourcing schedules for team members, taking action to meet targets and timescales required by the business.	Create sourcing strategies and plans that combine the analysis of key criteria (such as ESG/sustainability, switching costs, sourcing options, and type of contract) to inform the sourcing approach for more extensive procurement exercises. Monitor and report on organisational compliance against sourcing routes. Take appropriate follow-up actions. Advise internal stakeholders on changes in international trading, legal requirements, and regulations.	Identify the drivers behind significant sourcing projects (such as reduced risk, access to technology, specific terms, value, or efficiencies) and identify and manage any challenges to their achievement. Establish and embed sourcing routes across the organisation, including appropriate criteria to support supplier selection. Develop roles and responsibilities and compliance monitoring. Initiate and agree on functional targets to be delivered through sourcing activities. Develop clear calculation, sign-off and reporting processes.
B Tender	Compile invitation to tender documents which contain accurate details of requirements, timescales, processes, etc.	Work with stakeholders to develop detailed and accurate specifications.	Support stakeholders in developing complex specifications. Incorporate expert input from suppliers – including relevant supplier innovations – to support specification development.	Develop specifications suitable for large, complex contractual relationships, considering input, output, and outcome specifications.
C Pre-qualification	Obtain and assess pre-qualification or pre-engagement information from potential suppliers.	Develop pre-qualification criteria and use the results to make recommendations to ensure the correct suppliers are invited to tender.	Assess sourcing requirements to develop a detailed assessment of the capability and capacity of suppliers and the supply chain to drive the desired outcome (e.g. supply security, ESG/Sustainability factors, cost optimisation, transactional efficiency, etc.)	Critically assess the impact of significant sourcing/outsourcing projects – on staff, processes, and budgets.
D Evaluation	Research potential suppliers' capabilities and financial position in relation to procurement requirements. Evaluate proposals against agreed criteria and make recommendations for award of contracts.	Advise internal stakeholders on the implications of key suppliers' motivations, cost/margins, and working practices. Work with stakeholders to develop suitable evaluation criteria, including understanding cost drivers and breakdowns.	Establish plans that coordinate and share expenditure allocations across different suppliers as relevant. Analyse complex commercial data and facilitate stakeholders in the evaluation of technical criteria. Produce award recommendations for approval.	Analyse and advise on options for approaching the market, such as global sourcing, local content, offshoring, sole/dual supply, and type of contract. Critically evaluate and sign off the award recommendation with key stakeholders/budget holders.
E Ethics	Demonstrate high standards of transparency and business ethics in sourcing activities.	Promote high transparency and business ethics standards in sourcing activities and establish expectations with suppliers to do the same. Ensure that new markets can bid for goods and services where appropriate.	Create and implement plans for the use of ethical procurement. Implement targets and metrics that monitor the supply base's equality, diversity and inclusiveness.	Monitor compliance with human rights, ethical and sustainable practices and standards, taking appropriate actions in the event of any breaches. Assess and advise on options to promote an equal, diverse and inclusive supply base that can result in a competitive advantage.



13 Sourcing

This theme focuses on activities and strategies for sourcing goods and services.

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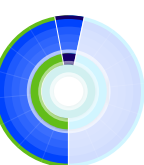
Competency indicators:	Delivering	Managing	Leading	Influencing
	Practitioners will be able to...			
F ESG criteria	Understand the importance of ESG opportunities in the sourcing process.	Identify where and when ESG criteria can be appropriately incorporated into sourcing processes.	Develop procurement staff's understanding and knowledge of ESG criteria in sourcing activities to enable them to identify opportunities to drive positive outcomes.	Demonstrate awareness of the extent to which ESG criteria can be applied to sourcing processes, considering the value and significance of the sourcing activity (such as opportunities to create social value), the severity of associated ESG impacts, the maturity of the market and regulatory requirements.
G Sourcing tools	Competently use sourcing tools, such as P2P or eTendering tools.	Thoroughly understand and use sourcing tools, such as P2P or eTendering tools.	Provide support to team members and stakeholders in the effective use of sourcing tools. Suggests improvements and enhancements.	Apply expert knowledge and understanding of procurement tools, which are used to identify and implement enhancements.
H Sourcing options	Liaise with internal stakeholders and work with cross-functional teams where necessary to use sourcing options (such as competition, direct negotiation, joint proposition improvement, etc.) for any specific category of purchase.	Consult with internal stakeholders, assembling and working with cross-functional teams where necessary, to agree on sourcing options (such as competition, direct negotiation, joint proposition improvement, etc.) for any specific category of purchase. Identify where it is appropriate to complete a make/buy analysis and provide relevant information to support the analysis in consultation with relevant stakeholders. Consult with stakeholders to establish information requirements. Identify any assumptions to be considered in developing the sourcing approach, including evaluating the suitability of outsourcing work or services.	Provide critical analysis into make/buy recommendations and sourcing options to achieve stakeholder consensus and obtain senior approval. Identify critical success factors for the outsourcing or insourcing of work or services. Analyse and advise on options for approaching the market, such as global sourcing, local content, offshoring, sole/dual supply, and type of contract.	Implement internal governance mechanisms and advise on decision-making criteria for strategic make/buy decisions. Model future scenarios, providing commercial input into organisational strategy review and development.
I Risk assessment & strategies	Query any missing or unclear details in suppliers' responses, referring to internal stakeholders, as necessary.	Develop risk assessment and risk mitigation plans to be incorporated into the sourcing process, considering feedback from stakeholders.	Develop appropriate sourcing strategies for procurement categories, including developing and implementing risk assessment and risk mitigation strategies.	Develop and embed the approach for category strategy or category management and delivery, including demand and supply-side analysis and a complete risk strategy. Provide advice and coaching on category management techniques.



14 Spend & value

This theme focuses on procurement and supply costs and how the function adds value to the organisation.

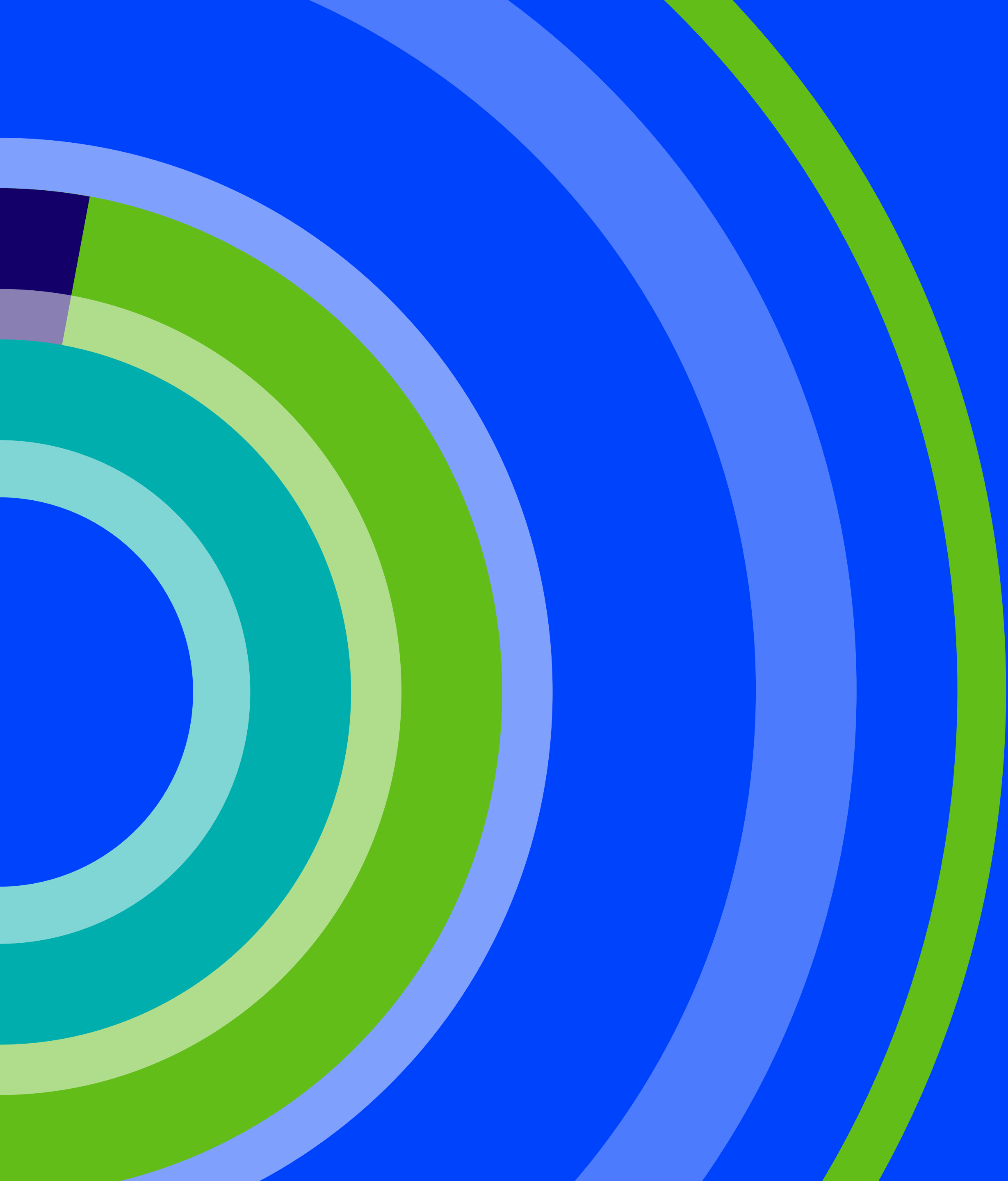
Competency indicators:	Delivering	Managing	Leading	Influencing
	Practitioners will be able to...			
A Data-driven	Use spreadsheets to conduct data analysis, including fundamental spend analysis and straightforward financial analysis of costs and prices.	Build a category structure using the spend data to provide insights into the distribution of more detailed sub-categories.	Lead the process of collecting and analysing data to develop effective solutions and plans for solving issues in procurement and supply chains, including the analysis and implementation of techniques to create networked supply chains.	Direct the overall strategy for gathering and analysing data and explore how it can be used to create new opportunities and initiatives.
B Achieving value	Identify and evaluate opportunities to reduce expenditure with suppliers. Assess the impacts of different pricing structures and apply them as appropriate to sourcing activities.	Use appropriate methodologies to achieve structured and consistent sourcing and category strategies. Evaluate business requirements, forecasts and spend data to help formulate options and make recommendations to achieve value for money outcomes.	Analyse cost levers, such as price, volume, specification and process, to determine the best value, such as quality and ESG, or most appropriate prices for the specified goods or services that contribute to commercial advantage.	Explore opportunities to create and develop collaborative relationships with the organisation's supply chain and partnerships to increase value, support better outcomes, and integrate ESG principles.
C Spend categories	Calculate fundamental financial analysis of costs and prices, using tools such as commodity, currency, retail and consumer price indices where appropriate, and use this data to negotiate with suppliers.	Evaluate categories of direct and indirect expenditures using appropriate portfolio tools. Assess against ESG criteria.	Develop approaches to ensure that the procurement and supply function supports the organisation's sources of competitive advantage and ESG goals.	Promote effective supply chain management to achieve business strategy.
D Strategic management	Monitor pricing arrangements in commercial agreements to ensure effective price and cost management.	Develop a category plan which links organisational requirements and supply market capabilities.	Lead the implementation of methodologies to achieve responsive and resilient supply chains.	Contribute to investment appraisal and decisions undertaken by internal stakeholders.
E Strategy development	Use business planning and budget data to develop high-level procurement plans.	Involve and engage internal stakeholders and suppliers in category strategy development.	Develop and instigate approaches with stakeholders and suppliers to support collaborative business relationships.	Leverage business insights and relationships to shape strategic procurement initiatives, integrating ESG considerations to drive sustainable and responsible practices.
F Strategies to achieve value	Assess the causes of variances in pricing related to the procurement of goods or services.	Identify compliance requirements based on international legislation and regulations, which, if overlooked, may negatively impact price and value.	Gather information to evaluate and define each spend category's future requirements, including demand forecasts, specifications, sources of value, and organisational risks.	Guide stakeholders in understanding the supply chain dynamics and overseeing the development of appropriate category management strategies.
G Inventory systems	Control inventories effectively to support the reduction in carrying (stock) costs and improve turnover rates.	Assess the effectiveness of systems using metrics such as forecast accuracy and inventory turnover.	Investigate synergies across categories, generate strategic procurement options, and evaluate those options based on risk and value, ensuring these strategic decisions align with the overall corporate strategy.	Promote collaboration between procurement/supply chain personnel and stakeholders to develop effective category plans and sustainable relationships for long-term value creation and to foster innovation.



15 Stakeholders

This theme focuses on working with internal and external stakeholders to ensure the effectiveness and value of the procurement and supply function.

Competency indicators:	Delivering	Managing	Leading	Influencing
	Practitioners will be able to...			
A Stakeholder relationships	Gather input from stakeholders regarding their needs, priorities, and expectations of the organisation's supply chain. Obtain and follow management input on the next steps. Know how to interact with and present to stakeholders. Assist in preparing materials and analysis used in stakeholder mapping and management processes.	Identify and support in resolving any unrealistic or conflicting expectations among stakeholders. Demonstrate stakeholder mapping and its application to ensure effective engagement and contribute towards achieving defined targets.	Work with internal and external stakeholders to identify and encourage improved approaches to manage relationships, including managing trade-offs and conflicts between stakeholders to achieve positive outcomes. Evaluate stakeholders' priorities, expectations, and sources of power, considering them to design specific stakeholder management strategies and plans required to achieve effective supply chain management, including established ESG objectives.	Develop effective relationships with suppliers and internal stakeholders to secure commitment to strategic objectives, processes, systems, and practices. Establish governance structures that manage internal and external stakeholder relationships consistently and effectively across the organisation. Review and adjust to ensure its continuing suitability.
B Policies, legislation & regulations	Contribute to ensuring colleagues and stakeholders act ethically and legally concerning procurement and supply. Contribute to ensuring internal colleagues and stakeholders understand and follow the relevant policies, procedures, and documentation requirements for procurement and supply.	Work with stakeholders to promote ethical and sustainable procurement and eliminate illegal and unethical practices in supply chains. Proactively share information and updates of mutual relevance to internal and external stakeholders.	Collaborate with stakeholders to understand ethical, policy, sustainability, legislative, and regulatory requirements and minimise illegal and unethical practices in supply chains. Develop and lead the implementation of policies, procedures and governance for effective procurement and supply.	Develop strategies to promote and achieve compliance with ethical, policy, legislative and regulatory requirements. Identify and develop future internal and external stakeholder relationships, which will be important in delivering sustainable procurement and organisational strategy.
C Improving outcomes	Recognise the role internal and external stakeholders can play in supporting the delivery of sustainable procurement and organisational strategy. Be aware of the interest and influence that stakeholders can have.	Apply defined processes to manage external stakeholder relationships to contribute towards achieving targets, identifying added value and ESG opportunities and managing risk within the supply chain. Support stakeholders in effectively using digital technologies to improve procurement and supply outcomes. Use a stakeholder analysis matrix to help you understand their interest and influence and how to manage the relationship effectively, e.g., closely or keep informed.	Demonstrate effective deployment of supplier preferencing to drive improved relationships and engagement. Develop effective strategies for managing stakeholders when there is a change in procurement and supply activities.	Take steps to proactively engage internal and external stakeholders in issue resolution where procurement deliverables or outcomes are being under-delivered. Develop appropriate and effective supplier relationship measurement and use results to improve supply outcomes. Positively promote the procurement and supply function at leadership levels inside and outside the organisation.



Raising our standards is a continuous journey for the global procurement and supply community. We hope you will find The Global Standard a valuable tool as you continue on yours.