

Commercial Procurement and Supply Apprenticeship Standard, Level 4 End-Point Assessment Plan

Introduction and Overview

This document sets out the requirements for end-point assessment (EPA) for the Commercial Procurement and Supply apprenticeship standard. It is written for end-point assessment organisations (EPAOs) that need to know how this EPA must be delivered. It will also be of interest to apprentices, their employers and training providers.

Full time apprentices will typically spend 18-months on-programme working towards the apprenticeship standard, with a minimum of 20% off-the-job training. The EPA will typically be completed over a period of 6 months.

The EPA must only start once the employer is satisfied that the pre-requisite EPA gateway requirements have been met and can be evidenced to an EPAO; and that the apprentice is consistently working at or above the level set out in the standard.

Apprentices must successfully complete a Diploma in Procurement and Supply level 4 and have English and mathematics qualifications at level 2 as a minimum prior to taking their EPA. For those with an education, health and care plan or a legacy statement the apprenticeships English and maths minimum requirement is Entry Level 3. British Sign Language qualification is an alternative to English qualifications for those whom this is their primary language. In addition, their EPAO must have agreed the title and scope of a work-based project, which forms part of the EPA.

EPA must be conducted by an organisation approved to offer services against this standard, as selected by the employer, from the Education & Skills Funding Agency's Register of End-Point Assessment Organisations.

The EPA consists of 2 distinct assessment methods:

- project report
- presentation & questioning

Performance in the EPA will determine the apprenticeship grade of fail, pass or distinction.

Apprentices who successfully complete the apprenticeship will be eligible for Diploma level membership of the Chartered Institute of Procurement and Supply (CIPS).

Apprenticeship Timeline

On-programme (typically 18 months)	End-Point Assessment Gateway	End-Point Assessment (typically 6 months)	Professional recognition (optional)
Training to develop the occupation standard's knowledge, skills and behaviours	Diploma in Procurement and Supply level 4 English/maths Level 2	Project report Presentation & questioning Graded fail, pass or distinction	Diploma level membership of the Chartered Institute of Procurement and Supply (CIPS)
Working towards Diploma in Procurement and Supply level 4 and English/maths Level 2 (if required)	Agreement of project title and scope		

Commercial Procurement and Supply occupational standard

Diagram 1. Typical Apprenticeship Summary

End-Point Assessment Gateway

The EPA must only start once the employer is satisfied that the pre-requisite EPA gateway requirements have been met and can be evidenced to an EPAO; and that the apprentice is consistently working at or above the level set out in the occupational standard. Employers may wish to take advice from their apprentice's training provider.

Requirements:

- English & maths qualifications Level 2 (equivalent to grades A*-C or 9-4 at GCSE). For those with an education, health and care plan or a legacy statement the apprenticeships English and maths minimum requirement is Entry Level 3. British Sign Language qualification is an alternative to English qualifications for those whom this is their primary language.
- A Diploma in Procurement and Supply Level 4, from the Chartered Institute of Procurement and Supply (CIPS) ¹
- Agreement from the apprentice's EPAO of title and scope of the project that the apprentice will complete during the EPA period, which will form the basis for the project report EPA component; the apprentice's employer must also agree the title and scope.

¹ Any Ofqual-regulated, awarding body-approved centre can deliver the CIPS diploma.

End-Point Assessment

The end-point assessment (EPA) consists of 2 distinct assessment methods:

- project report
- presentation & questioning

The EPA will typically be completed over a period of 6 months, after the apprentice has met the EPA gateway requirements.

The apprentice must gain pass or distinction in the project report before undertaking the presentation & questioning assessment.

The knowledge, skills and behaviours (KSBs) that will be assessed by each assessment method are shown in Annex 1.

Detail on each assessment method, grading and re-sits/re-takes is provided below.

Project Report

Apprentices must produce a project report based on a project completed in their workplace, after the EPA gateway.

EPOAs must agree the title and scope of an apprentice's project as a gateway requirement. The apprentice's employer must also confirm their agreement of the project title and scope, in that it aligns with their business/business needs.

Apprentices must complete the project and submit the project report to their EPAO within 4 months of agreement of the project title and scope.

Project scope criteria:

- be broad enough to enable the application of KSBs that will be assessed by this assessment method
- be based around an appropriate process or problem within the workplace that will enable the apprentice to develop solutions and recommendations for improvement, based on and underpinned by the application of their theoretical and technical knowledge of commercial procurement and supply
- focus on a minimum of two elements of the procurement cycle of; understanding needs, market options, developing strategy/plan, pre-market engagement, developing documentation, supplier selection to participate, bid evaluation and awarding, logistics, supplier performance review and management, and end-of-life/lessons learned
- must be the apprentice's own work.

Project report criteria:

- a maximum word limit of 5000 words (+/- 10%)
- presented as a formal business report including:
 - an executive summary (*not included in word count*)
 - an introduction
 - a literature review
 - research and findings
 - recommendations and conclusions

- evidence of work/learning may be included in supporting Annexes such as; line manager reports, achievement logs completed by the apprentice as part of regular performance management with their training provider, line manager and/or peer reviews and supplier and customer feedback to demonstrate communication and collaborative skills, as well as commitment to delivering quality services (*not included in word count and not marked as it is evidence to support main piece of work and demonstrate it is the apprentice's own work*).
- referenced using a recognised standard such as the Harvard Referencing System
- must all be the apprentice's own work, evidenced through a written confirmation from the apprentice's employer.

The project report must be marked by an independent assessor – see requirements for independent assessors below, using the grading criteria in annex 2.

Presentation & Questioning

Apprentices must complete a presentation and questioning with an EPA panel.

EPA panels must consist of an independent assessor and a technical expert – see requirements below for the independent assessor.

The technical expert must be from the apprentice's workplace e.g. line manager or mentor. Technical experts must have a minimum of 3 years commercial/procurement experience, and a relevant professional qualification (e.g. from CIPS). The role of the technical expert is to provide information to the independent assessor in terms of the apprentice's workplace policy and procedures if required and create a realistic presentation environment. Technical experts must not provide information on behalf of the apprentice or seek to influence the independent assessor's decision. Independent assessors are solely responsible for grading the presentation and questioning, using the grading criteria in annex 2.

Presentation & questioning criteria:

- apprentices must give a 10-minute (+/-1minute) presentation on their work role and responsibilities relating to commercial procurement and supply
- the presentation must be followed by questioning by the independent assessor. Independent assessors must ask 6 open questions from the question bank relating to procurement and supply practice, within a 30-35-minute period; follow up questions are allowed to seek clarification. These 6 questions must include a minimum of 1 question from each of the knowledge, skills and behaviours sections.
- it must take place in a suitable location i.e. quiet space free from distraction and influence. It must be completed face-to-face. It is anticipated that EPAOs will use the apprentice's workplace where possible to minimise costs.

Question Bank

EPAOs must develop a question bank of sufficient size to mitigate predictability.

Example questions:

- How do you approach achieving the combination of quality and value for money?
- What have you learned from your experiences with different stakeholders?

- How will you use this experience as part of your continued career and professional development?

End-Point Assessment Grading

Independent assessors must grade each assessment method and combine the results to determine the overall grade, according to the requirements set out in this plan.

Where more than one independent assessor is involved, the independent assessor who conducts the presentation and questioning will be responsible for combining the grades.

Independent assessors' decisions must be subject to moderation by the EPAO – see internal quality assurance section below. Decisions must not be confirmed until after moderation.

Each assessment method must be individually marked and awarded a grade of fail, pass, or distinction, using the grading criteria in annex 2.

To pass the EPA, apprentices must achieve a pass or distinction in both assessment methods.

To achieve a distinction, apprentices must achieve a distinction in both assessment methods.

Restrictions on grading apply where apprentices re-sit/re-take an assessment method – see below.

Re-sit and re-take information

Apprentices who fail one or more assessment method will be offered the opportunity to take a re-sit/retake. A re-sit does not require further learning, whereas a re-take does. Re-sits/re-takes must not be offered to apprentices wishing to move from pass to distinction.

The apprentice's employer will need to agree that a re-sit/re-take is an appropriate course of action. Apprentices should have a supportive action plan to prepare for the re-sit/re-take.

Both assessment methods must be passed within 6-months of each other, otherwise the entire EPA must be retaken.

Apprentices who re-sit/re-take an assessment method will not be eligible for the overall award of a distinction, unless the EPAO identifies extenuating circumstances accounting for the fail, in which case the apprentice can re-sit/re-take the assessment method and the grade will not be capped.

EPAOs must ensure that apprentices complete a different project and have a different question set for the presentation & questioning when taking a re-sit/re-take.

End-Point Assessment Organisations

Employers must choose an EPAO approved to deliver the EPA for this apprenticeship from the Education & Skills Funding Agency's Register of End-Point Assessment Organisations (RoEPAO).

Internal Quality Assurance Requirements

Internal quality assurance refers to the requirements that EPAOs must have in place to ensure consistent (reliable) and accurate (valid) assessment decisions.

EPAOs must for this EPA must undertake the following:

- appoint independent assessors that meet the requirements as detailed in this plan – see requirements for independent assessors below
- appoint personnel to undertake EPA moderation, who are qualified or working towards quality assurance qualifications
- provide training for EPA personnel in terms of the requirements of the operation and marking of the assessment methods and in undertaking fair and impartial assessment
- Ensure independent assessors undertake continued professional development
- hold bi-annual standardisation events for EPA personnel to ensure consistent application
- operate moderation of EPA activity and decisions, through examination of documentation and observations, with a minimum of 10% of each independent assessors' assessments moderated work collaboratively with the external quality assurance body for this standard to promote and adopt best practice.

Requirements for Independent Assessors

EPA organisations must appoint independent assessors to conduct the EPA.

Independent assessors must meet the following requirements:

- be independent of the apprentice, their employer and training provider(s) i.e. there must be no conflict of interest
- have a minimum of 6-years' experience of working in commercial procurement and supply
- be a fully qualified member of CIPS (MCIPS) or relevant equivalent
- hold, be working towards an assessor qualification e.g. A1, or have received training on assessment practice from their EPAO
- undertake a minimum of 5-days continuing professional development (CPD) per year in relation to commercial procurement and supply
- attend a minimum of one EPAO standardisation event per year for this standard
- attend EPAO training as required

Assessment tools and materials

EPAOs must produce assessment tools and supporting materials for the EPA that follow best assessment practice, as follows:

- guidance to apprentices and employers in relation to the EPA requirements
- documentation for recording EPA decisions
- question bank for the presentation & questioning assessment method, in line with requirements detailed above

External Quality Assurance

External quality assurance for the commercial procurement and supply apprenticeship EPA will be undertaken by the Institute for Apprenticeships.

Professional Recognition

Successful completion of CIPS Diploma (Level 4) gains eligibility for equivalent membership of the Institute. CIPS Diploma is a pre-requisite for MCIPS (Level 6) and the full professional licence and offers the potential for Chartered status.

Implementation

It is anticipated that the EPA cost will be approximately 12% of the apprenticeship funding band - £9,000.

Costs should be minimised by EPAOs by utilising employers' premises for the presentation & questioning where possible.

It is anticipated there will be between 40-75 starts in the first year (2018) rising to over 100 starts annually thereafter.

Annex 1: Knowledge, Skills & Behaviours assessed by each assessment method

Knowledge	What all Commercial Procurement Professionals Must <i>Know and Understand</i>	Project Report	Presentation & Questioning
Context of procurement and supply	- How an organisation's money is spent, including the organisation's own rules on managing budgets.	X	
	- The difference between public and private sector procurement life-cycles and how they fit into the organisation's structure.		X
Pre-procurement and early market engagement	- Show understanding of the market, regulatory environment, supplier and service landscape before beginning the tendering process. Whilst knowing about the ability to utilise market and commodity intelligence, including supplier innovation, customer requirement and how the use of internal and external data can support the development of a robust business case.	X	
	- Cost and pricing models and commercial concepts and how they influence supplier/customer behaviours.	X	
	- Financial awareness that enables a focus on achieving efficiencies and continuous improvement.	X	
	- Recognise business needs that shape decisions, for example financial restrictions or time requirements. Show how such business objectives are articulated in procurement specifications using a set of appropriate tools/techniques e.g. LEAN sourcing.	X	
Sourcing and contract agreements	- The principles and purpose of commercial contracting and how contract terms, conditions and obligations affect delivery and supplier performance.	X	
	- Understand sustainability risks and opportunities associated with sourcing decisions. Know that these decisions assist with conducting pre-procurement market engagement to make sure the requirement is deliverable, clear and attractive to suppliers whilst also offering maximum value for money.	X	
	- Different procurement and contractual models e.g. use of SMEs, mutual and joint ventures.	X	
	- The use of the different types of documentation and terminology that frequently form part of the commercial contract process, e.g. the contract and its appendices.	X	X
	- The aims of and tactics and techniques for successful negotiation.	X	
Supplier management	- The organisation's commercial strategy and policies, procedures and governance mechanisms.	X	
	- The principles and purpose of contract governance, risk management and the internal controls within their own organisation and conduct work within those frameworks.	X	
	- A range of supplier performance monitoring, management and reporting techniques to ensure that cost, service, quality and sustainability objectives are being achieved.	X	
	- The need to develop strong collaborative relationships with customer, supplier and stakeholders.		X
	- What techniques to use to add value through building positive commercial relationships and trust.		X
	- How to forecast and plan requirements with internal stakeholders and suppliers to ensure the supply of goods and services matches demand taking into account actual demand.	X	
	- Both national and international contractual and procedural procurement law. Recognise the use of legal terms that regulate commercial agreements.	X	
Category management	- How specific areas of procurement spend can be organised into appropriate categories.	X	
	- The main components, benefits and constraints to taking a category management approach across all stages of the commercial procurement life-cycle.	X	

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Skills	What all Commercial Procurement Professionals Must be Able to Do	Project Report	Presentation & Questioning
	- Identify approaches to achieve agreements with external and internal organisations and stakeholders including developing the communication skills that can influence positive negotiated outcomes.	X	X
	- Use a range of contract and supplier performance monitoring, management and reporting techniques to ensure that cost, service, quality and sustainability objectives are being achieved and maintained.	X	
	- To be able to carry out cost management, including the cost base, and variances from budget.	X	
	- Use appropriate software, spreadsheet, word processing and presentation packages plus specialist programmes and systems associated with the organisation to convey information.	X	
	- Clearly and concisely raise items for discussion and negotiation in order to resolve an issue that may be with customers, suppliers or colleagues.	X	
	- Recognise the impact that decision-making has on costs and identify opportunities to save money or deliver services in the most effective or efficient way.	X	
	- Evaluate costs by comparison with industry standards or high performers (benchmarking).	X	
	- Confidently display supplier/customer relationship management skills with a range of stakeholders, keeping key stakeholders and customers appropriately informed.	X	X
	- Take responsibility for activities such as change control, managing contractual obligations, risk management and measurement and delivering to the required performance standard.	X	
	- Use selection and award criteria commonly applied when sourcing requirements from external suppliers and evidence how supplier bids are evaluated against these criteria.	X	
	- Use the different types of documentation and terminology that frequently form part of the commercial procurement process for the supply of goods and services.	X	X
	- Liaise, negotiate and undertake proactive actions with suppliers and stakeholders to ensure successful delivery of purchased goods and services, taking appropriate actions to address any shortfalls or excess.	X	

Behaviours	How all Commercial Procurement Professionals Must Behave	Project Report	Presentation & Questioning
	- Maintain an economic, long-term focus whilst considering the objective of achieving value for money in combination to maximising quality in all activities.	X	X
	- Be responsive, innovative and seek out opportunities to create effective change.		X
	- Have a strong commitment and be self-motivated to develop and learn.		X
	- Create and maintain positive, professional and trusting working relationships with a wide range of internal, external and connected stakeholders. Maintain effective partnerships with suppliers and customers through the commercial process to achieve business objectives.		X
	- Show consideration for objective and accurate judgments using sound evidence and knowledge.	X	
	- Work to appropriate timescales and take responsibility and accountability for quality outcomes.		X
	- Always take into account diverse stakeholder needs and requirements.	X	X

Annex 2:
Grading Criteria - Project Report

<u>Knowledge</u>	Fail – Unable to evidence all of the following :	Pass – evidences all of the following:	Distinction – in addition to all of the pass criteria evidences 1 (in each section) or more of the following:
Context of Procurement	<ul style="list-style-type: none"> Understanding of organisation’s procurement strategy, including how money is spent 	<ul style="list-style-type: none"> Their organisation’s procurement strategy and the governance mechanisms behind this, how different procurement activities inter-relate, including how money is spent and managing budgets 	<ul style="list-style-type: none"> Full conversant with organisation commercial strategy and procurement policies, procedures, processes and governance mechanisms and is able to advise and support colleagues in their application The main drivers, effects, risks and regulations of globalisation in supply chains.
Pre-procurement and Early Market Engagement	<ul style="list-style-type: none"> Understanding of the market, regulatory environment, supplier and service landscape Ability to utilise market and commodity intelligence, including customer requirement How cost/pricing models and commercial concepts influence supplier/customer behaviours Details on business needs and articulating them in specifications using a set of appropriate tools/techniques Financial awareness. 	<ul style="list-style-type: none"> Understanding of the market, regulatory environment, supplier and service landscape before beginning the tendering process whilst knowing about the ability to utilise market and commodity intelligence, including supplier innovation and customer requirement Cost and pricing models and commercial concepts and how they influence supplier/customer behaviours Recognising business needs that shape decision and articulate them in specifications using a set of appropriate tools/techniques e.g. LEAN sourcing. Financial awareness that enables a focus on achieving efficiencies and continuous improvement The main internal and external stakeholders and how they influence activity. 	<ul style="list-style-type: none"> How to use early market engagement and robust internal and external data to inform decisions on appropriate commercial models and when creating a business case Understanding the requirement, the market place and the potential solutions – is able to use this knowledge to provide recommendations or to challenge if necessary Understanding of the different supplier management approaches associated with managing strategic and non- strategic suppliers Understanding of macro and supply market economics e.g. supply and demand, inflation, market trends, competition etc.

Sourcing and Contract Agreements	<ul style="list-style-type: none"> • Main types of contractual agreements • Commercial and contractual models e.g. use of SMEs, mutuals and joint ventures • Using the different types of documentation and terminology that frequently form part of the commercial contract process • Effective negotiation skills and what tactics can be used • Using legal terms, conditions and obligations that should regulate commercial agreements, and how it affects delivery and supplier performance • Commercial and sustainability risks/opportunities associated with decisions in work • The importance of formal contractual variations, and how this relates to achieving value for money. 	<ul style="list-style-type: none"> • The main types of contractual agreements e.g. frameworks, mini competitions, call offs, service contracts, one off purchases etc. • Aware of commercial and contractual models e.g. use of SMEs, mutuals and joint ventures • The use of the different types of documentation and terminology that frequently form part of the commercial contract process, e.g. the contract and its appendices • The risks that can arise from inadequate specifications and the use of environmental and social criteria • Awareness of the importance of developing effective negotiation skills and when/how and what tactics can be used • Recognises the use of legal terms, conditions and obligations that should regulate commercial agreements, and how it affects delivery and supplier performance • Commercial and sustainability risks/opportunities associated with decisions • Aware of and understands the internal approvals process relating to contract award • The importance of formal contractual variations, and how this relates to achieving value for money. 	<ul style="list-style-type: none"> • How business needs are captured and shape commercial decisions; be aware of how such business objectives are articulated in contractual agreement and procurement specifications • Sources of competitive advantages e.g. low cost, sources of differential advantage e.g. innovation, brand image etc. • How effective procurement activity impacts on creating savings and efficiencies for the organisation • Cost and pricing models and associated financial commercial concepts and how they influence supplier behaviours, e.g. profit, open book accounting etc. • The impact of specific legal agreements in procurements and the impact on the relationships between stakeholders and the ultimate delivery e.g. confidentiality negligence, assignment and subcontracting • Awareness of both national and EU contractual and procedural procurement law, as well as any category specific legislation • Regulations surrounding bribery and corruption.
Supplier Management	<ul style="list-style-type: none"> • Organisation's strategy and policies, procedures and governance mechanisms • Working understanding of the principles and purpose of contract governance, risk management and the 	<ul style="list-style-type: none"> • Organisation's strategy and policies, procedures and governance mechanisms • Understanding of the principles and purpose of contract governance, risk management and the internal controls within their own organisation and conduct work within those frameworks 	<ul style="list-style-type: none"> • The move from contract award to contract management mobilisation, related activities and stakeholders • The value that can be achieved by continuous improvement of quality, creating innovation, promoting sustainable procurement

	<p>internal controls within their own organisation</p> <ul style="list-style-type: none"> • Range of supplier performance monitoring, management and reporting techniques • Benefits of changing their approach to market over time, and the need to develop strong collaborative relationships with all stakeholders • Ability to forecast and plan requirements with internal stakeholders and suppliers • Knowledge of national and international contractual and procurement law. Recognise the use of legal terms that regulate commercial agreements. 	<ul style="list-style-type: none"> • A range of supplier performance monitoring, management and reporting techniques to ensure that cost, service, quality and sustainability objectives are being achieved and understands typical Key Performance Indicators (KPI) • Awareness of the benefits of changing your approach to market over time, and the need to develop strong collaborative relationships with all stakeholders • How to forecast and plan requirements with internal stakeholders and suppliers to ensure the supply of goods and services matches demand taking into account actual demand • Both national and international contractual and procurement law. Recognises the use of legal terms that regulate commercial agreements • Basic understanding of exit procedures, contract extensions and renewals. 	<ul style="list-style-type: none"> • The main types of contractual and supply chain risks and difficulties that may arise and appropriate mitigation strategies • Understanding different parts of a contract and how the terms and conditions of a contract affect the suppliers' deliverables and how a plan must be developed to manage this • Understanding of basic dispute resolution procedures and strategies • The main remedies in the situation where a supplier has defaulted on or breached a contract.
Category Management	<ul style="list-style-type: none"> • How specific areas of procurement spend can be organised into appropriate categories (groups of similar requirements, e.g. IT, estates etc.) • Appreciation of the main components, benefits and constraints to taking a category management approach across all three stages of the procurement life-cycle. 	<ul style="list-style-type: none"> • How specific areas of procurement spend can be organised into appropriate categories (groups of similar requirements, e.g. IT, estates etc.) • The objectives and components of category management and the appreciation of the main components, benefits and constraints to taking a category management approach across all stages of the procurement life-cycle. 	<ul style="list-style-type: none"> • The importance of the whole category management cycle and appreciates the value of the inclusion of this view from the start of the process • The value to be gained from operating a category model through standardisation, volume, innovations and leveraging suppliers • How category management approach may be appropriate in some situations and not others • Established models and methodology for the adoption of category management e.g. CIPS category management model.

Skills	Fail – Unable to evidence all of the following:	Pass - evidences all of the following:	Distinction – in addition to all of the pass criteria evidences 1 (in each section) or more of the following:
Pre-procurement and Early Market Engagement	<ul style="list-style-type: none"> Developing, analysing and interpreting market and commodity intelligence, making use of internal and external data Use of clear and effective communication methods when dealing with suppliers and customers Assisting with conducting pre-procurement market engagement ensuring the requirement is deliverable, clear and attractive to suppliers whilst also offering the maximum value for money Use of the different types of documentation and terminology that frequently form part of the procurement process. 	<ul style="list-style-type: none"> How to develop, analyse and interpret market and commodity intelligence, making use of internal and external data Use of clear and effective communication methods, both verbal and written, when dealing with suppliers and customers Assisting with conducting pre-procurement market engagement ensuring the requirement is deliverable, clear and attractive to suppliers whilst also offering the maximum value for money Use of the different types of documentation and terminology that frequently form part of the commercial procurement process for the supply of goods and services. 	<ul style="list-style-type: none"> Uses relevant market information to develop commercial strategy Shapes output/outcome based requirement taking opportunity to capture views or innovation and structure requirements into lots as necessary to ensure that requirements are effectively allocated to meet the agreed strategy Use of analytical and problem-solving skills to understand the key information from market intelligence and customer requirements and use this analysis to support the development of a robust business case Conducting pre-negotiation research preparing relevant reports for use during negotiation e.g. supplier profiles and market analysis.
Sourcing and Contract Agreements	<ul style="list-style-type: none"> Using appropriate software, spreadsheet, word processing and presentation packages plus specialist programmes and systems associated with the organisation to convey information Using selection and award criteria commonly applied when sourcing requirements from external suppliers and how supplier bids 	<ul style="list-style-type: none"> Use appropriate software, spreadsheet, word processing and presentation packages plus specialist programmes and systems associated with the organisation to convey information Use selection and award criteria commonly applied when sourcing requirements from external suppliers and how supplier bids are evaluated against these criteria – including the appreciation and articulation of key stakeholder requirements, incorporating 	<ul style="list-style-type: none"> The application of setting appropriate tools/techniques that procurement professionals use e.g. LEAN sourcing, specifications, Invitations to Tender etc. to help develop ideas, make decisions and manage risks; and be able to apply these to real contracting situations Financial awareness that enables a focus on achieving financial efficiencies and continuous improvement Actively challenges costs to ensure value for money and effective cost management Develops and advise on strategy options for sourcing

	<p>are evaluated against these criteria</p> <ul style="list-style-type: none"> • The impact that decision-making has on costs and identify opportunities to save money or deliver services in the most effective or efficient way • Evaluating costs by comparison with industry standards, high performers, previous contracts etc. in order to benchmark costs. • Identification of approaches to achieve negotiated agreements with external and internal organisations and internal stakeholders including developing the main communication skills that can be used to positive effect in a commercial negotiation. 	<p>them into commercial decision making at relevant points</p> <ul style="list-style-type: none"> • Recognises the impact that decision-making has on costs and identify opportunities to save money or deliver services in the most effective or efficient way • Evaluates costs by comparison with industry standards, high performers, previous contracts etc. in order to benchmark costs • Identification of approaches to achieve negotiated agreements with external and internal organisations and internal stakeholders including developing the main communication skills that can be used to positive effect in a commercial negotiation. 	<ul style="list-style-type: none"> • Operating in compliance with relevant legislation and codes of practice and is able to recognise non-compliance issues and can escalate these in the appropriate way • Recommends appropriate negotiation strategies using an understanding of all parties' positions, strength and weaknesses to ensure the most effective leverage • Consults with specialists to inform negotiation strategy e.g. engineering specialists, health etc.
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Supplier Management	<ul style="list-style-type: none"> • Display of supplier/customer relationship management skills and inability to keep key stakeholders and customers appropriately informed • Carrying out cost management, including the cost base, and variances from budget • Raising items for discussion in order to resolve an issue that may be with customers, suppliers or colleagues • Taking responsibility for activities such as change control, managing contractual obligations, risk management and measurement and delivering to the required performance standard • Liaising and undertaking proactive actions with suppliers and stakeholders to ensure successful delivery of purchased goods and services, taking appropriate actions to address any shortfalls or excess • Range of contract and supplier performance monitoring, management and reporting techniques to ensure cost, service, quality and sustainability objectives are being achieved. 	<ul style="list-style-type: none"> • Confidently displays supplier/customer relationship management skills with a range of stakeholders, keeping key stakeholders and customers appropriately informed • To be able to carry out cost management, including the cost base, and variances from budget • Clearly and concisely raise items for discussion and negotiation in order to resolve an issue that may be with customers, suppliers or colleagues • Take responsibility for activities such as maintaining contract administration records/schedules, change control, managing contractual obligations, risk management and measurement and delivering to the required performance standard • Liaise, negotiate and undertake proactive actions with suppliers and stakeholders to ensure successful delivery of purchased goods and services, taking appropriate actions to address any shortfalls or excess • Use a range of contract and supplier performance monitoring, management and reporting techniques to ensure cost, service, quality and sustainability objectives are being achieved against business case objectives/business requirements. 	<ul style="list-style-type: none"> • Recognises the need for involving the contract management function and the internal stakeholders in the sourcing phase to ensure early preparations for contract management are factored into the plan • Applies performance measures to contracts and utilise thresholds and targets – liaise with suppliers regarding contract performance metrics and management information as part of agreed measurement approach • Actively monitors KPI's against baselines and uses management information to develop strategies for improving contract and supplier performance, analysing and drawing conclusions from data • Developing opportunities to incentivise contract delivery and continuous performance improvement • Developing performance measures and determine thresholds and targets and agree improvement plans • Leading performance discussions with suppliers and is able to make recommendations for remedial action if suppliers aren't meeting performance requirements • Articulation and identification of commercial risks and working with stakeholders to mitigate or manage risks that can impact commercial contracts • Working with stakeholders to avoid corruption and fraud in supply chains • Completing a typical reporting cycle, producing management reports • Preparing contract management plans • Liaising with legal teams to manage the development of contracts to achieve commercial objectives • Articulates and manages commercial risks, applying mitigation techniques.
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<u>Behaviours</u>	Fail – Unable to evidence all of the following:	Pass - evidences all of the following:	Distinction – in addition to all of the pass criteria evidences 1 (in each section) or more of the following:
	<ul style="list-style-type: none"> • Maintaining an economic, long-term focus whilst considering the objective of achieving value for money • Taking account of diverse customer needs and requirements. 	<ul style="list-style-type: none"> • Maintaining an economic, long-term focus whilst considering the objective of achieving value for money, maximising quality in all activities • Always taking account of diverse customer needs and requirements 	<ul style="list-style-type: none"> • Demonstrating experience of gathering and collating lessons learned from broader commercial teams to feed into future procurement projects • The use of analytic skills to examine complex information and apply when decision making • The objective of delivering and improving a quality service at the forefront of decision-making • Developing proposals to improve the quality of service with involvement from a diverse range of staff, stakeholders or delivery partners.

Annex 2 (Continued):

Grading Criteria – Presentation & Questioning

<u>Knowledge</u>	Fail – Unable to evidence all of the following:	Pass - evidences all of the following:	Distinction – in addition to all of the pass criteria evidences 1 (in each section) or more of the following:
	<ul style="list-style-type: none"> • The difference between public and private sector procurement life-cycles • How each stage of the cycle fits into the organisation's structure • Using the different types of documentation and terminology that frequently form part of the commercial contract process • Knowledge of 'adding value' through commercial relationships. 	<ul style="list-style-type: none"> • The difference between public and private sector procurement life-cycles, the terminology surrounding these stages and how they fit into the organisation's structure • The use of the different types of documentation and terminology that frequently form part of the commercial contract process, e.g. the contract and its appendices • The need to develop strong collaborative relationships with customer, supplier and stakeholders 	<ul style="list-style-type: none"> • Full conversant with organisation commercial strategy and procurement policies, procedures, processes and governance mechanisms and is able to advise and support colleagues in their application • The impact of specific legal agreements in procurements and the impact on the relationships between stakeholders and the ultimate delivery e.g. confidentiality negligence, assignment and subcontracting

		<ul style="list-style-type: none"> • What techniques to use to add value through building positive commercial relationships and trust. 	<ul style="list-style-type: none"> • Understanding of the use of partnerships with key suppliers to share risks, benefits and service costs.
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Skills	Fail – Unable to evidence all of the following:	Pass - evidences all of the following:	Distinction – in addition to all of the pass criteria evidences 1 (in each section) or more of the following:
	<ul style="list-style-type: none"> • Use of terminology that frequently form part of the procurement process • Identification of approaches to achieve negotiated agreements with external and internal organisations and internal stakeholders including developing the main communication skills that can be used to positive effect in a commercial negotiation • Display of supplier/customer relationship management skills and inability to keep key stakeholders and customers appropriately informed. 	<ul style="list-style-type: none"> • Use terminology that frequently form part of the commercial procurement process for the supply of goods and services • Identification of approaches to achieve negotiated agreements with external and internal organisations and internal stakeholders including developing the main communication skills that can be used to positive effect in a commercial negotiation • Confidently displays supplier/customer relationship management skills with a range of stakeholders, keeping key stakeholders and customers appropriately informed. 	<ul style="list-style-type: none"> • Shapes output/outcome based requirement taking opportunity to capture views or innovation and structure requirements into lots as necessary to ensure that requirements are effectively allocated to meet the agreed strategy • Develops and advises on strategy options for sourcing • Recommends appropriate negotiation strategies using an understanding of all parties' positions, strength and weaknesses to ensure the most effective leverage • Consults with specialists to inform negotiation strategy e.g. engineering specialists, health etc. • Leading performance discussions with suppliers and is able to make recommendations for remedial action if suppliers aren't meeting performance requirements • Articulation and identification of commercial risks and working with stakeholders to mitigate or manage risks that can impact commercial contracts • Liaising with legal teams to manage the development of contracts to achieve commercial objectives.

<u>Behaviours</u>	Fail – Unable to evidence all of the following:	Pass - evidences all of the following:	Distinction – in addition to all of the pass criteria evidences 1 (in each section) or more of the following:
	<ul style="list-style-type: none"> • Maintaining an economic, long-term focus whilst considering the objective of achieving value for money • Responsiveness, innovation and ability to seek out opportunities to create effective change • Strong commitment and self-motivated to develop and learn • Positive, professional working relationships • Maintains effective (or evidence no) partnerships with suppliers and customers through the commercial process • Making objective and accurate judgments, or fails to use evidence to make these decisions • Working with pace to appropriate timescales and does not take responsibility and accountability for quality outcomes • Taking account of diverse customer needs and requirements. 	<ul style="list-style-type: none"> • Maintaining an economic, long-term focus whilst considering the objective of achieving value for money, maximising quality in all activities • Being responsive, innovative and seek out opportunities to create effective change, • Having a strong commitment and be self-motivated to develop and learn • Creating and maintaining positive, professional and trusting working relationships with a wide range of stakeholders • Maintaining effective partnerships with suppliers and customers through the commercial process to achieve business objectives • Making objective and accurate judgments using sound evidence and knowledge • Working with pace to appropriate timescales and take responsibility and accountability for quality outcomes • Always taking account of diverse customer needs and requirements • The seeking of feedback from other to improve one’s own efficiency and effectiveness. 	<ul style="list-style-type: none"> • Interacting confidently and effectively as an intelligent and credible customer with suppliers and other commercial teams • Demonstrating experience of gathering and collating lessons learned from broader commercial teams to feed into future procurement projects • Recognising the need for change, challenge existing practices when necessary, encourage team commitment to positive changes and utilise technology where appropriate • Finding ways to improve systems and structures to deliver with more streamlined resources • Proactivity in engaging, consulting and sharing knowledge with others from outside own immediate team when this will be beneficial to business objectives • The use of analytic skills to examine complex information and apply when decision making • The objective of delivering and improving a quality service at the forefront of decision-making • Readily shares resources with other teams within the organisation to support shared goals and priority of organisation • Awareness of own scope of authority for decision making and empower other team members to make decisions • Invites challenges to own decisions in order to present the most robust recommendations • When necessary challenging the misuse of resources in delivering services • Developing proposals to improve the quality of service with involvement from a diverse range of staff, stakeholders or delivery partners.

