

# Procurement Competency Framework



## Level 0

- ❖ Administrative Officer
- ❖ Support Officer

### Typical Role Behaviours

- Specialises in receiving or raising requisitions and arranging purchase orders
- Operates purely on a transactional/tactical level
- May have aspirations to become a purchasing officer

## Level 1

- ❖ Purchasing Officer
- ❖ Buyer

- Focuses on the process of procurement at a transactional/tactical level
- Responsible for undertaking basic procurement tasks including managing tendering and quotation processes for low-value, low-risk purchases
- May be involved with medium to high value and risk purchases under supervision, or in a supporting role
- Typically will be in the process of obtaining the competencies/qualifications appropriate to a procurement officer

## Level 2

- ❖ Procurement Officer
- ❖ Senior Buyer
- ❖ Analyst/Advisor

- Focuses on procurement at a tactical level
- Facilitates the process of developing and managing contracts or may be responsible for low-value/low-risk to high-value/high-risk contracts
- Manages or participates in procurement planning and developing a wide range of briefs, specifications and commercial documentation
- Typically will be in the process of obtaining the competencies/qualifications appropriate to a procurement professional

## Level 3

- ❖ Procurement Specialist
- ❖ Procurement Manager
- ❖ Senior Analyst/Advisor

- Is experienced at leading the delivery of the required procurement outcomes, typically for a small government agency
- Has in-depth knowledge of their specialist area of responsibility
- Has broad knowledge and experience of the practical application of current best practice
- Has knowledge of the tools and techniques used in supply chain management and is competent in applying them
- Possesses the expertise, competencies and relevant professional qualifications appropriate to their level of procurement responsibilities
- Knowledge and experience is underpinned by a procurement qualification

## Level 4

- ❖ Senior Procurement Manager
- ❖ Deputy Chief Procurement Officer

- Typically manages multiple teams of procurement practitioners
- Very experienced at leading the delivery of the required procurement outcomes, typically for a large government agency
- May support a CPO in the development and implementation of procurement strategy and programmes usually relating to the delivery of strategic outcomes defined by government
- Responsible for achieving a government agency's procurement outcomes
- Knowledge and experience is underpinned by one or more procurement qualifications

## Level 5

- ❖ Director of Operations
- ❖ Chief Procurement Officer

- An organisation's most senior procurement professional who leads procurement strategy
- Establishes procurement policies and procedures and is accountable for achieving a major government agency's procurement outcomes
- Knowledge and experience is underpinned by one or more procurement (or procurement-related) qualifications

### Role/ Person Characteristics

- [Management and Leadership Responsibility](#)
- [Decision Making](#)
- [Accountability](#)
- [Personal Attributes](#)
- [Desirable Qualifications](#)

### Competencies

Core

Technical

### 'On the job' Experience

None required

At entry level, has 1 to 3 years' work experience, likely to be in a procurement support role

At entry level, has 3 to 5 years' work experience, preferably 2 to 3 years in a purchasing officer or buyer role

At entry, has 4 to 6 years' experience in public or private sector procurement

At entry, has 8 to 10 years' management experience in government or the private sector including considerable strategic procurement experience

At entry, has 10+ years' management experience in government or the private sector, preferably some in strategic procurement

# Role & Person Characteristics



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- ❖ Deputy Chief Procurement Officer

## Level 5

- ❖ Director of Operations
- ❖ Chief Procurement Officer

### Management & Leadership Responsibility

- Focuses on own workload unless directed otherwise
- Not required to plan and prioritise the work of others

- Recognises wider priorities, can plan work (of a small team) accordingly to meet team or departmental objectives
- May seek guidance

- Understands the need to support colleagues in ensuring that team objectives are delivered
- Prioritises own, and any team workload in line with the overall management needs and priorities

- A good team player that can effectively prioritise workload across a department or number of procurement teams
- Monitors progress and adapts plans to ensure objectives are met
- Aware of the need for, and contributes to, continuous improvement

- Possesses complete understanding of how procurement is aligned to the organisation's business strategy in terms of priorities and needs
- Is able to agree plans and ensures pro-active performance management against milestones
- Identifies, prioritises and adapts strategic plans to ensure objectives and targets are met

- Has high levels of knowledge and understanding of the deliverables and performance of procurement both within and outside the organisation in order to meet strategic outcomes
- Responsible for management of change within the procurement function

### Decision Making

- Decision making is based only on day to day activities, limited to own work area and job role remit
- Displays sound judgement

- Can make tactical decisions that impact on their own work directly, while not deviating from agreed procedures
- Displays sound judgement

- Considers broad tactical issues, and takes input from others in the development of tactical decisions that impact a work group
- Displays sound judgement

- Applies analytical techniques in decision making process
- Can resolve more complex issues that cross a number of work groups
- Displays sound judgement

- May be a key decision maker for a department or organisation
- Will make internal or external policy decisions within scope of legislation
- Displays sound judgement

- Key decision maker for a department or organisation, or public sector Centre
- Will make internal or external policy decisions within scope of legislation
- Displays sound judgement

### Accountability

- Responsible for undertaking basic purchasing tasks including buying from establishing contracts, within remit of own job role
- Typically requires close supervision where compliance with administrative and procedural needs through adherence to pre-defined rules and procedures is required

- Responsible for undertaking basic procurement tasks
- May requires close supervision where compliance with administrative and procedural needs through adherence to pre-defined rules and procedures is required

- Facilitates the process of developing and managing contracts or may be responsible for low-value/low-risk to high-value/high-risk contracts
- Typically requires little supervision
- Has sufficient experience to work independently, but has knowledge and understanding of when to seek advice

- Typically requires no supervision
- Is often required to supervise or direct others
- Has knowledge and ability to provide sound advice to others

- Typically takes direction from the CPO. May occasionally take direction from the CEO
- Accountable for the overall success of the procurement function within the organisation
- Represents the agency at national levels and to CEOs, ministers and suppliers

- Typically takes direction from CEO
- Represents the agency and jurisdiction at national and international levels and to CEOs, ministers and suppliers

### Personal Attributes

- Has limited awareness of procurement practice, primarily fulfilling an administrative or supportive role
- Typically works under close supervision, requiring guidance on policy compliance

- Behaves as an individual with basic knowledge of procurement practice
- May need guidance on policy compliance

- Behaves as an individual who has good or extensive experience and sound knowledge in procurement practice
- Focuses on policy compliance

- Behaves as a procurement professional and articulates procurement outcomes
- Able to plan use of time, and to react to change in a flexible way
- Has several years relevant procurement experience and contributes to the procurement body of knowledge

- Is influential in developing and advancing the agency's culture of the procurement profession. Is able to articulate this to others both within and outside of the organisation
- Inspires others to the procurement profession ideal
- Contributes to the procurement body of knowledge

- Understands and positively influences the agency's culture and advancement of the procurement profession
- Innovates and inspires others to the procurement profession ideal
- Contributes to the procurement body of knowledge

### Desirable Qualifications

- Non-assessed training
- May have attended the Demystifying Procurement course
- May aspire to complete further vocational-type training

- Non-assessed training for development in certain topic areas. Aspires to complete further vocational-type training
- Will have completed the Demystifying Procurement course
- May be eligible for Certificate Member (Level 3) of CIPS

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- May be eligible for Diploma Member (Level 4) of CIPS and typically will pursue qualification to achieve MCIPS
- May aspire to undertake university programme in strategic procurement, towards professional recognition (probably through a postgraduate qualification)

- Eligible for Associate Member (Level 5) of CIPS
- At entry level, may have completed undergraduate or post graduate strategic procurement qualifications, or a business-related discipline such as an MBA with some associated procurement training
- May be eligible for Full Member (Level 6 / MCIPS)

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- Will hold a Masters in Business Administration, or Public Policy, or Strategic Procurement or another postgraduate degree
- May be working towards FCIPS accreditation

- Eligible for Full Member (Level 6 / MCIPS) of CIPS
- Will hold a Masters in Business Administration, or Public Policy, or Strategic Procurement or another postgraduate degree
- May be eligible for Fellowship of CIPS

# Core & Technical Competencies



## Level 0

- ❖ Administrative Officer
- ❖ Support Officer

### Core Competencies

- Integrity & Trust
- Customer Focus

## Level 1

- ❖ Purchasing Officer
- ❖ Buyer

- Integrity & Trust
- Customer Focus
- Time Management

## Level 2

- ❖ Procurement Officer
- ❖ Senior Buyer
- ❖ Analyst/Advisor

- Integrity & Trust
- Customer Focus
- Planning
- Communications

## Level 3

- ❖ Procurement Specialist
- ❖ Procurement Manager
- ❖ Senior Analyst/Advisor

- Integrity & Trust
- Customer Focus
- Interpersonal Savvy
- Planning
- Building Effective Teams

## Level 4

- ❖ Senior Procurement Manager
- ❖ Deputy Chief Procurement Officer

- Integrity & Trust
- Decision Quality
- Innovation Management
- Intellectual Horsepower
- Interpersonal Savvy
- Planning
- Strategic Agility
- Managing Vision And Purpose

## Level 5

- ❖ Director of Operations
- ❖ Chief Procurement Officer

- Integrity & Trust
- Business Acumen
- Decision Quality
- Ethics And Values
- Innovation Management
- Intellectual Horsepower
- Managerial Courage
- Political Savvy
- Strategic Agility
- Managing Vision And Purpose

### Technical Competencies

- Public Sector Context
- Financial
- Procurement Process - Planning
- Procurement Process - Tendering
- Procurement Process - Execution
- Market Analysis
- Systems Capability
- Communication
- Self Management

- Public Sector Context
- Financial
- Legal
- Procurement Process - Planning
- Procurement Process - Tendering
- Procurement Process - Execution
- Strategic Development & Market Analysis
- Systems Capability
- Results Focus
- Organisational Awareness
- Communication
- Team Player
- Self Management

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- Results Focus
- Organisational Awareness
- Leadership
- Self Management

## Integrity and trust

- Is seen as a direct, truthful individual and can admit mistakes
- Is widely trusted and keeps confidences
- Can present the unvarnished truth in an appropriate and helpful manner and doesn't misrepresent him/herself for personal gain
- Is aware of the organisation's standards of business conduct and works within the guidelines as instructed

## Customer focus

- Is dedicated to meeting the expectations and requirements of internal customers (work tends to be highly internally focussed therefore limited contact with external customers)
- Gets first-hand customer information and uses it for improvements in products and services
- Establishes and maintains effective relationships with customers and gains their trust and respect
- Acts with customers in mind

## Public Sector context

- Has an awareness of Government Procurement Policy and associated regulations and their purpose insofar as is required in their role
- Has an awareness of government and organisational procurement requirements around sustainable procurement issues although no specific knowledge is required
- May complete tasks assigned but seeks advice where required

## Financial

- Purchasing decisions are based on purchased price with suggestions made on that basis
- Undertakes specific finance-related tasks or processes as required, generally under the supervision of others

### Procurement process: planning

- May complete tasks assigned within a project environment but seeks advice where required
- Works with predetermined specifications formed by others

### Procurement process: tendering

- May be involved in low level sourcing activities, e.g. phoning around for prices or checking availability
- May obtain telephone or simple quotes and clarify basic elements of a supplier proposal
- Understands and uses organisation-specific procurement procedures for low value awards of business
- May place orders with contracted suppliers within delegated authority levels

### Procurement process: execution

- May monitor or report ad-hoc contractor performance issues or problems to others or a line manager

### Market analysis

- May have basic, limited experiential tactical/operational knowledge of some specific commodities and services

## Systems capability

- Uses procurement systems and technology following pre-defined processes

## Communication

- Undertakes effective and clear routine written communications
- Listens effectively and acts upon instruction

## Self-management

- Works to priorities defined by their manager/supervisor, focussing on own workload
- Willing to undertake specific training to maintain current job role competencies and knowledge

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## Time management

- Values time and uses his/her time effectively and efficiently
- Concentrates his/her efforts on the more important priorities
- Gets more done in less time than others and can attend to a broader range of activities

## Public Sector context

- Has an awareness of Government Procurement Policy and associated regulations and their purpose insofar as is required in their role
- Complies with procedural needs through adherence to pre-defined rules and procedures
- Has a basic knowledge and understanding of government and organisational procurement requirements around sustainable procurement issues.
- Knows when to seek guidance toward their application

## Financial

- Has an awareness of financial appraisal techniques but still uses purchase price as the main decision making point
- Has an awareness of the need for audit and financial compliance.
- Understands the impact on the procurement process and the need to ensure legal and policy compliance for procurement activity

## Legal

- Knows and understands the standard terms and conditions in contracts and how they should be applied
- Has an awareness of the legal implications of procurement, but has limited knowledge of the basics of contract law
- Recognises the boundaries at which to stop and seek advice and is able to recognise when experts need to be consulted in relation to contractual issues

## Results focus

- Understands the concept of monitoring performance against pre-determined milestones and may report on performance indicators against lower value/less complex projects
- Is aware of the role of performance measurement and its impact on key stakeholders
- Is aware of the need to meet previously agreed quality standards and timescales

## Strategic development and market analysis

- Does not develop strategies, but may provide some input to others developing such strategies.
- Has an awareness of specific types of markets and other markets as a source of supply
- Will initiate analysis when aware of market activity or when directed
- Is aware of specific commodity features and is able to complete market research (or an element of)

## Procurement process: planning

- Has an awareness of the requirement for and is able to undertake basic data download and analysis
- Recognises project techniques and is involved in tactical planning
- Is able to provide information and clarify aspects of customer requirements for low value, low risk specifications

## Procurement process: tendering

- Has an awareness of sourcing and tendering processes at a tactical level and processes low level quotes/tenders
- May undertake awards of business following low level quotes/tenders. Is aware of the need to provide constructive feedback to suppliers but may only be involved in a supporting role
- Is aware that tender evaluation and contracting process have a role to play in achieving value for money
- Understands the principles, tools and techniques of basic negotiation.
- Has limited direct experience of conducting negotiations but may be involved in supporting preparations for larger or more complex projects
- May undertake limited tactical negotiations on price

## Procurement process: execution

- Has an awareness and appreciation of contract management issues and may assist contract managers by monitoring or reporting contractor performance issues or problems to others or a line manager
- Is aware that on-going supplier management is important beyond the contract award stage, and may provide tactical support to others undertaking supplier management
- Is aware that on-going supplier development is important beyond the contract award stage, and may provide tactical support to others undertaking supplier development

## Systems capability

- Understands and uses procurement systems and mechanisms associated with data management and control
- Uses procurement systems and technology following pre-defined processes and will highlight localised system operational issues
- Understands procurement systems and the available tools and uses appropriately
- Understands other procurement-related systems and available tools (e.g. financial ledger) and uses appropriately

## Organisational awareness

- Has an awareness of where procurement sits within the broader organisation
- Is aware of policies and issues entering the procurement department that cause change of work objectives or priorities
- Takes steps to respond or adapt accordingly and readily adopts new processes when requested
- Has an awareness of influencing factors although will generally wait for others to provide policy guidance or instruction before responding to or enacting any change

## Self-management

- Understands the concept and process of performance management and is appraised within the system
- Has an awareness of learning and development programmes

## Communication

- Recognises the need to communicate and takes steps to adapt/develop style as appropriate
- Demonstrates an awareness of the importance of effective written communications
- Actively listens to what others have to say and responds directly
- Will engage and interact but may require encouragement. Provides input when required
- Shares appropriate work related information. Has an awareness of the importance and usefulness of accurate information in procurement and ensures that anyone who relies upon the information receives an accurate and timely response

## Team player

- Demonstrates an awareness and understands the concept of supporting the team. Is aware of the need to support others and regularly does so as required
- May contribute to meetings if prompted
- Can make tactical decisions that impact on their own work directly

## Integrity and trust

- Is seen as a direct, truthful individual and can admit mistakes
- Is widely trusted and keeps confidences
- Can present the unvarnished truth in an appropriate and helpful manner and doesn't misrepresent him/herself for personal gain
- Understands the standards of business conduct concept and its impact on stakeholders and the organisation
- Ensures that they (and any staff they are responsible for) adhere to the standards

## Communications

- Is able to write clearly and succinctly in a variety of communication settings and styles
- Can get messages across that have the desired effect
- Understands how to present to an audience and what is required to deliver effectively. Understands the impact of style and uses appropriately
- Understands and interacts positively and effectively at meetings
- Listens to discussion and asks questions to clarify understanding. Demonstrates the ability to persuade and influence others based on effective listening
- Identifies and maintains information flows with all who depend on or influence their work
- Is able to interpret data and prepare management information report, clarifying information requirements to ensure the response meets the need

## Planning

- Accurately scopes out length and difficulty of tasks and projects, setting objectives and goals
- Breaks down work into the process steps, developing schedules and task/people assignments
- Anticipates and adjusts for problems and roadblocks and measures performance against goals, by evaluating results

## Customer focus

- Understands and is dedicated to meeting the expectations and requirements of internal and external customers
- Is able to recognise when trends and patterns are forming and is able to advise managers of what needs to be done
- Establishes and maintains effective relationships with customers and gains their trust and respect
- Acts with customers in mind
- Can be trusted to deal with most customer interactions, taking ownership for day to day issues
- Understands how internal departmental actions impact the wider organisation
- Ensures that the messages conveyed are appropriate. Will make suggestion on delivering positive changes

## Legal

- Has a sound knowledge of the basics of contract law and understands the legal implication on procurement. Actively seeks advice when activities encroach on legal aspects
- Will adapt work to ensure development stay within legal framework
- Is able to use terms and conditions to drive improved performance in contracts and adapts terms and conditions to reflect the scale of the requirement and to encourage good performance

## Systems capability

- Uses procurement systems and technology following pre-defined processes
- Demonstrates an awareness of the systems available to procurement and uses as and when necessary
- Has an awareness of other systems that impact on procurement operations
- Has an awareness of the various systems relating to data management and control, and will follow set processes and procedures

## Public Sector context

- Has an understanding of Government Procurement Policy and associated regulations and of their practical application and intent. Through experience, has the knowledge and understanding of when to seek advice (including legal)
- Has an understanding of government and organisational procurement requirements around sustainable procurement issues and is able to consider relevant factors as part of whole life cost and into less complex specifications and tender evaluation models
- Has some experience of integrating sustainable development considerations into the procurement process and is familiar with the key principles and processes involved
- Knows when to seek advice and guidance

## Financial

- Is able to perform financial appraisals under guidance; alternatively, identifies the need for financial appraisals and seeks help from others in their completion
- Understands and applies total life cycle costing although main focus may be direct monetary commercial transactions
- Understands audit and financial compliance needs and acts accordingly to ensure processes are used and adapted accordingly
- Understands the impact on the procurement process and the need to ensure legal and policy compliance for procurement activity

## Strategic development and market analysis

- Has an awareness of strategic procurement issues and the ability to identify circumstances where value and risk require such an approach to be taken
- May influence the development of strategies (e.g. as a member of commodity user groups)
- Is sufficiently experienced to know when to seek advice on strategic procurement and is able to identify the aim and objectives of lower value/less complex contracts
- Understands the specific nature of the commodities (technically/commercially) within their job remit
- Carries out relevant market research and is able to adjust strategy to relevant market conditions
- Understands how types of market and market activity affects supply and demand through market analysis, and can adjust strategies accordingly
- Has some commercial focus with enough experience to know when to seek advice

## Procurement process: planning

- Understands the concepts and techniques for numerical and contextual data analysis
- Understands project methods and will adopt them in small projects. Is likely to use project methods in completing own tasks
- Has practical experience of working with others on procurement projects in a controlled project managed environment
- Has an understanding of collaborative approaches and the issues and benefits of collaboration
- Develops less complex specifications with customers, or more complex specifications under guidance

## Procurement process: tendering

- Is aware that sourcing and tendering are part of a fuller strategic procurement process
- Is routinely responsible for mid-level projects (commodities and services) such as less complex tactical purchases, including evaluation and letting contracts
- Provides constructive feedback to suppliers based on evidence
- Understands the principles of when and how to negotiate including the importance of planning and preparation
- Has some practical experience of leading and conducting negotiations for non-business critical projects or supporting negotiations on more complex projects

## Procurement process: execution

- Understands the role of contract management and works closely with stakeholders at an operational level to monitor progress against contract
- Is able to monitor contractor performance and identify when corrective action needs to be taken although may require assistance to negotiate contract improvements
- Understands the principles of supplier management but may have limited commercial focus and awareness beyond the tender stage
- Understand the principles of supplier development but may have limited commercial focus and awareness
- Is involved in basic benchmarking of suppliers for price and processes and can present findings in a clear and concise manner

## Self-management

- Understands performance management and its impact. Will be appraised and may appraise others
- Understands how and when to organise own workload and plans to meet business needs
- Prioritises own and others' workload in line with overall management needs and monitors progress and adapts plans to ensure objectives are met
- Understands the need to update skills through learning and development and will get involved as much as possible
- Knows when and how to seek advice

## Team player/leadership

- Understands the concept of leading and supporting the team and will demonstrate and contribute to the initiative. Supports others and is aware of the need to support management in ensuring that an effective team is developed to deliver the business needs
- Understands the concept of delegation of duties and will actively encourage as and when appropriate
- Understands what is involved in leading and directing meetings and may lead meetings within their remit
- Understands the change management process and will contribute to the change message
- Provides input on specific nature and impact of change and provide plans, but may look to others to initiate, lead or support
- Supports others through managing staff and coaching and mentoring
- Considers broad tactical issues and takes input from others in the development of decisions. May influence procedural change
- Is able to identify conflicts and will attempt to remove or address situations within their remit

### Results focus

- Is able to identify the appropriate action to be taken in relation to individual and departmental key performance indicators and clearly understands and can identify when corrective action is necessary
- Will monitor performance indicators for higher value/more complex projects
- Will contribute to, or draft, reports to key stakeholders but will seek the approval of others before release
- Understands procurement-specific benefits tracking methodology and uses the approach in small projects
- Monitors quality and plans to meet timescales for delivery
- Takes ownership and responsibility for completing procurement tasks within agreed timescales without affecting quality
- Own performance will be appraised against objectives
- Is able to anticipate factors that can have an impact on achievements

### Organisational awareness

- Understands where procurement sits within own business structure and the broader public sector
- Has a high level awareness of the Government Procurement Reform programme
- Understands different organisational structures and how they can affect performance
- Understands how policies and external decisions can impact their role and the internal organisation
- May need to refer to policy documents for specific points but can do so without guidance
- Will make suggestions for process changes
- Understands the concept of influencing factors affecting procurement and is able to recognise the potential effects. Will highlight issues relevant to their work area

## Integrity and trust

- Seen as a direct, truthful individual and can admit mistakes
- Widely trusted and keeps confidences
- Can present the unvarnished truth in an appropriate and helpful manner and doesn't misrepresent him/herself for personal gain
- Understands the standards of business conduct concept and its impact on stakeholders and the organisation
- Ensures that they (and any staff they are responsible for) adhere to the standards

## Planning

- Breaks down work into process steps, developing schedules and task/people assignments
- Anticipates and adjusts for problems and roadblocks and measures performance against goals, by evaluating results

## Customer focus

- Understands and is dedicated to meeting the expectations and requirements of internal and external customers
- Able to recognise when trends and patterns are forming and is able to advise managers of what needs to be done
- Leads and directs meetings (internal, cross functional, or with external organisations) in order to achieve business objectives
- Gets first-hand customer information and uses it for improvements in products and services
- Establishes and maintains effective relationships with customers and gains their trust and respect
- Acts with customers in mind
- Can be trusted to deal with most customer interactions, taking ownership for day to day issues
- Understands how internal departmental actions impact the wider organisation
- Ensures that the messages conveyed are appropriate. Will make suggestion on delivering positive changes
- Will stress the need to achieve and prepare reports to key stakeholders

## Building effective teams

- Shares successes and fosters open dialogue
- Lets people finish and be responsible for their work
- Defines success in terms of the whole team and creates a feeling of belonging in the team

## Interpersonal savvy

- Relates well to all kinds of people - inside and outside the organisation
- Builds constructive relationships with appropriate rapport
- Uses diplomacy and tact
- Can resolve more complex issues that cross a number of work groups through consultation with stakeholders.
- Makes sound judgements that may influence policy and applies analytical techniques in decision making process

## Organisational awareness

- Clearly understands different roles and responsibilities, not just within own function/organisation
- Able to direct information based on knowledge
- Clearly understands where procurement sits within own business structure and the wider public sector and can articulate views on where procurement should position itself
- Clearly understands when a structure needs changing and can suggest alternative structures for consideration
- Knowledgeable of policies and advises on policy changes and development. Has specific knowledge of certain aspects of policy, and provides guidance to others
- Knowledgeable in how external decisions impact the organisation and will modify process, policy and practice to adapt to such changes
- Has a good understanding of the implications of policy changes and external decisions and how these factors may impact on the business or procurement function
- Will plan and take appropriate action to address relevant issues

## Public Sector context

- Fully conversant with government procurement policy and associated regulations and is able to apply through knowledge and experience
- Has the knowledge and ability to provide sound advice to others
- Ensures that government and organisational procurement requirements around sustainable procurement issues are included in procurement strategies and specifications and deliver optimal commercial outcomes
- Has sound knowledge and practical understanding of the key issues and broader policy context surrounding integrating sustainable development into procurement
- Has sufficient experience to be able to identify and integrate sustainable development considerations into the procurement process and is comfortable providing advice and guidance in this area
- Seeks opportunities in partnership with suppliers to embed policy and deliver targets within the supply chain
- Has the knowledge and ability to provide sound advice to others

## Legal

- Has a knowledge of the application and implications of contract law and other procurement-related legislation
- Knowledgeable on the effects of legal aspects of the procurement function on delivery of projects and anticipates mitigating actions well in advance
- Knows when to seek advice
- Able to conduct or contribute to the procurement element of an impact assessment so that projects achieve their objectives

## Financial

- Able to appraise the financial security of commercial organisations using financial analysis techniques and is able to indicate where there may be general financial issues
- Able to build in factors to manage financial risk impact (e.g. foreign exchange fluctuations, import/Customs duties)
- Can advise staff but will seek advice where required
- Fully conversant in total life costing and will take into account non-direct commercial implications, such as sustainability, innovation, and quality
- Experienced in the use of multi-tiered supply chain costing methods and applies them throughout the life of the contract
- Able to provide guidance to other staff
- Clearly understands the role of audit and financial compliance and works to enhance and build benefit from it. Positively drives staff to do likewise
- Able to lead business case development for procurement activity, or contribute commercial aspects to business cases developed by others

## Systems capability

- Advocates the use of appropriate data management and control systems. May apply similar techniques to own 'uncontrolled' data and information
- Advises both in current system use and future system development
- Clearly understands procurement systems and technology, uses appropriately and will provide guidance and authorisation for deviation from systems
- May deliver staff training in use of systems
- Involved in proposing, planning and developing system improvements
- Clearly understands other systems and technology that affect procurement
- Involved in proposing, planning and developing system improvements

## Self-management

- Has a good understanding of the performance management system; clearly understands the various roles and confidently offers advice to staff as necessary
- Clearly understands how and when to prioritise, plans use of time and is able to react to change in a flexible way.
- Able to effectively prioritise workload using the appropriate tools available to organise workload around individual priorities and take full cognisance of business needs.
- Monitors progress and adapts plans to ensure objectives are met.
- Aware of the need for, and contributes to, continuous improvement.
- Has a clear understanding of the need for learning and development and will plan programmes to improve education and skill within the procurement department, offering advice and direction

## Leadership

- Clearly understands the concept of leadership and support and will adopt principles confidently while encouraging
- Able to effectively plan use of time, and to react to change in a flexible way
- Able to effectively prioritise workload and identify the skills required within the team to deliver to the needs of the business plan
- Will seek and make use of an understanding of staff's individual strengths, development needs and aspirations
- Plans delegation activities and will delegate in order to develop staff in line with business priorities
- Develops the change message and communicates the impact and nature of change. Encourages others to participate in the process of change
- Provides clear plans for change, pushes for and ensures implementation

## Strategic development and market analysis

- Fully understands and can articulate and enact the principles of a strategic procurement approach
- Able to draw up business cases and project plans to ensure risk is managed
- Leads commodity user groups in the development and implementation of strategies
- Has experience in supplier management
- Knowledgeable of the specific technical and commercial aspects of a range of commodities and services
- Assesses appropriate strategies and tailors actions accordingly
- Understands industry cost structures and pricing mechanisms
- Knowledgeable about a range of markets and how they affect price, availability, or supply chains
- Uses specific market analysis to predict behaviour and supply risks to the organisation, adjusting strategy to minimise effect of market change
- May provide market analysis to customers and advice to others within procurement
- Commercially aware and has credibility outside of organisation

## Procurement process: planning

- Knowledgeable and competent in the application of a range of analytical techniques and can recognise and adapt information presentation style to reflect the target audience
- May provide guidance to other staff
- An established project manager who may have formal project management qualifications and/or substantial practical experience *OR* is competent to oversee all facets of the project cycle, ensuring proposals are realistic and manage processes to accomplish full completion of the project
- Able to lead cross functional /organisational project teams
- Fully understands the benefits and issues of collaborative approaches and is able to acknowledge when partnering or collaboration should and should not be utilised
- Supports customer development of complex specifications and can incorporate these into an appropriate tender
- Readily builds their own technical knowledge

## Procurement process: tendering

- Comprehensive knowledge of the role that sourcing and tendering play within the wider strategic procurement process
- Extensive experience of and is routinely responsible for complex, higher level projects
- Able to use innovative tools (e.g. e-tenders, reverse auctions) appropriately
- Fully conversant with tender evaluation and processes leading to contract award and has extensive experience of the contract award and debrief processes for contracts
- Fully understands when and how to negotiate, with a good working experience of planning and preparation and setting objectives and tactics
- Develops well-thought thorough and documented negotiation plans and targets, involving internal customers in the planning and execution of the negotiation ensuring that they understand their role and contribution throughout the negotiation process
- Experience in successfully conducting a range of negotiations across a variety of commodities and market sectors to achieve objectives, and may lead on some strategic and business critical negotiations
- Develops clear plans and objectives and follows through, and will agree tactics to achieve them but is able to adapt/flex tactics during a negotiation
- Delivers results consistently at the upper end of expectations

## Procurement process: execution

- Able to implement contract management strategies and techniques on a project by project basis, and within the procurement function
- Understands when contractor performance requires corrective action and is able to identify the appropriate action to be taken
- Has negotiation experience to achieve and maintain the necessary level of improvement
- May provide contract management advice or training to others
- Is experienced in supplier management and in ensuring value for money is on-going throughout the life of the contract
- Develops and applies aspects of partnership working and supplier development with specific organisations within the supply base, while maintaining suitable scrutiny and transparency
- Applies supplier development techniques planned through the lifetime of a contract
- Clearly understands & uses benchmarking systems, presenting and acting upon findings and actively encourages staff to use effectively. May suggest system improvements

## Results focus

- Able to identify the appropriate action to be taken in relation to individual and departmental key performance indicators and clearly understands and can identify when corrective action is needed
- Able to demonstrate originality in the development of key performance indicators in response to contractual requirements and clearly understands the purpose of performance reporting
- Clearly understands tracking and benefits analysis and will support, encourage and develop others in their understanding
- Demonstrates an on-going commitment to achievement of personal and procurement team goals within timescales and budgets and will recommend corrective action where necessary
- Clearly understands how procurement objectives are linked to an overall organisational plan and is committed to delivering results in accordance with objectives. Will have significant role in measuring results against objectives
- Anticipates factors that may affect performance and takes corrective action

## Integrity and trust

- Is seen as a direct, truthful individual and can admit mistakes
- Is widely trusted and keeps confidences
- Can present the unvarnished truth in an appropriate and helpful manner and doesn't misrepresent him/herself for personal gain
- Understands the standards of business conduct concept and its impact on stakeholders and the organisation
- Ensures that they (and any staff they are responsible for) adhere to the standards

## Decision quality

- Makes good decisions based on a mixture of analysis, wisdom, experience, and judgement
- Sought out by others for advice and solutions

## Innovation management

- Has good judgement about which creative ideas and suggestions will work
- Can facilitate effective brainstorming
- Can project how potential ideas may play out in the marketplace

## Planning

- Accurately scopes out length and difficulty of tasks and projects, setting objectives and goals
- Anticipates and adjusts for problems and roadblocks and measures performance against goals, by evaluating results
- Initiates research/analysis programmes to support identifying of new systems and processes
- Uses business process re-engineering principles, analytical tools and frameworks in problem-solving and ensure continuous improvements
- Has an excellent record of achievement

## Interpersonal savvy

- Relates well to all kinds of people - up, down and sideways, inside and outside the organisation
- Builds constructive and effective relationships with appropriate rapport
- Uses diplomacy and tact
- Can defuse even high-tension situations comfortably
- Resolve more complex issues that cross a number of work groups, applying analytical techniques in the decision making process

## Strategic agility

- Sees ahead clearly and is future oriented. Can accurately anticipate future consequences and trends
- Uses creative approaches to solve strategic problems for the function
- Is able to visualise pictures and visions of possibilities and likelihoods
- Has broad knowledge and perspective
- Can create breakthrough strategies and plans

## Intellectual horsepower

- Is bright and intelligent
- Deals with concepts and complexity comfortably
- Described as intellectually sharp, capable and agile

## Managing vision and purpose

- Able to communicate a compelling and inspired vision or sense of core purpose.
- Talks about possibilities and is optimistic
- Creates mileposts and symbols to rally support behind the vision and makes the vision sharable by everyone
- Can inspire and motivate entire work groups or organisations

## Public Sector context

- Has an excellent knowledge of the machinery of government and all procurement and related policy and legislation
- Influences government procurement strategy and makes recommendations on ministerial-level considerations
- Models behaviour according to government code of practice for procurement

## Financial

- Responsible for reviewing workgroup budgets, overruns and shortfalls
- Provides input into annual reporting and projected budgets, and provides high level financial planning, budgeting and forecasting
- Provides guidance on funding models and funds availability for projects identified for the function
- Reviews and provides guidance on financial analysis techniques such as cost/price and cost volume profit concepts, etc.

## Strategic development and market analysis

- Is responsible for developing the organisation's strategic procurement plans
- Ensures that performance indicators and robust reporting systems are incorporated to measure compliance and results
- In the milestone review process, checks performance and changes direction as required
- Leads research of market and suppliers for a wide range of commodity and service types
- Identifies strategies for specialist commodities such as ICT and construction procurements
- Develops understanding of industry conditions, trends, opportunities and competition
- Undertakes research to learn about new developments in the market
- Leads market research to identify innovation in commodities and services

## Legal

- Is able to interpret into procurement activity contract law, fair trading, freedom of information and other applicable legislation
- Has an expert working knowledge of applicable law as it relates to the procurement framework (for example, insurance requirements, legal framework, intellectual property and warranties)
- Drafts, reviews and signs off contracts, working with legal teams to negotiate non-standard terms and conditions
- Able to apply contract dispute resolution processes

## Systems capability

- Is an acknowledged expert in the use of data management and control systems and is comfortable with applying these techniques to own data and information
- Is able to use MS suite of programs to produce high quality documents, spreadsheets, presentations, flowcharts and diagrams
- Possesses high level database management skills to produce management reports
- Has an excellent knowledge of procurement tools such as e-tendering and contract management systems

## Self management

- Activities are assigned at a strategic level. Operates independently of direct supervision
- Coaches and mentors group members, actively participating in knowledge sharing
- Participates in continuing professional development programmes in procurement across the public and private sectors
- Is performance-managed by results based key performance indicators contained in performance management agreement

## Procurement process: planning

- Possesses highly-developed applied project management skills to manage projects to agreed timelines and budget restraints
- Accountable for the application of risk management principles
- Collaborates with customers to provide guidance on risk mitigation for high-risk procurements

## Procurement process: tendering

- Manages and guides high-level strategic sourcing projects for customers
- Oversees tender process for high-value, difficult to obtain and politically-sensitive procurements
- Leads contract negotiations for high-value, difficult to obtain and politically-sensitive procurements to ensure successful completion

## Procurement process: execution

- Reviews data sets and proposed process changes to identify negative and positive impacts
- Reports on findings and obtains feedback, obtaining sign-off to institute changes
- Conducts high level reviews of performance for high-value, difficult to obtain and politically-sensitive procurements
- Provides expert guidance to remediate problem areas
- Identifies need for, and commissions, systems performance reporting tools

## Leadership

- Is recognised within the organisation as being inspirational, influential and a change leader
- Able to direct and manage senior professionals effectively
- Leads innovation in procurement
- Contributes to the procurement body of knowledge

## Organisational awareness

- Possesses a deep understanding of different roles and responsibilities within own and other organisations
- Is able to direct information based on knowledge
- Understands and positively influences the organisation's culture and advancement of the procurement profession
- Imparts the strategic vision, proactively shaping a positive culture
- Focuses on value-adding and an entrepreneurial approach

## Results focus

- Is instrumental in developing and setting targets and indicators at an organisational level
- Is experienced in identifying and negotiating milestones, in monitoring performance and in performance reporting, and will measure against strategic objectives and ensure achievements are communicated to key stakeholders
- Develops the methodology for procurement benefit tracking strategy and ensures benefits are captured for the organisation
- Disseminates the process methodology in line with corporate procurement strategy
- Has a strong focus on the quality and on-time delivery of procurement activity
- Closely monitor plans and reports in a timely manner on deviations from the plan in order to enable corrective action to be taken.
- Supports the CPO in developing overall procurement strategy and procurement objectives, monitoring plans and objectives to track results
- Develops methods of results improvement for implementation, and will evaluate throughout the business cycle as required

## Integrity and trust

- Is seen as a direct, truthful individual and can admit mistakes
- Is widely trusted and keeps confidences
- Can present the unvarnished truth in an appropriate and helpful manner and doesn't misrepresent him/herself for personal gain
- Understands the standards of business conduct concept and its impact on stakeholders and the organisation
- Ensures that they (and any staff they are responsible for) adhere to the standards

## Business acumen

- Knows how businesses work
- Knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business and organisation
- Is aware of how strategies and tactics work in the marketplace

## Decision quality

- Makes good decisions (without considering how much time it takes) based on a mixture of analysis, wisdom, experience, and judgement
- Most of his/her solutions and suggestions turn out to be correct and accurate when judged over time
- Sought out by others for advice and solutions

## Managerial courage

- Doesn't hold anything back that needs to be said
- Provides current, direct, complete and "actionable" positive and corrective feedback to others
- Lets people know where they stand
- Faces up to people problems on any person or situation (not including direct reports) quickly and directly
- Is not afraid to take negative action when necessary

## Ethics and values

- Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times
- Acts in line with those values
- Rewards the right values and disapproves of others
- Practices what he/she preaches

## Innovation management

- Is good at bringing the creative ideas of others to market
- Has good judgement about which creative ideas and suggestions will work
- Has a sense about managing the creative process of others
- Can facilitate effective brainstorming
- Can project how potential ideas may play out in the marketplace

## Political savvy

- Can manoeuvre through complex political situations effectively and quietly
- Is sensitive to how people and organisations function
- Anticipate where the "land mines" are and plans his/her approach accordingly
- Views corporate politics as a necessary part of organisational life and works to adjust to that reality
- Is a "maze-bright" person (can find the shortest or quickest way through the organisational maze)

## Managing vision and purpose

- Communicates a compelling and inspired vision or sense of core purpose
- Talks 'beyond today' and about possibilities, and is optimistic
- Creates mileposts and symbols to rally support behind the vision and makes the vision sharable by everyone
- Can inspire and motivate entire work groups or organisations

## Intellectual horsepower

- Is bright and intelligent
- Deals with concepts and complexity comfortably
- Described as intellectually sharp, capable and agile

## Strategic agility

- Sees ahead clearly and is future oriented. Can accurately anticipate future consequences and trends
- Can articulately paint credible pictures and visions of possibilities and likelihoods
- Has broad knowledge and perspective
- Can create competitive and breakthrough strategies and plans

## Public Sector context

- Has an excellent knowledge and understanding of the machinery of government, the government procurement framework and all related policy and legislation
- Is responsible for shaping procurement strategy and policy at a whole of government level for the organisation
- Models behaviour according to government code of practice for procurement

## Strategic development and market analysis

- Leads the development of the organisation's strategic procurement plans
- Is responsible for reporting on the annual procurement plan results
- Directs research of markets, spend categories and supplier management for a wide range of commodity and service types
- Develops strategies for specialist commodities such as ICT and construction procurements
- Develops understanding of industry conditions, trends, opportunities and competition
- Leads and develops supply market strategy
- Directs market research to identify innovation in supply for a range of commodities and services

## Procurement process: planning

- Possesses highly-developed applied project management skills to manage projects to agreed timelines and budget restraints
- Provides guidance and direction to the procurement team and the organisation regarding high-risk and mitigation strategies for projects undertaken across the organisation/sector

## Procurement process: tendering

- Leads strategic sourcing projects capturing benefits, work requirements, impacts and cost savings
- Provides high level guidance for high-value and politically-sensitive procurements
- Leads and directs contract negotiations for high-value and politically-sensitive procurements to ensure successful completion

## Procurement process: execution

- Engages clients across the public sector in presentations demonstrating benefits of a range of strategic projects designed to ensure cost savings and value for money for government procurement
- Conducts high level reviews of performance for high-value and politically-sensitive procurements against agreed key performance indicators
- Provides timely and expert guidance to remediate performance issues

## Financial

- Has expert-level financial planning, budgeting and forecasting skills
- Directs funding reallocation as required
- Sets future direction for function and forecasts funding requirements to meet targets set
- Reviews and provides guidance on financial analysis techniques such as cost/price and cost volume profit concepts, etc.

## Leadership

- Is recognised within the organisation and across the public sector as being inspirational, influential and a change leader
- The most senior procurement professional, reporting to the CEO
- Facilitates government procurement innovation and practice
- Is a member of procurement-focused government boards/committees
- Contributes to the procurement body of knowledge both domestically and internationally

## Organisational awareness

- Possesses a deep understanding of different roles and responsibilities across the whole of government
- Is able to direct information based on knowledge
- Responsible for leading and directing the achievement of government procurement outcomes
- Shapes the future of procurement in government
- Positions procurement in the external environment and whole of government context

## Legal

- Is able to interpret into procurement activity applicable laws and legislation as they relate to the procurement framework, for example insurance requirements, legal framework, intellectual properties and warranties
- Possesses an expert working knowledge of applicable laws and legislation
- Is able to apply contract dispute resolution processes and negotiations
- Negotiates dispute settlements with suppliers and customers

[Back to competency overview](#)

## Results focus

- Has a complete and thorough understanding and will proactively endorse and encourage use of performance reporting
- Is instrumental in developing and setting targets and indicators at an organisational level and is highly experienced in identifying and negotiating milestones, and in monitoring performance
- Is a recognised expert in benefits tracking, defining the procurement benefit tracking strategy and developing methodology for the function to ensure benefits are captured for the organisation
- Proactively disseminates the process methodology in line with corporate procurement strategy
- Possesses a strong focus on the quality and on-time delivery of procurement activity
- Closely monitors plans and directs action to corrective deviations from the plan
- Is responsible for setting the overall procurement strategy and cascading procurement objectives
- Monitors plans and objectives to ensure results are achieved and will devise/encourage results improvement, evaluating throughout the business cycle when necessary

## Systems capability

- Has a thorough understanding of IT systems available for use
- Has a high level knowledge of procurement tools such as e-tendering and contract management systems

## Self management

- Reports to the CEO and receives executive government direction
- Ensures a learning culture exists that values training and development, coaching and mentoring programmes
- Is performance-managed by results based key performance indicators contained in performance management agreement