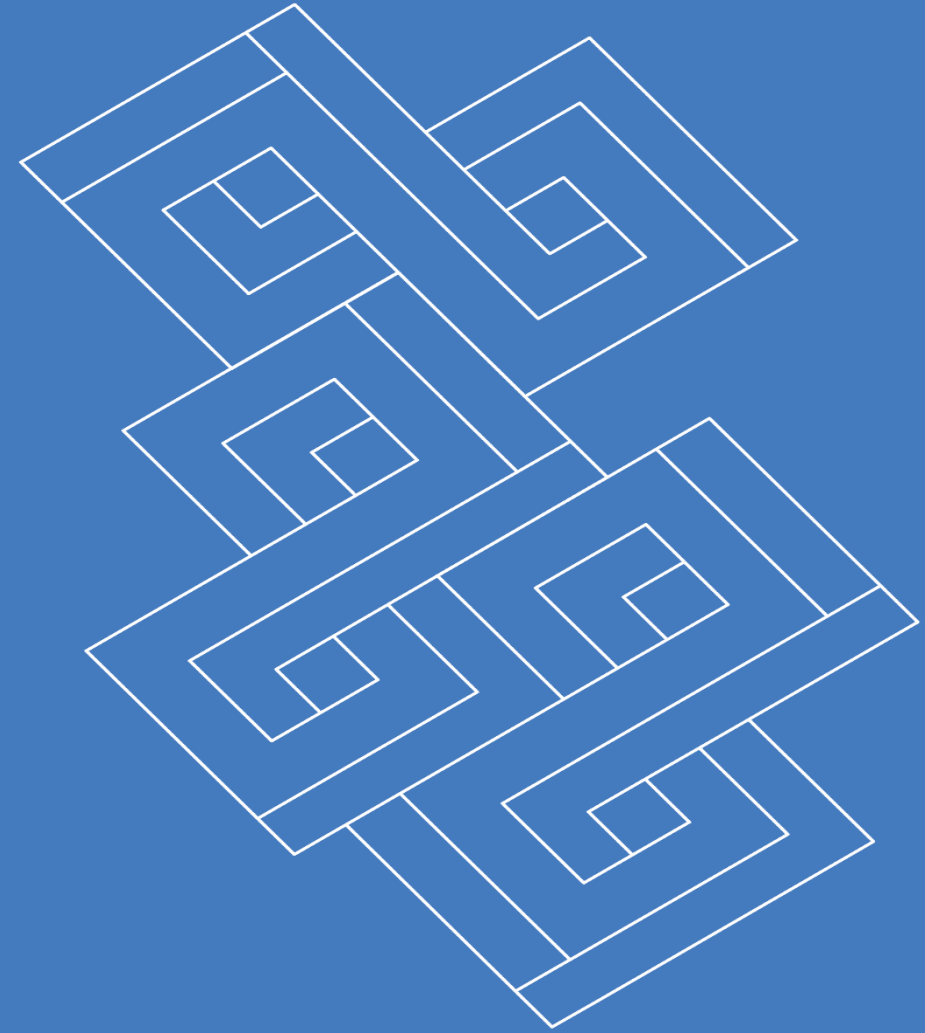




Government
Commercial
Function

Commercial Career Framework V2.0

For Commercial Professionals





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How to navigate the Commercial Career Framework (CCF)

The CCF is an interactive document, which enables users to navigate the framework by clicking on the menu at the top of the page or on certain coloured buttons. Alternatively, if users want to find specific information the contents page can be used to quickly navigate to the correct section.

Interactive Menu:

In navigating the CCF using the interactive menu at the top of each page, it is important to note:

- Each grey bar represents a section of the document
- The blue bar represents the user's current location in the document
- The title on the top right hand of each page outlines how many pages are included in the section
- The arrows at the right end of the interactive menu allow users to move to the next slide

Coloured Buttons:

In navigating the CCF using the coloured buttons, it is important to note:

- Each button represents a role
- Each role has a role profile defining it
- Clicking a button takes you to that role profile
- Each colour represents a job pillar
- Grey buttons are not interactive





Welcome to the Government Commercial Career Framework

The Government Commercial Function (GCF) is a critical enabler for the planning, delivery and management of government contracts that provide vital goods and services for taxpayers. It is for this reason that the Civil Service is committed to being the best commercial function in the UK.

The CCF is a key enabler in achieving this vision; to build commercial capability, to develop experts in their field based on individuals strengths and to attract new talent with the right capabilities.

We aim to showcase our diverse and varied commercial profession, whilst also providing clarity and a common understanding of the commercial career pathways, role profiles and capabilities at each professional level.

Along side the GCF [People Standards for the Profession](#), this framework therefore provides the essential building blocks for individuals to map and plan their careers and for departments to attract highly capable and enthusiastic professionals.

What can the CCF be used for?

The CCF can be used by those already in the GCF as well as those considering a career in government commercial in order to:



Gain a better understanding of roles available within the Government Commercial Function (GCF)



Identify capabilities that need development to help career progression



Understand what capabilities are required of commercial professionals in particular roles



Build capability within commercial teams



Explore paths into new commercial roles from either within or outwith the GCF



How to use the CCF

The CCF can be used by a range of users including: non-commercial professionals, commercial professionals, line managers, departments, wider government bodies and talent teams. This document can help individuals see the breadth of career opportunities, support the development of team members and understand the capabilities across government. It should be used as a guide, rather than a rigid framework, in recognition of the variation and nuances that exist across departments and wider government bodies.

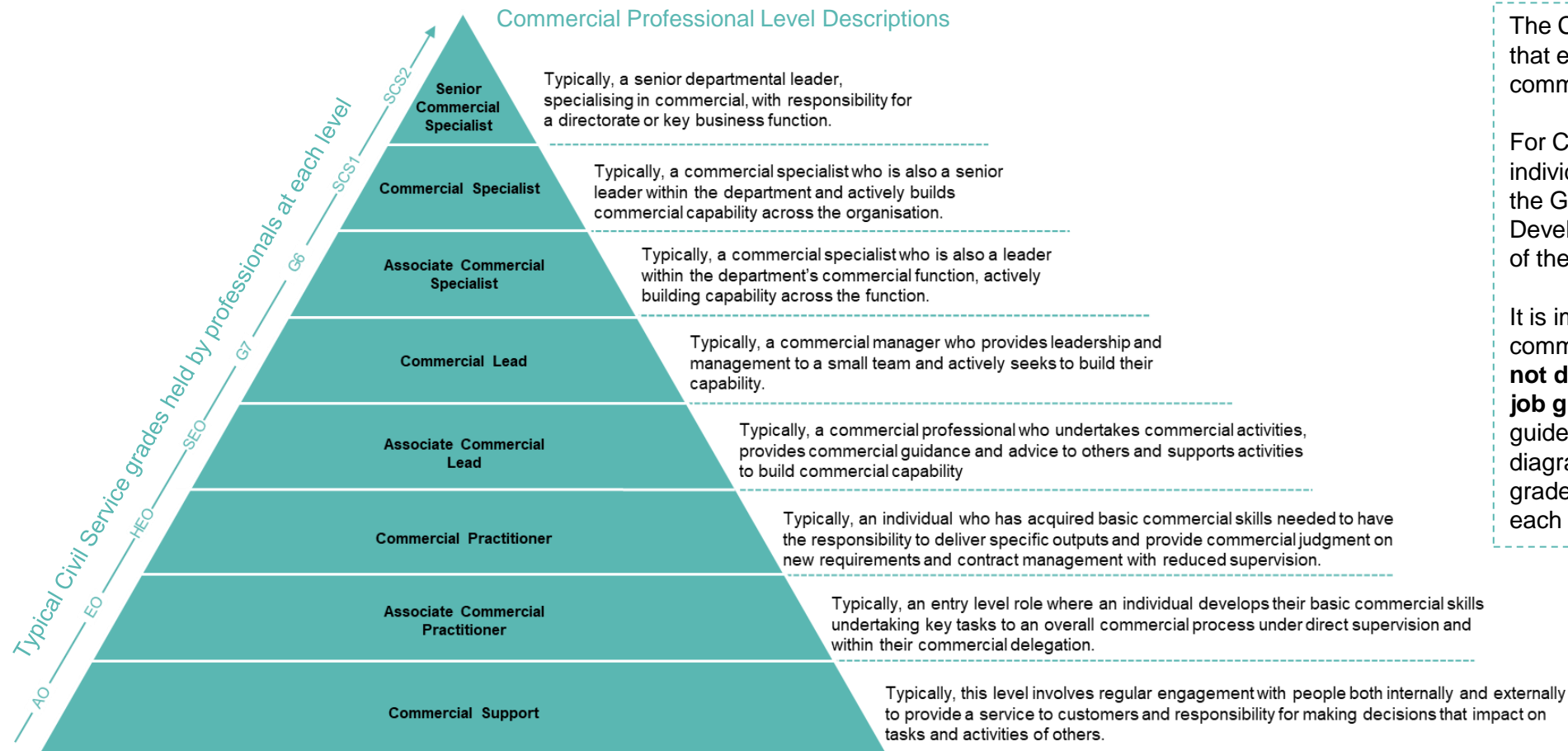
Users	Can use the CCF to:
Departments	<ul style="list-style-type: none"> • Support the capability and capacity within their commercial teams • Further build commercial capability, especially where gaps are identified
Line Managers	<ul style="list-style-type: none"> • Inform development conversations with those in their team • Upskill their team by identifying individuals' development areas using the career paths and capabilities • Help design development plans and goals for individuals both in terms of upwards and sideways progression
GCF Commercial Professionals	<ul style="list-style-type: none"> • Identify your strengths, development areas and what you enjoy • Explore what opportunities the capabilities you use every day may present you with in the future • Consider what path you would like your career to take and what future role most interests you
Future GCF Commercial Professionals	<ul style="list-style-type: none"> • Identify your transferable skills and what you may enjoy in the GCF • Understand possible entry points into a commercial career in government • Consider if there is a specific role in the GCF that would match your career aspirations
Talent Teams	<ul style="list-style-type: none"> • Assess the range of commercial capabilities and roles held in departments and /or government • Map roles and capabilities to individuals





How do I apply the CCF to my professional level and grade?

The CCF draws on both the Commercial People Standards for the Profession and the Civil Service Success Profiles in order to focus on the capabilities required to perform a specific role in the GCF at each relevant professional level.



The CCF details the different roles that exist across all eight commercial professional levels.

For Commercial lead and above, individuals must be accredited via the GCF Assessment & Development Centre (ADC) as part of the recruitment process.

It is important to note that the commercial professional levels **are not directly tied to Civil Service job grades**. However, a rough guideline has been included in the diagram to outline the typical grades held by professionals at each level.



Government Commercial Career Pathway (1/1)

Career Pathway

The pathway below should be used as a guide rather than a rigid structure due to the variation across departments and wider government bodies. Some may find a number of the roles below to be relevant to their careers, especially in teams structured by category. **To further explore the roles, click on the coloured buttons.**

		GCF People Standards for the Profession							
Job Pillars	Role components	Commercial Support	Associate Commercial Practitioner	Commercial Practitioner	Associate Commercial Lead	Commercial Lead	Associate Commercial Specialist	Commercial Specialist	Senior Commercial Specialist
Strategy and Policy Development	Commercial strategy	○	○	○	○	○	○	○	○
	Commercial policy	○	○	○	○	○	○		
	Commercial assurance and governance	○	○	○	○	○			
	Category strategy			○	○	○	○	○	
Understanding Needs and Sourcing	Commercial intelligence			○	○	○	○		
	Sourcing strategy		○	○	○	○	○	○	
Procurement Process	Procurement business analysis	○	○	○	○	○	○		
	Procurement management	○	○	○	○	○	○	○	○
Contract and Supplier Management	Contract management	○	○	○	○	○	○	○	
	Contract administration	○	○	○					
	Supplier management	○	○	○	○	○	○	○	○
Cross Pillar	Category Management	Multiple role components across the job pillars may be relevant to individuals from Commercial Support to Commercial Specialist							

- Enabling**
These are not necessarily commercial professional roles
- Commercial risk management
- Capability and resourcing
- Systems and information
- Continuous improvement



Career Planning (1/2)

Entry points for a commercial career

This matrix outlines the necessary experience required to enter government commercial roles at each professional level as well as some example entry routes from both government and the private sector. It is important to note that the entry points listed are not exhaustive and vary across different departments.

Government Commercial Function (GCF)

Government Commercial Organisation (GCO)

	Necessary commercial experience	Example entry routes
Senior Commercial Specialist	<p>Significant commercial experience is required at these levels:</p> <ul style="list-style-type: none"> capabilities are required in 3 different job pillars for Senior Commercial Specialist and 2 different job pillars for Commercial Specialist at level 4 and will be assessed at the ADC 	<p>Private Sector Strategic Roles Private Sector Category Management Private Sector Supply Chain Private Sector Contract management</p>
Commercial Specialist		
Associate Commercial Specialist	<p>Commercial experience is required at these levels:</p> <ul style="list-style-type: none"> capabilities are required in 1 job pillar at a minimum of level 3 and will be assessed at the ADC 	<p>Private Sector Strategic Roles Private Sector Category Management Private Sector Supply Chain Private Sector Contract management</p>
Commercial Lead		
Associate Commercial Lead	<p>Commercial interest and transferable skills are required at these levels:</p> <ul style="list-style-type: none"> Individuals will not have to attend an ADC An interest in government commercial is necessary Transferable skills to one or more role components are suggested especially from Associate Commercial Practitioner and above. 	<p>Policy Function Legal Function Commercial Fast stream Private Sector Strategic Roles</p> <p>Finance Function Audit Function Generalist Fast stream Private Sector Category Management</p> <p>Strategy Function Project Delivery Function Commercial Apprenticeships Private Sector Supply Chain</p>
Commercial Practitioner		
Associate Commercial Practitioner		
Commercial Support		



Career Planning (2/2)

How to use the cross-pillar opportunities diagram

The diagram below outlines potential cross-pillar opportunities to support those in commercial roles in considering sideways moves into other commercial areas as they map their development needs and plan their careers. By finding their current role component(s) at the top of the diagram, individuals can identify the potential opportunities available to them (listed against the “cross-pillar pathways”).

To note:

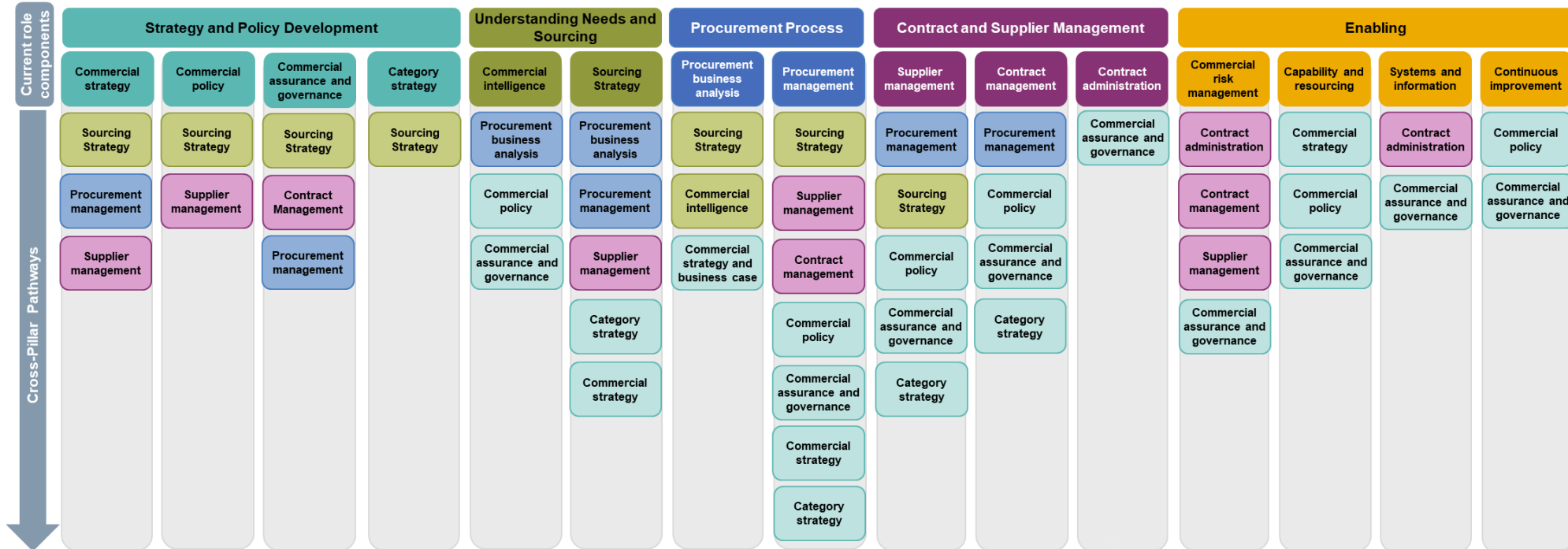
This diagram, along side the Career Pathway, (page 7) suggests potential cross-pillar roles at each professional level.

Individuals can also consider moving to another role within their current pillar.

Experience across at least 2 pillars is required for all roles at Commercial Specialist level and 3 pillars for Senior Commercial Specialist level.

Please ensure you consult your department for a full view of the opportunities available.

What opportunities are available for each role component?





Success Profiles (1/2)

Applying the Success Profiles to the CCF

The role profiles in the CCF are mapped to the [Civil Service Success Profiles](#). The experience and technical profiles are particularly relevant to roles within the commercial profession because of the skills and expertise assessed at the ADC for Commercial Lead and above.

Experience:



Experience is the knowledge or mastery of an activity or subject gained through involvement in or exposure to it.

This is not the same as 'time served' as experience is transferable from other related commercial and non-commercial contexts.

The CCF role profiles provide the expectations of the experiences that are relevant for commercial roles at all professional levels.

Behaviours:



Behaviours are the actions and activities that people do which result in effective performance in a job.

The CCF role profiles outline the level of Civil Service behaviours from the Success Profiles Framework expected for each role at each professional level.

Section A of the [People Standards for the Profession](#) (Judgement & Leadership) is aligned to the behaviour dictionary.

Technical:



Technical is the demonstration of specific professional skills, knowledge and qualifications (capabilities) related to commercial roles.

The CCF outlines the technical capabilities needed to perform each role at each professional level effectively.

Section B of the [People Standards for the Profession](#) (Expertise) also outlines the technical skills and knowledge required at each professional level.



L&D best practice

In order to maximise the effectiveness of learning and development for every commercial professional and to encourage continuous professional development, the GCF has adopted the '70-20-10 approach':

70% - On the job experience that enables you to put your knowledge into practice and embed learning.

E.g. understanding the wider context of your team by attending strategic meetings, or reflecting on your development in your Personal Development Plan.

20% - Learning from others by sharing knowledge and experience both formally and informally.

E.g. attending networking events.

10% - Structured courses delivered in a classroom, as distance learning, or by e-learning.

E.g. Government Commercial College, and the bespoke development workshops.



L&D opportunities

There are also numerous ongoing learning activities which are open to everyone. These include:

- Masterclasses led by peers
- Specific training as agreed by your line manager
- Speaker events as advertised via the Knowledge Hub: participation is strongly recommended and can be used as evidence of your development in your mid and end year reviews
- Networking online and offline with the GCF community and Knowledge Hub
- Wide range of on-the job learning (discussed with your line manager) through shadowing, participation in working groups, and participation in specific projects to develop or strengthen your skills
- Contact Management Capability Programme: Foundation, Practitioner, Expert
- Senior Responsible Owners (SROs) training
- Commercial Programmes (accredited and working towards accreditation) for CL, ACS, CS and SCS levels
- Commercial Senior Executive Officers development offer for Associate Commercial Leads

Please also check with your departmental capability lead for commercial development opportunities specific to your department

Useful contacts

Learning & Development Team: commercial-development@cabinetoffice.gov.uk

Twitter: @GCF_Comms



An introduction to capabilities

What are capabilities?

Attaining the appropriate technical capabilities indicates your ability to carry out key activities in order to be effective in your role.

They therefore describe the relevant expertise, experience and understanding in a specific field, system, way of working or environment which informs key decisions and processes and drives best practice.

Why do we need capabilities for the commercial profession?

The technical capabilities assigned to commercial roles in government, describe the knowledge and experience needed to perform effectively in specific roles.

Technical capabilities therefore help employees to acquire and demonstrate new levels of proficiency and expertise, which can be used to support progression both laterally and vertically across roles either in their current specialist area or the wider profession.

When should you use capabilities?

Each commercial professional should regularly review their technical capabilities, particularly prior to any development discussion or performance review.





What are capability levels?

Each capability can be mapped to a capability level, in line with knowledge and skills required at a specific professional level; these are detailed in the table below. Please note that there may be some variation between departments in the capability levels required; as a result please refer to the GCF [People Standards for the Profession](#) for sight of the minimum requirements across government.

Capability Levels

Level 1	Level 2	Level 3	Level 4
<ul style="list-style-type: none"> You have basic knowledge of the capability and what skills it requires You understand the importance of the capability and may be able to describe the overall benefits for government commercials You may have applied this capability in low complexity scenarios with support 	<ul style="list-style-type: none"> You have knowledge and understanding of the capability and the skills it requires You actively contribute by applying and demonstrating this capability in your position You may have independently applied this capability in low complexity scenarios 	<ul style="list-style-type: none"> You have detailed knowledge and understanding of the capability and how to adapt and tailor your approach to different scenarios You are responsible for applying and demonstrating this capability independently including in high complexity scenarios You share your knowledge and expertise with others 	<ul style="list-style-type: none"> You are considered an expert in this capability and can adapt and tailor your approach effectively in all scenarios You manage and supervise the application of this capability in all scenarios You share your knowledge and expertise with others and help them to apply this capability You champion capability development in this area

List of Capabilities

Commercial Context	Innovation	Contract Risk Management	Solutions Development	Business Case and Benefits Realisation	Budgeting and Cost Management	Business Partnering	Business Understanding
Commercial Vision	Strategy Development and Implementation	Quality Management	Policy Development	Pipeline Management	Market Analysis	Supply Market Analysis	Security Management
Strategic Sourcing	Assurance	Benchmarking	International Procurement	Single Sourcing	Supplier Engagement	Supplier Management	Requirements Gathering
Offer invitation	Supplier Selection and Evaluation	Contracting	Commercial Business Analysis	Commercial Options Analysis	Collaborative Procurement	Market Development	Framework Management
Contract Mobilisation	Intellectual Property Rights (IPR) Management	Contract Delivery and Performance Management	Contract Change Control	Contract Transition and Exit	Re-procurement	Systems Expertise	

To understand how the capability levels and descriptions have been developed and aligned to the People Standards for the Profession click [here](#)



Technical capability descriptions

Technical Capability		Description
1.	Commercial Context	Applies knowledge of the commercial lifecycle, the broader global context and markets to inform decision making and drive best practice.
2.	Innovation	Researches, encourages and applies new ideas and ways of working to include the review of existing and future contracts to foster and maintain best practice, value for money and to ensure alignment with business needs.
3.	Contract Risk Management	Identifies, logs and mitigates contract and supply chain risks in accordance with the organisation's commercial risk management approach. For high risk contracts, stress tests and scenario analysis should be used to classify risks.
4.	Solutions Development	Identifies and defines the problem, analyses a number of delivery options, selects the optimal solution and creates a specification for the solution.
5.	Business Case and Benefits Realisation	Prepares, develops, commissions and updates business cases to justify the initiation and continuation of projects in terms of benefits, value for money and risk.
6.	Budgeting and Cost Management	Estimates costs, produces a budget and controls forecasts and actual spend against budget.
7.	Business Partnering	Works closely with senior internal stakeholders from across the business, providing direction to inform strategy and critical decision making at the top level.
8.	Business Understanding	Identifies, articulates and communicates business needs to inform critical decision making, strategy and service definition for new and re-procured contracts and for continuous improvement and realignment of existing contracts.
9.	Commercial Vision	Sets the overall commercial vision for the department focused on outcomes such as adding value for the citizen and making real, lasting change. Establishes a culture of delivery, continuous improvement, efficiency and value for money.
10.	Strategy Development and Implementation	Defines, seeks approval for and implements a strategy for the whole or specific part of the commercial lifecycle.



Technical capability descriptions

Technical Capability		Description
11.	Quality Management	Plans, develops, maintains and applies procurement and contract management guidance and regulations throughout the commercial lifecycle.
12.	Policy Development	Inputs, assesses and shapes department and ministerial policies from a commercial perspective.
13.	Pipeline Management	Identifies, tracks and escalates the need for a third party provision in specific parts of the organisation in order to prioritise and manage contracts in the pipeline, thereby ensuring that there are no gaps in organisational provision. Engages with procurement and category colleagues to manage and secure the supply chain.
14.	Market Analysis	Understands how a market works from a buyer's perspective, considering its impact on effective service delivery and a contract's value for money. Combines market specific data analysis with the bigger picture in order to advise on future market changes, specifically in relation to the main and emerging players as well as the degree of existing competition.
15.	Supply Market Analysis	Understands how a market works from a supplier's perspective in order to recommend the most appropriate market engagement approaches to increase competition, promote innovation and improve value for money in contracts.
16.	Security Management	Identifies and understands security requirements particularly in relation to GDPR and data off-shoring, develops evidence based strategies, evaluates options, impacts, risks and solutions and creates a security culture around the handling of information, physical, personnel and cyber risks.
17.	Strategic Sourcing	Understands business requirements and the market place, providing advice and challenge in the development of an overarching sourcing strategy.
18.	Assurance	Establishes, plans and manages reviews at appropriate points during all stages of the commercial life cycle to evaluate progress against time, cost, quality, compliance and ongoing viability.
19.	Benchmarking	Uses tools and techniques to compare the current price of goods and services procured under existing contracts, against market rates in order to inform commercial decisions to realign contract prices where necessary.
20.	International Procurement	Manages and facilitates the process which allows firms globally to bid on contracts for goods and services.



Technical capability descriptions

Technical Capability		Description
21.	Single Sourcing	Uses methods and strategic relationships to manage risks and foster high quality, reliable and on time delivery of products and services, which are only available from one supplier.
22.	Supplier Engagement	Engages with suppliers in the marketplace, across a variety of stages within the procurement process (including pre-market engagement, pre and post contract award) to ensure a competitive landscape and to manage the supply chain.
23.	Supplier Management	Assesses the required nature of the relationship with the supplier(s) in line with organisational Supplier Relationship Management processes and strategy.
24.	Requirements Gathering	Conducts stakeholder needs analysis and develops a clear view of business requirements and target outcomes as part of the procurement and any contract changes. Uses demand management techniques to challenge and influence the development of requirements.
25.	Offer invitation	Justifies the route to market in line with the selected commercial option and in compliance with the current commercial policy before issuing the ITT, in order to invite the supplier to submit documented offers to deliver the requirement.
26.	Supplier Selection and Evaluation	Develops the specification, evaluation criteria, terms and conditions as part of the bidders pack and ensures that responses to clarification questions are responded to in a timely manner. Uses methods including e-sourcing tools to evaluate offers to include quality, deliverability, capability, social value, price and whole life cost.
27.	Contracting	Models, selects and finalises forms of contract to facilitate more efficient sourcing and contract management and to avoid prejudicing the position of either party and defines how the supplier should be paid for delivering the requirements.
28.	Commercial Business Analysis	Shapes the business need to use the outsourcing playbook to assess whether to deliver the requirement in-house or whether to outsource the contract with a third party and under what conditions.
29.	Commercial Options Analysis	Identifies and analyses commercial options/cases in line with the Green Book (HM Treasury) to justify recommendations.
30.	Collaborative Procurement	Maximises purchasing power and value for money by aggregating demand and utilises collaborative procurement channels, for example, by using the Crown Commercial Services collaborative procurement deals.



Technical capability descriptions

Technical Capability		Description
31.	Market Development	Analyses supply markets to understand key characteristics of new markets to inform whether market making or development is required.
32.	Framework Management	Manages the framework and procurement processes via use of a framework, including specific maintenance activities and interaction with suppliers through the tender process.
33.	Contract Mobilisation	Allocates the contract to a tier in accordance with the commercial governance framework, agrees roles and responsibilities for managing the contract, agrees the budget for the contract and processes for committing and monitoring contract spend, creates a contract management plan and creates and tracks the mobilisation plan.
34.	Intellectual Property Rights (IPR) Management	Embeds Intellectual Property Rights throughout the implementation processes.
35.	Contract Delivery and Performance Management	Ensures the necessary resources, processes (to include disputes) and systems are in place and are used in the management of the contract and supplier performance. Reviews supplier performance in line with the contractual obligations, and deals with under performance in line with the contract. Provides reports to the senior business owner against the Contract Management plan, Key Performance Indicators and Obligations Matrix.
36.	Contract Change Control	Justifies, controls and records changes to the contract to ensure requirements continue to meet business needs.
37.	Contract Transition and Exit	Defines a transition plan in accordance with contractual provision to include responsibilities for each party, manages contract exit through updating contract documentation and approvals, ensures timely and comprehensive provision of handover data, assets and guidance from incumbent supplier and a smooth transition to the new provider/ in house/ cessation of provision by an authorised representative and considers all measures to minimise cost and impact of exit.
38.	Re-procurement	Supports colleagues in the commercial function by contributing to re-procurement and new sourcing exercises, using information sources, ensuring contract governance set up and drawing on lessons learned.
39.	Systems Expertise	Understands the specific systems underpinning commercial activity and strong working knowledge of how to use these systems.



Commercial strategy (1/4)

Role summary	This role consists of planning, developing and managing the overall commercial strategy. This strategy will set out the commercial vision and objectives in line with the organisation's overall strategy and financial plan as well as the commercial blueprint which outlines commercial activities, required resources and operating model, forecast budget and any transformation or business improvement plans. It may also include the justification of commercial activity in accordance with the HM Treasury requirements throughout the commercial lifecycle and its documentation either within the strategy or within a separate business case.			
Commercial Professional Level	Commercial Support*	Associate Commercial Practitioner*	Commercial Practitioner	Associate Commercial Lead
Capabilities	<ul style="list-style-type: none"> Level 1 - Budgeting and cost management Level 1 – Business case and benefits realisation Level 1 – Commercial context Level 1 – Business partnering Level 1 – Business understanding Level 1 – Strategy development and Implementation Level 1 – Commercial vision Level 1 – Innovation Level 2 – Market analysis Level 1 – Pipeline management Level 1 – Policy Development 	<ul style="list-style-type: none"> Level 1 - Budgeting and cost management Level 2 – Business case and benefits realisation Level 2 – Commercial context Level 1 – Business partnering Level 2 – Business understanding Level 1 – Strategy development and Implementation Level 1- Commercial vision Level 1 – Innovation Level 2 – Market analysis Level 2 – Pipeline management Level 1 – Policy Development 	<ul style="list-style-type: none"> Level 2 - Budgeting and cost management Level 2 – Business case and benefits realisation Level 3 – Commercial context Level 2 – Business partnering Level 3 – Business understanding Level 2 – Strategy development and Implementation Level 2- Commercial vision Level 2 – Innovation Level 2 – Market analysis Level 2 – Pipeline management Level 1 – Policy Development 	<ul style="list-style-type: none"> Level 2 - Budgeting and cost management Level 2 – Business case and benefits realisation Level 3 – Commercial context Level 3 – Business partnering Level 3 – Business understanding Level 2 – Strategy development and Implementation Level 2- Commercial vision Level 2 – Innovation Level 3 – Market analysis Level 2 – Pipeline management Level 2 – Policy Development
Civil Service Success Profiles (Behaviours)	Ability to show examples across all Behaviours for level 1 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 2 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 3 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 3 of the Success Profiles Framework

*not all capabilities are required for this role in some departments at this professional level

(Continued overleaf)



Commercial strategy (2/4)

Role summary	This role consists of planning, developing and managing the overall commercial strategy. This strategy will set out the commercial vision and objectives in line with the organisation's overall strategy and financial plan as well as the commercial blueprint which outlines commercial activities, required resources and operating model, forecast budget and any transformation or business improvement plans. It may also include the justification of commercial activity in accordance with the HM Treasury requirements throughout the commercial lifecycle and its documentation either within the strategy or within a separate business case.			
Commercial Professional Level	Commercial Support	Associate Commercial Practitioner	Commercial Practitioner	Associate Commercial Lead
Entry Route	<ul style="list-style-type: none"> <input type="radio"/> Private sector strategic roles <input type="radio"/> Policy, Finance, Strategy Legal or Project Delivery Functions <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Procurement business analysis <input type="radio"/> Procurement management <input type="radio"/> Capability and resourcing 	<ul style="list-style-type: none"> <input type="radio"/> Private sector strategic roles <input type="radio"/> Policy, Finance, Strategy Legal or Project Delivery Functions <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Sourcing Strategy <input type="radio"/> Procurement management <input type="radio"/> Supplier Management 	<ul style="list-style-type: none"> <input type="radio"/> Private sector strategic roles <input type="radio"/> Policy, Finance, Strategy Legal or Project Delivery Functions and Commercial Fast Streamers <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Category strategy <input type="radio"/> Sourcing Strategy <input type="radio"/> Procurement management <input type="radio"/> Supplier Management 	<ul style="list-style-type: none"> <input type="radio"/> Private sector strategic roles <input type="radio"/> Policy, Finance, Strategy Legal or Project Delivery Functions and Commercial Fast Streamers <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Category strategy <input type="radio"/> Sourcing Strategy <input type="radio"/> Procurement management <input type="radio"/> Supplier Management
Future Pathways	<ul style="list-style-type: none"> <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Procurement management <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Sourcing strategy <input type="radio"/> Procurement management <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Category strategy <input type="radio"/> Sourcing strategy <input type="radio"/> Procurement management <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Category strategy <input type="radio"/> Sourcing strategy <input type="radio"/> Procurement management <input type="radio"/> Supplier management



Commercial strategy (3/4)

Role summary	This role consists of planning, developing and managing the overall commercial strategy. This strategy will set out the commercial vision and objectives in line with the organisation's overall strategy and financial plan as well as the commercial blueprint which outlines commercial activities, required resources and operating model, forecast budget and any transformation or business improvement plans. It may also include the justification of commercial activity in accordance with the HM Treasury requirements throughout the commercial lifecycle and its documentation either within the strategy or within a separate business case.			
Commercial Professional Level	Commercial Lead	Associate Commercial Specialist	Commercial Specialist	Senior Commercial Specialist
Capabilities	<ul style="list-style-type: none"> Level 3 - Budgeting and cost management Level 3 – Business case and benefits realisation Level 3 – Commercial context Level 3 – Business partnering Level 3 – Business understanding Level 3 – Strategy development and Implementation Level 3- Commercial vision Level 3 – Innovation Level 3 – Market analysis Level 3 – Pipeline management Level 3 – Policy Development 	<ul style="list-style-type: none"> Level 4 - Budgeting and cost management Level 4 – Business case and benefits realisation Level 4 – Commercial context Level 3 – Business partnering Level 4 – Business understanding Level 3 – Strategy development and Implementation Level 3- Commercial vision Level 3 – Innovation Level 4 – Market analysis Level 3 – Pipeline management Level 3 – Policy Development 	<ul style="list-style-type: none"> Level 4 - Budgeting and cost management Level 4 – Business case and benefits realisation Level 4 – Commercial context Level 4 – Business partnering Level 4 – Business understanding Level 3 – Strategy development and Implementation Level 4- Commercial vision Level 4 – Innovation Level 4 – Market analysis Level 4 – Pipeline management Level 4 – Policy Development 	<ul style="list-style-type: none"> Level 4 - Budgeting and cost management Level 4 – Business case and benefits realisation Level 4 – Commercial context Level 4 – Business partnering Level 4 – Business understanding Level 4 – Strategy development and Implementation Level 4- Commercial vision Level 4 – Innovation Level 4 – Market analysis Level 4 – Pipeline management Level 4 – Policy Development
Civil Service Success Profiles (Behaviours)	Ability to show examples across all Behaviours for level 4 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 4 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 5 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 6 of the Success Profiles Framework

(Continued overleaf)



Commercial strategy (4/4)

Role summary	<p>This role consists of planning, developing and managing the overall commercial strategy. This strategy will set out the commercial vision and objectives in line with the organisation's overall strategy and financial plan as well as the commercial blueprint which outlines commercial activities, required resources and operating model, forecast budget and any transformation or business improvement plans. It may also include the justification of commercial activity in accordance with the HM Treasury requirements throughout the commercial lifecycle and its documentation either within the strategy or within a separate business case.</p>			
Commercial Professional Level	Commercial Lead	Associate Commercial Specialist	Commercial Specialist	Senior Commercial Specialist
Entry Route	<ul style="list-style-type: none"> <input checked="" type="radio"/> Private sector strategic roles <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Category strategy <input type="radio"/> Sourcing Strategy <input type="radio"/> Procurement management <input type="radio"/> Supplier Management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Private sector strategic roles <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Category strategy <input type="radio"/> Sourcing Strategy <input type="radio"/> Procurement management <input type="radio"/> Supplier Management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Private sector strategic roles <input type="radio"/> Category strategy <input type="radio"/> Sourcing Strategy <input type="radio"/> Procurement management <input type="radio"/> Supplier Management <p><i>*experience and capabilities from roles across 2 pillars at level 4 is required for this role</i></p>	<ul style="list-style-type: none"> <input checked="" type="radio"/> Private sector strategic roles <input type="radio"/> Procurement management <input type="radio"/> Supplier Management <p><i>*experience and capabilities from roles across 3 pillars at level 4 is required for this role</i></p>
Future Pathways	<ul style="list-style-type: none"> <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Category strategy <input type="radio"/> Sourcing strategy <input type="radio"/> Procurement management <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Category strategy <input type="radio"/> Sourcing strategy <input type="radio"/> Procurement management <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input type="radio"/> Category strategy <input type="radio"/> Sourcing strategy <input type="radio"/> Procurement management <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input type="radio"/> Procurement management <input type="radio"/> Supplier management



Commercial policy (1/4)

Role summary	This role consists of assessing and shaping organisational and ministerial policies from a commercial perspective. This role can also include: maintaining the organizational commercial library, templates and guidance; operational management reviews, risk management and independent audits in order to ensure all appropriate controls are in place to ensure high quality delivery.		
Commercial Professional Level	Commercial Support*	Associate Commercial Practitioner*	Commercial Practitioner
Capabilities	<ul style="list-style-type: none"> Level 1 – Assurance Level 1 - Budgeting and cost management Level 1 – Commercial context Level 1 – Business partnering Level 1 – Business understanding Level 1- Commercial vision Level 2 – Market analysis Level 1 – Policy Development Level 1 – Quality management Level 1- Contract risk management Level 1- Security management Level 1 – Strategic sourcing Level 1 – IPR management 	<ul style="list-style-type: none"> Level 1 – Assurance Level 1 - Budgeting and cost management Level 2 – Commercial context Level 1 – Business partnering Level 2 – Business understanding Level 1- Commercial vision Level 2 – Market analysis Level 1 – Policy Development Level 1 – Quality management Level 2- Contract risk management Level 1- Security management Level 1 – Strategic sourcing Level 2 – IPR management 	<ul style="list-style-type: none"> Level 2 – Assurance Level 2 - Budgeting and cost management Level 3 – Commercial context Level 2 – Business partnering Level 3 – Business understanding Level 2- Commercial vision Level 3 – Market analysis Level 2 – Policy Development Level 2 – Quality management Level 3- Contract risk management Level 2- Security management Level 2 – Strategic sourcing Level 2 – IPR management
Civil Service Success Profiles (Behaviours)	Ability to show examples across all Behaviours for level 1 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 2 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 3 of the Success Profiles Framework

**not all capabilities are required for this role in some departments at this professional level*

(Continued overleaf)



Commercial policy (2/4)

Role summary	This role consists of assessing and shaping organisational and ministerial policies from a commercial perspective. This role can also include: maintaining the organizational commercial library, templates and guidance; operational management reviews, risk management and independent audits in order to ensure all appropriate controls are in place to ensure high quality delivery.		
Commercial Professional Level	Commercial Support	Associate Commercial Practitioner	Commercial Practitioner
Entry Route	<ul style="list-style-type: none"> <input checked="" type="radio"/> Project Delivery, Audit, Policy, Finance or Legal Functions <input type="radio"/> Commercial strategy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Procurement management <input type="radio"/> Supplier management <input type="radio"/> Contract management <input type="radio"/> Capability and resourcing <input type="radio"/> Continuous improvement 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Project Delivery, Audit, Policy, Finance or Legal Functions <input type="radio"/> Commercial strategy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Procurement management <input type="radio"/> Supplier management <input type="radio"/> Contract management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Project Delivery, Audit, Policy, Finance or Legal Functions and Commercial Fast Streamers <input type="radio"/> Commercial strategy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Category strategy <input type="radio"/> Commercial intelligence <input type="radio"/> Procurement management <input type="radio"/> Supplier management <input type="radio"/> Contract management
Future Pathways	<ul style="list-style-type: none"> <input type="radio"/> Commercial strategy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial strategy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Sourcing strategy <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial strategy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Category strategy <input type="radio"/> Sourcing strategy <input type="radio"/> Supplier management

(Higher professional levels overleaf)



Commercial policy (3/4)

Role summary	This role consists of assessing and shaping organisational and ministerial policies from a commercial perspective. This role can also include: maintaining the organizational commercial library, templates and guidance; operational management reviews, risk management and independent audits in order to ensure all appropriate controls are in place to ensure high quality delivery.		
Commercial Professional Level	Associate Commercial Lead	Commercial Lead	Associate Commercial Specialist
Capabilities	<ul style="list-style-type: none"> Level 2 – Assurance Level 2 - Budgeting and cost management Level 3 – Commercial context Level 3 – Business partnering Level 3 – Business understanding Level 2 - Commercial vision Level 3 – Market analysis Level 2 – Policy Development Level 2 – Quality management Level 3 - Contract risk management Level 2 - Security management Level 2 – Strategic sourcing Level 3 – IPR management 	<ul style="list-style-type: none"> Level 3 – Assurance Level 3 - Budgeting and cost management Level 3 – Commercial context Level 3 – Business partnering Level 3 – Business understanding Level 3 - Commercial vision Level 3 – Market analysis Level 3 – Policy Development Level 3 – Quality management Level 3 - Contract risk management Level 3 - Security management Level 3 – Strategic sourcing Level 3 – IPR management 	<ul style="list-style-type: none"> Level 3 – Assurance Level 4 - Budgeting and cost management Level 4 – Commercial context Level 3 – Business partnering Level 4 – Business understanding Level 3 - Commercial vision Level 4 – Market analysis Level 3 – Policy Development Level 3 – Quality management Level 4 - Contract risk management Level 4 - Security management Level 4 – Strategic sourcing Level 4 – IPR management
Civil Service Success Profiles (Behaviours)	Ability to show examples across all Behaviours for level 3 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 4 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 4 of the Success Profiles Framework

(Continued overleaf)



Commercial policy (4/4)

Role summary	This role consists of assessing and shaping organisational and ministerial policies from a commercial perspective. This role can also include: maintaining the organizational commercial library, templates and guidance; operational management reviews, risk management and independent audits in order to ensure all appropriate controls are in place to ensure high quality delivery.		
Commercial Professional Level	Associate Commercial Lead	Commercial Lead	Associate Commercial Specialist
Entry Route	<ul style="list-style-type: none"> <input checked="" type="radio"/> Project Delivery, Audit, Policy, Finance or Legal Functions and Commercial Fast Streamers <input type="radio"/> Commercial strategy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Category strategy <input type="radio"/> Commercial intelligence <input type="radio"/> Procurement management <input type="radio"/> Supplier management <input type="radio"/> Contract management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial strategy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Category strategy <input type="radio"/> Commercial intelligence <input type="radio"/> Procurement management <input type="radio"/> Supplier management <input type="radio"/> Contract management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial strategy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Category strategy <input type="radio"/> Commercial intelligence <input type="radio"/> Procurement management <input type="radio"/> Supplier management <input type="radio"/> Contract management
Future Pathways	<ul style="list-style-type: none"> <input type="radio"/> Commercial strategy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Category strategy <input type="radio"/> Sourcing strategy <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial strategy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Category strategy <input type="radio"/> Sourcing strategy <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial strategy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Category strategy <input type="radio"/> Sourcing strategy <input type="radio"/> Supplier management



Commercial assurance and governance (1/4)

Role summary	This role typically includes assurance activities for stakeholders in order to ensure that work across the whole commercial lifecycle is controlled, on track and aligned with the policies, commercial strategies and security requirements. This role can also include operational management reviews, risk management and independent audits in order to ensure all appropriate controls are in place to ensure high quality delivery.		
Commercial Professional Level	Commercial Support*	Associate Commercial Practitioner*	Commercial Practitioner
Capabilities	<ul style="list-style-type: none"> Level 1 – Assurance Level 1 – Commercial context Level 1 – Business partnering Level 1 – Business understanding Level 1 – Quality management Level 1- Contract risk management Level 1- Security management Level 1 – IPR management 	<ul style="list-style-type: none"> Level 1 – Assurance Level 2 – Commercial context Level 1 – Business partnering Level 2 – Business understanding Level 1 – Quality management Level 2- Contract risk management Level 1- Security management Level 2 – IPR management 	<ul style="list-style-type: none"> Level 2 – Assurance Level 3 – Commercial context Level 2 – Business partnering Level 3 – Business understanding Level 2 – Quality management Level 3- Contract risk management Level 2- Security management Level 2 – IPR management
Civil Service Success Profiles (Behaviours)	Ability to show examples across all Behaviours for level 1 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 2 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 3 of the Success Profiles Framework

**not all capabilities are required for this role in some departments at this professional level*

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Commercial assurance and governance (2/4)

Role summary	This role typically includes assurance activities for stakeholders in order to ensure that work across the whole commercial lifecycle is controlled, on track and aligned with the policies, commercial strategies and security requirements. This role can also include operational management reviews, risk management and independent audits in order to ensure all appropriate controls are in place to ensure high quality delivery.		
Commercial Professional Level	Commercial Support	Associate Commercial Practitioner	Commercial Practitioner
Entry Route	<ul style="list-style-type: none"> <input type="radio"/> Project Delivery, Audit, Policy, Finance or Legal Functions <input type="radio"/> Commercial strategy <input type="radio"/> Commercial Policy <input type="radio"/> Procurement management <input type="radio"/> Contract management <input type="radio"/> Contract administration <input type="radio"/> Supplier Management <input type="radio"/> Commercial risk management <input type="radio"/> Capability and resourcing <input type="radio"/> Continuous improvement 	<ul style="list-style-type: none"> <input type="radio"/> Project Delivery, Audit, Policy, Finance or Legal Functions <input type="radio"/> Commercial strategy <input type="radio"/> Commercial Policy <input type="radio"/> Procurement management <input type="radio"/> Contract management <input type="radio"/> Contract administration <input type="radio"/> Supplier Management 	<ul style="list-style-type: none"> <input type="radio"/> Project Delivery, Audit, Policy, Finance or Legal Functions and Commercial Fast Streamers <input type="radio"/> Commercial strategy <input type="radio"/> Category strategy <input type="radio"/> Commercial Policy <input type="radio"/> Commercial intelligence <input type="radio"/> Procurement management <input type="radio"/> Contract management <input type="radio"/> Contract administration <input type="radio"/> Supplier management
Future Pathways	<ul style="list-style-type: none"> <input type="radio"/> Commercial policy <input type="radio"/> Commercial strategy <input type="radio"/> Contract Management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial policy <input type="radio"/> Commercial strategy <input type="radio"/> Sourcing strategy <input type="radio"/> Contract Management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial policy <input type="radio"/> Commercial strategy <input type="radio"/> Category strategy <input type="radio"/> Sourcing strategy <input type="radio"/> Contract Management

(Higher professional levels overleaf)



Commercial assurance and governance (3/4)

Role summary	This role typically includes assurance activities for stakeholders in order to ensure that work across the whole commercial lifecycle is controlled, on track and aligned with the policies, commercial strategies and security requirements. This role can also include operational management reviews, risk management and independent audits in order to ensure all appropriate controls are in place to ensure high quality delivery.		
Commercial Professional Level	Associate Commercial Lead	Commercial Lead	Associate Commercial Specialist
Capabilities	<ul style="list-style-type: none"> Level 2 – Assurance Level 3 – Commercial context Level 3 – Business partnering Level 3 – Business understanding Level 2 – Quality management Level 3 - Contract risk management Level 2 - Security management Level 3 – IPR management 	<ul style="list-style-type: none"> Level 3 – Assurance Level 3 – Commercial context Level 3 – Business partnering Level 3 – Business understanding Level 3 – Quality management Level 3 - Contract risk management Level 3 - Security management Level 3 – Strategic sourcing Level 3 – IPR management 	<ul style="list-style-type: none"> Level 3 – Assurance Level 4 – Commercial context Level 3 – Business partnering Level 4 – Business understanding Level 3 – Quality management Level 4 - Contract risk management Level 4 - Security management Level 4 – Strategic sourcing Level 4 – IPR management
Civil Service Success Profiles (Behaviours)	Ability to show examples across all Behaviours for level 3 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 4 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 4 of the Success Profiles Framework

(Continued overleaf)



Commercial assurance and governance (4/4)

Role summary	This role typically includes assurance activities for stakeholders in order to ensure that work across the whole commercial lifecycle is controlled, on track and aligned with the policies, commercial strategies and security requirements. This role can also include operational management reviews, risk management and independent audits in order to ensure all appropriate controls are in place to ensure high quality delivery.		
Commercial Professional Level	Associate Commercial Lead	Commercial Lead	Associate Commercial Specialist
Entry Route	<ul style="list-style-type: none"> <input checked="" type="radio"/> Project Delivery, Audit, Policy, Finance or Legal Functions and Commercial Fast Streamers <input type="radio"/> Commercial strategy <input type="radio"/> Category strategy <input type="radio"/> Commercial Policy <input type="radio"/> Commercial intelligence <input type="radio"/> Procurement management <input type="radio"/> Supplier management <input type="radio"/> Contract management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial strategy <input type="radio"/> Category strategy <input type="radio"/> Commercial Policy <input type="radio"/> Commercial intelligence <input type="radio"/> Procurement management <input type="radio"/> Supplier management <input type="radio"/> Contract management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial strategy <input type="radio"/> Category strategy <input type="radio"/> Commercial Policy <input type="radio"/> Commercial intelligence <input type="radio"/> Procurement management <input type="radio"/> Supplier management <input type="radio"/> Contract management
Future Pathways	<ul style="list-style-type: none"> <input type="radio"/> Commercial strategy <input type="radio"/> Category strategy <input type="radio"/> Commercial Policy <input type="radio"/> Sourcing strategy <input type="radio"/> Contract management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial strategy <input type="radio"/> Category strategy <input type="radio"/> Commercial Policy <input type="radio"/> Sourcing strategy <input type="radio"/> Contract management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial strategy <input type="radio"/> Category strategy <input type="radio"/> Commercial Policy <input type="radio"/> Sourcing strategy <input type="radio"/> Contract management



Category strategy (1/2)

Role summary	This role consists of developing a category strategy and pipeline plan to oversee contracts and manage third party spend in line with the organisation's commercial governance, management framework and overall strategy. In organisations where category management oversees both procurement and contract and supplier management, this role can also include direct engagement with suppliers across the market, the management of the supply chain of critical products and services and the application of knowledge on business requirements combined with strong negotiating skills to ensure value for money is delivered and contingency suppliers are identified.		
Commercial Professional Level	Commercial Practitioner	Associate Commercial Lead	Commercial Lead
Capabilities	<ul style="list-style-type: none"> Level 3 – Commercial context Level 2 – Business partnering Level 3 – Business understanding Level 2 – Strategy development and implementation Level 2- Commercial vision Level 1 – Policy Development Level 2 – Solutions development 	<ul style="list-style-type: none"> Level 3 – Commercial context Level 3 – Business partnering Level 3 – Business understanding Level 2 – Strategy development and implementation Level 2- Commercial vision Level 2 – Policy Development Level 2 – Solutions development 	<ul style="list-style-type: none"> Level 3 – Commercial context Level 3 – Business partnering Level 3 – Business understanding Level 3 – Strategy development and implementation Level 3- Commercial vision Level 3 – Policy Development Level 3 – Solutions development
Civil Service Success Profiles (Behaviours)	Ability to show examples across all Behaviours for level 3 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 3 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 4 of the Success Profiles Framework
Entry Route	<ul style="list-style-type: none"> ● Strategy Function and Commercial Fast Streamers ● Private sector category management ● Commercial strategy ● Commercial policy ● Commercial assurance & governance ● Sourcing strategy ● Procurement management ● Supplier management ● Contract management 	<ul style="list-style-type: none"> ● Strategy Function and Commercial Fast Streamers ● Private sector category management ● Commercial strategy ● Commercial policy ● Commercial assurance & governance ● Sourcing strategy ● Procurement management ● Supplier management ● Contract management 	<ul style="list-style-type: none"> ● Commercial strategy ● Private sector category management ● Commercial policy ● Commercial assurance & governance ● Sourcing strategy ● Procurement management ● Supplier management ● Contract management
Future Pathways	<ul style="list-style-type: none"> ● Commercial strategy ● Commercial policy ● Commercial assurance & governance ● Sourcing strategy 	<ul style="list-style-type: none"> ● Commercial strategy ● Commercial policy ● Commercial assurance & governance ● Sourcing strategy 	<ul style="list-style-type: none"> ● Commercial strategy ● Commercial policy ● Commercial assurance & governance ● Sourcing strategy



Category strategy (2/2)

Role summary	This role consists of developing a category strategy and pipeline plan to oversee contracts and manage third party spend in line with the organisation's commercial governance, management framework and overall strategy. In organisations where category management oversees both procurement and contract and supplier management, this role can also include direct engagement with suppliers across the market, the management of the supply chain of critical products and services and the application of knowledge on business requirements combined with strong negotiating skills to ensure value for money is delivered and contingency suppliers are identified.	
Commercial Professional Level	Associate Commercial Specialist	Commercial Specialist
Capabilities	<ul style="list-style-type: none"> Level 4 – Commercial context Level 3 – Business partnering Level 4 – Business understanding Level 3 – Strategy development and implementation Level 3- Commercial vision Level 3 – Policy Development Level 4 – Solutions development 	<ul style="list-style-type: none"> Level 4 – Commercial context Level 4 – Business partnering Level 4 – Business understanding Level 3 – Strategy development and implementation Level 4- Commercial vision Level 4 – Policy Development Level 4 – Solutions development
Civil Service Success Profiles (Behaviours)	Ability to show examples across all Behaviours for level 4 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 5 of the Success Profiles Framework
Entry Route	<ul style="list-style-type: none"> ● Commercial strategy ● Commercial policy ● Commercial assurance & governance ● Sourcing strategy ● Procurement management ● Supplier management ● Contract management 	<ul style="list-style-type: none"> ● Commercial strategy ● Sourcing strategy ● Procurement management ● Supplier management ● Contract management <p><i>*experience and capabilities from roles across 2 pillars at level 4 is required for this role</i></p>
Future Pathways	<ul style="list-style-type: none"> ● Commercial strategy ● Commercial policy ● Commercial assurance & governance ● Sourcing strategy 	<ul style="list-style-type: none"> ● Commercial strategy ● Sourcing strategy



Understanding Needs and Sourcing



Commercial intelligence (1/1)

Role summary	This role typically includes the analysis of key supply markets to understand the characteristics of new markets to inform whether market making or development is required. It can also consist of an assessment of the business need as well as supply market analysis to recommend the most appropriate market engagement approach to increase competition, promote innovation and improve value for money in contracts.			
Commercial Professional Level	Commercial Practitioner	Associate Commercial Lead	Commercial Lead	Associate Commercial Specialist
Capabilities	Level 2 – Benchmarking Level 3 – Commercial context Level 3 – Business understanding Level 2 – Market Analysis Level 2 – Solutions development Level 1 – International procurement	Level 2 – Benchmarking Level 3 – Commercial context Level 3 – Business understanding Level 3 – Market Analysis Level 2 – Solutions development Level 2 – International procurement	Level 3 – Benchmarking Level 3 – Commercial context Level 3 – Business understanding Level 3 – Market Analysis Level 3 – Solutions development Level 2 – International procurement	Level 3 – Benchmarking Level 4 – Commercial context Level 4 – Business understanding Level 4 – Market Analysis Level 4 – Solutions development Level 3 – International procurement
Civil Service Success Profiles (Behaviours)	Ability to show examples across all Behaviours for level 3 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 3 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 4 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 4 of the Success Profiles Framework
Entry Route	<ul style="list-style-type: none"> <input checked="" type="radio"/> Generalist and Commercial Fast Streamers <input checked="" type="radio"/> Analysis Function <input type="radio"/> Commercial policy <input type="radio"/> Sourcing Strategy <input type="radio"/> Procurement business analysis 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Generalist and Commercial Fast Streamers <input checked="" type="radio"/> Analysis Function <input type="radio"/> Commercial policy <input type="radio"/> Sourcing Strategy <input type="radio"/> Procurement business analysis 	<ul style="list-style-type: none"> <input type="radio"/> Commercial policy <input type="radio"/> Sourcing Strategy <input type="radio"/> Procurement business analysis 	<ul style="list-style-type: none"> <input type="radio"/> Commercial policy <input type="radio"/> Sourcing Strategy <input type="radio"/> Procurement business analysis
Future Pathways	<ul style="list-style-type: none"> <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Sourcing strategy <input type="radio"/> Procurement business analysis 	<ul style="list-style-type: none"> <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Sourcing strategy <input type="radio"/> Procurement business analysis 	<ul style="list-style-type: none"> <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Sourcing strategy <input type="radio"/> Procurement business analysis 	<ul style="list-style-type: none"> <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Sourcing strategy <input type="radio"/> Procurement business analysis



Sourcing strategy (1/4)

Role summary	This role typically looks to define a sourcing strategy which outlines the plan to cost effectively acquire the necessary goods or services and provides strategic direction for the planned procurements to senior stakeholder across the business. Focus is often placed on collaborative procurement to maximise purchasing power by aggregating demand, utilising collaborative procurement channels.		
Commercial Professional Level	Associate Commercial Practitioner	Commercial Practitioner	Associate Commercial Lead
Capabilities	<ul style="list-style-type: none"> Level 2 – Business case and benefits realisation Level 2 – Commercial context Level 1 – Business partnering Level 2 – Business understanding Level 2 – Market Analysis Level 1 – Policy development Level 1 – Supplier engagement Level 1 – Single sourcing 	<ul style="list-style-type: none"> Level 2 – Business case and benefits realisation Level 3 – Commercial context Level 2 – Business partnering Level 3 – Business understanding Level 2 – Market Analysis Level 2 – Policy development Level 2 – Supplier engagement Level 1 – Single sourcing 	<ul style="list-style-type: none"> Level 2 – Business case and benefits realisation Level 3 – Commercial context Level 3 – Business partnering Level 3 – Business understanding Level 3 – Market Analysis Level 2 – Policy development Level 2 – Supplier engagement Level 2 – Single sourcing
Civil Service Success Profiles (Behaviours)	Ability to show examples across all Behaviours for level 2 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 3 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 3 of the Success Profiles Framework

(Continued overleaf)



Sourcing strategy (2/4)

Role summary	<p>This role typically looks to define a sourcing strategy which outlines the plan to cost effectively acquire the necessary goods or services and provides strategic direction for the planned procurements to senior stakeholder across the business. Focus is often placed on collaborative procurement to maximise purchasing power by aggregating demand, utilising collaborative procurement channels.</p>		
Commercial Professional Level	Associate Commercial Practitioner	Commercial Practitioner	Associate Commercial Lead
Entry Route	<ul style="list-style-type: none"> <input checked="" type="radio"/> Strategy Function <input type="radio"/> Commercial strategy <input type="radio"/> Procurement business analysis <input type="radio"/> Procurement management <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Strategy Function and Commercial Fast Streamers <input type="radio"/> Commercial strategy <input type="radio"/> Category strategy <input type="radio"/> Commercial intelligence <input type="radio"/> Procurement business analysis <input type="radio"/> Procurement management <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Strategy Function and Commercial Fast Streamers <input type="radio"/> Commercial strategy <input type="radio"/> Category strategy <input type="radio"/> Commercial intelligence <input type="radio"/> Procurement business analysis <input type="radio"/> Procurement management <input type="radio"/> Supplier management
Future Pathways	<ul style="list-style-type: none"> <input type="radio"/> Commercial strategy <input type="radio"/> Procurement business analysis <input type="radio"/> Procurement management <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial strategy <input type="radio"/> Category strategy <input type="radio"/> Commercial intelligence <input type="radio"/> Procurement business analysis <input type="radio"/> Procurement management <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial strategy <input type="radio"/> Category strategy <input type="radio"/> Commercial intelligence <input type="radio"/> Procurement business analysis <input type="radio"/> Procurement management <input type="radio"/> Supplier management

(Higher professional levels overleaf)



Sourcing strategy (3/4)

Role summary	This role typically looks to define a sourcing strategy which outlines the plan to cost effectively acquire the necessary goods or services and provides strategic direction for the planned procurements to senior stakeholder across the business. Focus is often placed on collaborative procurement to maximise purchasing power by aggregating demand, utilising collaborative procurement channels.		
Commercial Professional Level	Commercial Lead	Associate Commercial Specialist	Commercial Specialist
Capabilities	<ul style="list-style-type: none"> Level 3 – Business case and benefits realisation Level 3 – Commercial context Level 3 – Business partnering Level 3 – Business understanding Level 3 – Market Analysis Level 3 – Policy development Level 3 – Supplier engagement Level 3 – Single sourcing Level 2 – International procurement 	<ul style="list-style-type: none"> Level 4 – Business case and benefits realisation Level 4 – Commercial context Level 3 – Business partnering Level 4 – Business understanding Level 4 – Market Analysis Level 3 – Policy development Level 4 – Supplier engagement Level 3 – Single sourcing Level 3 – International procurement 	<ul style="list-style-type: none"> Level 4 – Business case and benefits realisation Level 4 – Commercial context Level 4 – Business partnering Level 4 – Business understanding Level 4 – Market Analysis Level 4 – Policy development Level 4 – Supplier engagement Level 4 – Single sourcing Level 4 – International procurement
Civil Service Success Profiles (Behaviours)	Ability to show examples across all Behaviours for level 4 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 4 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 5 of the Success Profiles Framework

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Sourcing strategy (4/4)

Role summary	This role typically looks to define a sourcing strategy which outlines the plan to cost effectively acquire the necessary goods or services and provides strategic direction for the planned procurements to senior stakeholder across the business. Focus is often placed on collaborative procurement to maximise purchasing power by aggregating demand, utilising collaborative procurement channels.		
Commercial Professional Level	Commercial Lead	Associate Commercial Specialist	Commercial Specialist
Entry Route	<ul style="list-style-type: none"> ● Commercial strategy ● Category strategy ● Commercial intelligence ● Procurement business analysis ● Procurement management ● Supplier management 	<ul style="list-style-type: none"> ● Commercial strategy ● Category strategy ● Commercial intelligence ● Procurement business analysis ● Procurement management ● Supplier management 	<ul style="list-style-type: none"> ● Commercial strategy ● Category strategy ● Procurement management ● Supplier management <p><i>*experience and capabilities from roles across 2 pillars at level 4 is required for this role</i></p>
Future Pathways	<ul style="list-style-type: none"> ● Commercial strategy ● Category strategy ● Commercial intelligence ● Procurement business analysis ● Procurement management ● Supplier management 	<ul style="list-style-type: none"> ● Commercial strategy ● Category strategy ● Commercial intelligence ● Procurement business analysis ● Procurement management ● Supplier management 	<ul style="list-style-type: none"> ● Commercial strategy ● Category strategy ● Procurement management ● Supplier management



Procurement business analysis (1/2)

Role summary	This role consists of analysing a wide range of information, data and market research in order to inform commercial options and decisions and input into the shaping of the business need in line with the procurement strategy.		
Commercial Professional Level	Commercial Support*	Associate Commercial Practitioner*	Commercial Practitioner
Capabilities	Level 1 – Commercial context Level 1 – Business understanding Level 2 – Market Analysis Level 1 – Commercial Business Analysis Level 1- Requirements gathering Level 1 – Strategic sourcing Level 1 – Supplier engagement Level 1- IPR management	Level 2 – Commercial context Level 2 – Business understanding Level 2 – Market Analysis Level 1 – Commercial Business Analysis Level 2- Requirements gathering Level 1 – Strategic sourcing Level 1 – Supplier engagement Level 2- IPR management	Level 3 – Commercial context Level 3 – Business understanding Level 2 – Market Analysis Level 2 – Commercial Business Analysis Level 2- Requirements gathering Level 2 – Strategic sourcing Level 2 – Supplier engagement Level 2- IPR management
Civil Service Success Profiles (Behaviours)	Ability to show examples across all Behaviours for level 1 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 2 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 3 of the Success Profiles Framework
Entry Route	<ul style="list-style-type: none"> <input checked="" type="radio"/> Analysis Function and Commercial Apprentices <input checked="" type="radio"/> Private sector supply chain <input checked="" type="radio"/> Commercial strategy <input checked="" type="radio"/> Procurement management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Analysis Function <input checked="" type="radio"/> Private sector supply chain <input checked="" type="radio"/> Commercial strategy <input checked="" type="radio"/> Sourcing strategy <input checked="" type="radio"/> Procurement management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Generalist and Commercial Fast Streamers <input checked="" type="radio"/> Private sector supply chain <input checked="" type="radio"/> Commercial strategy <input checked="" type="radio"/> Sourcing strategy <input checked="" type="radio"/> Commercial intelligence <input checked="" type="radio"/> Procurement management
Future Pathways	<ul style="list-style-type: none"> <input checked="" type="radio"/> Commercial strategy <input checked="" type="radio"/> Procurement management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Commercial strategy <input checked="" type="radio"/> Sourcing Strategy <input checked="" type="radio"/> Procurement management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Commercial strategy <input checked="" type="radio"/> Commercial intelligence <input checked="" type="radio"/> Sourcing Strategy <input checked="" type="radio"/> Procurement management

*not all capabilities are required for this role in some departments at this professional level

(Higher professional levels overleaf) 36



Procurement business analysis (2/2)

Role summary	This role consists of analysing a wide range of information, data and market research in order to inform commercial options and decisions and input into the shaping of the business need in line with the procurement strategy.		
Commercial Professional Level	Associate Commercial Lead	Commercial Lead	Associate Commercial Specialist
Capabilities	<ul style="list-style-type: none"> Level 3 – Commercial context Level 3 – Business understanding Level 3 – Market Analysis Level 3 – Commercial Business Analysis Level 2- Requirements gathering Level 2 – Strategic sourcing Level 2 – Supplier engagement Level 3- IPR management 	<ul style="list-style-type: none"> Level 3 – Commercial context Level 3 – Business understanding Level 3 – Market Analysis Level 3 – Commercial Business Analysis Level 3- Requirements gathering Level 3 – Strategic sourcing Level 3 – Supplier engagement Level 3- IPR management 	<ul style="list-style-type: none"> Level 4 – Commercial context Level 4 – Business understanding Level 4 – Market Analysis Level 4 – Commercial Business Analysis Level 4- Requirements gathering Level 4 – Strategic sourcing Level 4 – Supplier engagement Level 4- IPR management
Civil Service Success Profiles (Behaviours)	Ability to show examples across all Behaviours for level 3 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 4 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 4 of the Success Profiles Framework
Entry Route	<ul style="list-style-type: none"> <input type="radio"/> Generalist and Commercial Fast Streamers <input checked="" type="radio"/> Private sector supply chain <input type="radio"/> Commercial strategy <input type="radio"/> Sourcing strategy <input type="radio"/> Commercial intelligence <input type="radio"/> Procurement management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Private sector supply chain <input type="radio"/> Commercial strategy <input type="radio"/> Sourcing strategy <input type="radio"/> Commercial intelligence <input type="radio"/> Procurement management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Private sector supply chain <input type="radio"/> Commercial strategy <input type="radio"/> Sourcing strategy <input type="radio"/> Commercial intelligence <input type="radio"/> Procurement management
Future Pathways	<ul style="list-style-type: none"> <input type="radio"/> Commercial strategy <input type="radio"/> Sourcing Strategy <input type="radio"/> Commercial intelligence <input type="radio"/> Procurement management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial strategy <input type="radio"/> Sourcing Strategy <input type="radio"/> Commercial intelligence <input type="radio"/> Procurement management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial strategy <input type="radio"/> Sourcing Strategy <input type="radio"/> Commercial intelligence <input type="radio"/> Procurement management



Procurement management (1/4)

Role summary	This role consists of managing all stages of the procurement process from tendering through the handing over the contract to contract and supplier management. Specifically this would include: warming and engaging the market, preparing and running the tender, managing the clarification process, evaluating bids, selecting suppliers, preparing the contract documentation, managing contract sign off and feeding back to unsuccessful suppliers			
Commercial Professional Level	Commercial Support*	Associate Commercial Practitioner*	Commercial Practitioner	Associate Commercial Lead
Capabilities	<ul style="list-style-type: none"> Level 1 – Commercial context Level 1- Contract risk management Level 1 – Supplier engagement Level 1 – Offer invitation Level 2 – Supplier selection and evaluation Level 1 – Contracting Level 1 – Commercial business analysis Level 1 – Commercial options analysis Level 1 – Collaborative procurement Level 1 – Market development Level 1 – Single sourcing Level 1 – International procurement 	<ul style="list-style-type: none"> Level 2 – Commercial context Level 2- Contract risk management Level 1 – Supplier engagement Level 1 – Offer invitation Level 2 – Supplier selection and evaluation Level 2 – Contracting Level 1 – Commercial business analysis Level 1 – Commercial options analysis Level 1 – Collaborative procurement Level 1 – Market development Level 1 – Single sourcing Level 1 – International procurement 	<ul style="list-style-type: none"> Level 3 – Commercial context Level 2- Contract risk management Level 2 – Supplier engagement Level 2 – Offer invitation Level 2 – Supplier selection and evaluation Level 2 – Contracting Level 2 – Commercial business analysis Level 2 – Commercial options analysis Level 2 – Collaborative procurement Level 2 – Market development Level 2 – Single sourcing Level 1 – International procurement 	<ul style="list-style-type: none"> Level 3 – Commercial context Level 3- Contract risk management Level 2 – Supplier engagement Level 3 – Offer invitation Level 3 – Supplier selection and evaluation Level 3 – Contracting Level 3 – Commercial business analysis Level 3 – Commercial options analysis Level 3 – Collaborative procurement Level 3 – Market development Level 2 – Single sourcing Level 2 – International procurement
Civil Service Success Profiles (Behaviours)	Ability to show examples across all Behaviours for level 1 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 2 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 3 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 3 of the Success Profiles Framework

*not all capabilities are required for this role in some departments at this professional level

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Procurement management (2/4)

Role summary	This role consists of managing all stages of the procurement process from tendering through the handing over the contract to contract and supplier management. Specifically this would include: warming and engaging the market, preparing and running the tender, managing the clarification process, evaluating bids, selecting suppliers, preparing the contract documentation, managing contract sign off and feeding back to unsuccessful suppliers			
Commercial Professional Level	Commercial Support	Associate Commercial Practitioner	Commercial Practitioner	Associate Commercial Lead
Entry Route	<ul style="list-style-type: none"> <input type="radio"/> Private sector supply chain <input type="radio"/> Commercial apprentices <input type="radio"/> Commercial assurance & governance <input type="radio"/> Commercial strategy <input type="radio"/> Procurement business analysis <input type="radio"/> Contract management <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input type="radio"/> Private sector supply chain <input type="radio"/> Commercial apprentices <input type="radio"/> Commercial assurance & governance <input type="radio"/> Commercial strategy <input type="radio"/> Sourcing strategy <input type="radio"/> Procurement business analysis <input type="radio"/> Contract management <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input type="radio"/> Private sector supply chain <input type="radio"/> Generalist and Commercial Fast Streamers <input type="radio"/> Commercial assurance & governance <input type="radio"/> Commercial strategy <input type="radio"/> Sourcing Strategy <input type="radio"/> Procurement business analysis <input type="radio"/> Contract management <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input type="radio"/> Private sector supply chain <input type="radio"/> Generalist and Commercial Fast Streamers <input type="radio"/> Commercial assurance & governance <input type="radio"/> Commercial strategy <input type="radio"/> Sourcing Strategy <input type="radio"/> Procurement business analysis <input type="radio"/> Contract management <input type="radio"/> Supplier management
Future Pathways	<ul style="list-style-type: none"> <input type="radio"/> Commercial assurance & governance <input type="radio"/> Commercial policy <input type="radio"/> Commercial strategy <input type="radio"/> Procurement business analysis <input type="radio"/> Contract management <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial assurance & governance <input type="radio"/> Commercial policy <input type="radio"/> Commercial strategy <input type="radio"/> Sourcing strategy <input type="radio"/> Procurement business analysis <input type="radio"/> Contract management <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial assurance & governance <input type="radio"/> Commercial policy <input type="radio"/> Commercial strategy <input type="radio"/> Category strategy <input type="radio"/> Sourcing Strategy <input type="radio"/> Procurement business analysis <input type="radio"/> Contract management <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial assurance & governance <input type="radio"/> Commercial policy <input type="radio"/> Commercial strategy <input type="radio"/> Category strategy <input type="radio"/> Sourcing Strategy <input type="radio"/> Procurement business analysis <input type="radio"/> Contract management <input type="radio"/> Supplier management



Procurement management (3/4)

Role summary	This role consists of managing all stages of the procurement process from tendering through the handing over the contract to contract and supplier management. Specifically this would include: warming and engaging the market, preparing and running the tender, managing the clarification process, evaluating bids, selecting suppliers, preparing the contract documentation, managing contract sign off and feeding back to unsuccessful suppliers			
Commercial Professional Level	Commercial Lead	Associate Commercial Specialist	Commercial Specialist	Senior Commercial Specialist
Capabilities	<ul style="list-style-type: none"> Level 3 – Commercial context Level 3- Contract risk management Level 3 – Supplier engagement Level 3 – Offer invitation Level 3 – Supplier selection and evaluation Level 3 – Contracting Level 3 – Commercial business analysis Level 3 – Commercial options analysis Level 3 – Collaborative procurement Level 3 – Market development Level 3 – Single sourcing Level 2 – International procurement 	<ul style="list-style-type: none"> Level 4 – Commercial context Level 4- Contract risk management Level 4 – Supplier engagement Level 4 – Offer invitation Level 4 – Supplier selection and evaluation Level 4 – Contracting Level 4 – Commercial business analysis Level 4 – Commercial options analysis Level 4 – Collaborative procurement Level 4 – Market development Level 3 – Single sourcing Level 3 – International procurement 	<ul style="list-style-type: none"> Level 4 – Commercial context Level 4- Contract risk management Level 4 – Supplier engagement Level 4 – Offer invitation Level 4 – Supplier selection and evaluation Level 4 – Contracting Level 4 – Commercial business analysis Level 4 – Commercial options analysis Level 4 – Collaborative procurement Level 4 – Market development Level 4 – Single sourcing Level 4 – International procurement 	<ul style="list-style-type: none"> Level 4 – Commercial context Level 4- Contract risk management Level 4 – Supplier engagement Level 4 – Offer invitation Level 4 – Supplier selection and evaluation Level 4 – Contracting Level 4 – Commercial business analysis Level 4 – Commercial options analysis Level 4 – Collaborative procurement Level 4 – Market development Level 4 – Single sourcing Level 4 – International procurement
Civil Service Success Profiles (Behaviours)	Ability to show examples across all Behaviours for level 4 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 4 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 5 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 6 of the Success Profiles Framework

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Procurement management (4/4)

Role summary	This role consists of managing all stages of the procurement process from tendering through the handing over the contract to contract and supplier management. Specifically this would include: warming and engaging the market, preparing and running the tender, managing the clarification process, evaluating bids, selecting suppliers, preparing the contract documentation, managing contract sign off and feeding back to unsuccessful suppliers			
Commercial Professional Level	Commercial Lead	Associate Commercial Specialist	Commercial Specialist	Senior Commercial Specialist
Entry Route	<ul style="list-style-type: none"> ● Private sector supply chain ● Commercial policy ● Commercial assurance & governance ● Commercial strategy ● Commercial intelligence ● Sourcing Strategy ● Procurement business analysis ● Contract management ● Supplier management 	<ul style="list-style-type: none"> ● Private sector supply chain ● Commercial policy ● Commercial assurance & governance ● Commercial strategy ● Commercial intelligence ● Sourcing Strategy ● Procurement business analysis ● Contract management ● Supplier management 	<ul style="list-style-type: none"> ● Private sector supply chain ● Commercial strategy ● Sourcing Strategy ● Contract management ● Supplier management <p><i>*experience and capabilities from roles across 2 pillars at level 4 is required for this role</i></p>	<ul style="list-style-type: none"> ● Private sector supply chain ● Commercial strategy ● Supplier management <p><i>*experience and capabilities from roles across 3 pillars at level 4 is required for this role</i></p>
Future Pathways	<ul style="list-style-type: none"> ● Commercial policy ● Commercial assurance & governance ● Commercial strategy ● Category strategy ● Sourcing Strategy ● Procurement business analysis ● Contract management ● Supplier management 	<ul style="list-style-type: none"> ● Commercial policy ● Commercial assurance & governance ● Commercial strategy ● Category strategy ● Sourcing Strategy ● Procurement business analysis ● Contract management ● Supplier management 	<ul style="list-style-type: none"> ● Commercial strategy ● Category strategy ● Sourcing Strategy ● Contract management ● Supplier management 	<ul style="list-style-type: none"> ● Commercial strategy ● Supplier management



Contract and Supplier Management



Contract management (1/4)

Role summary	This role can involve: overseeing commercial governance and reporting, preparing for contract commencement, justifying and controlling contract changes, managing risks identified, defining transition plans including for early contract termination, managing disputes and evaluating suppliers' performance against specific terms and conditions to ensure delivery of strategic outcomes and high contract performance. <i>(For the next level of detail for the capabilities listed please consult the Contact Management Standards)</i>			
Commercial Professional Level	Commercial Support*	Associate Commercial Practitioner*	Commercial Practitioner	Associate Commercial Lead
Capabilities	<ul style="list-style-type: none"> Level 1 – Budgeting and cost management Level 1 – Business case and benefits realisation Level 1 – Commercial context Level 1 – Framework management Level 1 – Contract risk management Level 1 – Supplier Management Level 1 – Contract mobilisation Level 1 – Contract delivery and performance management Level 1 – Contract change control Level 1 – Contract transition and exit Level 1 – Re-procurement Level 1 – Security management Level 1 – Quality management Level 1 – Business partnering Level 1 – Innovation Level 1 – Assurance Level 1 – Benchmarking 	<ul style="list-style-type: none"> Level 1 – Budgeting and cost management Level 2 – Business case and benefits realisation Level 2 – Commercial context Level 1 – Framework management Level 2 – Contract risk management Level 1 – Supplier Management Level 1 – Contract mobilisation Level 1 – Contract delivery and performance management Level 1 – Contract change control Level 2 – Contract transition and exit Level 1 – Re-procurement Level 1 – Security management Level 1 – Quality management Level 1 – Business partnering Level 1 – Innovation Level 1 – Assurance Level 1 – Benchmarking 	<ul style="list-style-type: none"> Level 2 – Budgeting and cost management Level 2 – Business case and benefits realisation Level 3 – Commercial context Level 1 – Framework management Level 2 – Contract risk management Level 2 – Supplier Management Level 2 – Contract mobilisation Level 2 – Contract delivery and performance management Level 2 – Contract change control Level 2 – Contract transition and exit Level 2 – Re-procurement Level 2 – Security management Level 2 – Quality management Level 2 – Business partnering Level 2 – Innovation Level 2 – Assurance Level 2 – Benchmarking 	<ul style="list-style-type: none"> Level 2 – Budgeting and cost management Level 2 – Business case and benefits realisation Level 3 – Commercial context Level 1 – Framework management Level 3 – Contract risk management Level 2 – Supplier Management Level 3 – Contract mobilisation Level 3 – Contract delivery and performance management Level 3 – Contract change control Level 3 – Contract transition and exit Level 3 – Re-procurement Level 2 – Security management Level 2 – Quality management Level 3 – Business partnering Level 2 – Innovation Level 2 – Assurance Level 2 – Benchmarking
Civil Service Success Profiles (Behaviours)	Ability to show examples across all Behaviours for level 1 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 2 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 3 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 3 of the Success Profiles Framework

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**not all capabilities are required for this role in some departments at this professional level*



Contract and Supplier Management



Contract management (2/4)

Role summary	<p>This role can involve: overseeing commercial governance and reporting, preparing for contract commencement, justifying and controlling contract changes, managing risks identified, defining transition plans including for early contract termination, managing disputes and evaluating suppliers' performance against specific terms and conditions to ensure delivery of strategic outcomes and high contract performance. <i>(For the next level of detail for the capabilities listed please consult the Contact Management Standards)</i></p>			
Commercial Professional Level	Commercial Support	Associate Commercial Practitioner	Commercial Practitioner	Associate Commercial Lead
Entry Route	<ul style="list-style-type: none"> <input checked="" type="radio"/> Private sector supply chain <input checked="" type="radio"/> HR Function and Commercial apprentices <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Procurement management <input type="radio"/> Contract administration <input type="radio"/> Supplier management <input type="radio"/> Commercial risk management <input type="radio"/> Systems and information 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Private sector supply chain <input checked="" type="radio"/> HR Function Commercial apprentices <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Procurement management <input type="radio"/> Contract administration <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Private sector supply chain <input checked="" type="radio"/> HR Function and Commercial Fast Streamers <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Procurement management <input type="radio"/> Contract administration <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Private sector supply chain <input checked="" type="radio"/> HR Function and Commercial Fast Streamers <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Procurement management <input type="radio"/> Supplier management
Future Pathways	<ul style="list-style-type: none"> <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Procurement management <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Procurement management <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Category strategy <input type="radio"/> Procurement management <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance <input type="radio"/> Category strategy <input type="radio"/> Procurement management <input type="radio"/> Supplier management

(Higher professional levels overleaf)



Contract and Supplier Management



Contract management (3/4)

Role summary	This role can involve: overseeing commercial governance and reporting, preparing for contract commencement, justifying and controlling contract changes, managing risks identified, defining transition plans including for early contract termination, managing disputes and evaluating suppliers' performance against specific terms and conditions to ensure delivery of strategic outcomes and high contract performance. <i>(For the next level of detail for the capabilities listed please consult the Contact Management Standards)</i>		
Commercial Professional Level	Commercial Lead	Associate Commercial Specialist	Commercial Specialist
Capabilities	<ul style="list-style-type: none"> Level 3 – Budgeting and cost management Level 3 – Business case and benefits resolution Level 3 – Commercial context Level 1 – Framework management Level 3- Contract risk management Level 3 – Supplier Management Level 3 – Contract mobilisation Level 3 - Contract delivery and performance management Level 3 – Contract change control Level 3 – Contract transition and exit Level 3 – Re-procurement Level 3 – Security management Level 3 – Quality management Level 3 – Business partnering Level 3- Innovation Level 3 – Assurance Level 3 – Benchmarking 	<ul style="list-style-type: none"> Level 4 – Budgeting and cost management Level 4 – Business case and benefits resolution Level 4 – Commercial context Level 1 – Framework management Level 4- Contract risk management Level 4 – Supplier Management Level 4 – Contract mobilisation Level 4 - Contract delivery and performance management Level 4 – Contract change control Level 4 – Contract transition and exit Level 3 – Re-procurement Level 4 – Security management Level 3 – Quality management Level 3 – Business partnering Level 3- Innovation Level 3 – Assurance Level 3 - Benchmarking 	<ul style="list-style-type: none"> Level 4 – Budgeting and cost management Level 4 – Business case and benefits resolution Level 4 – Commercial context Level 1 – Framework management Level 4- Contract risk management Level 4 – Supplier Management Level 4 – Contract mobilisation Level 4 - Contract delivery and performance management Level 4 – Contract change control Level 4 – Contract transition and exit Level 3 – Re-procurement Level 4 – Security management Level 4 – Quality management Level 4 – Business partnering Level 4- Innovation Level 4 – Assurance Level 4 - Benchmarking
Civil Service Success Profiles (Behaviours)	Ability to show examples across all Behaviours for level 4 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 4 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 5 of the Success Profiles Framework

(Continued overleaf)



Contract and Supplier Management



Contract management (4/4)

Role summary	<p>This role can involve: overseeing commercial governance and reporting, preparing for contract commencement, justifying and controlling contract changes, managing risks identified, defining transition plans including for early contract termination, managing disputes and evaluating suppliers' performance against specific terms and conditions to ensure delivery of strategic outcomes and high contract performance. (For the next level of detail for the capabilities listed please consult the Contact Management Standards)</p>		
Commercial Professional Level	Commercial Lead	Associate Commercial Specialist	Commercial Specialist
Entry Routes	<ul style="list-style-type: none"> <input checked="" type="radio"/> Private sector supply chain <input checked="" type="radio"/> Commercial policy <input checked="" type="radio"/> Commercial assurance & governance <input type="radio"/> Procurement management <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Private sector supply chain <input checked="" type="radio"/> Commercial policy <input checked="" type="radio"/> Commercial assurance & governance <input checked="" type="radio"/> Procurement management <input checked="" type="radio"/> Supplier management <p><i>*experience and capabilities from roles across 2 pillars at level 4 is required for this role</i></p>	<ul style="list-style-type: none"> <input checked="" type="radio"/> Private sector supply chain <input checked="" type="radio"/> Procurement management <input checked="" type="radio"/> Supplier management <p><i>*experience and capabilities from roles across 3 pillars at level 4 is required for this role</i></p>
Future Pathways	<ul style="list-style-type: none"> <input checked="" type="radio"/> Commercial policy <input checked="" type="radio"/> Commercial assurance & governance <input checked="" type="radio"/> Category strategy <input type="radio"/> Procurement management <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Commercial policy <input checked="" type="radio"/> Commercial assurance & governance <input checked="" type="radio"/> Category strategy <input checked="" type="radio"/> Procurement management <input checked="" type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Category strategy <input checked="" type="radio"/> Procurement management <input checked="" type="radio"/> Supplier management



Contract and Supplier Management



Contract administration (1/1)

Role summary	This role typically provides support for contract management through the drafting of contract documents and variation orders, supporting governance and reporting processes and recording lessons learned through the contract management process. (For the next level of detail for the capabilities listed please consult the Contract Management Standards)		
Commercial Professional Level	Commercial Support*	Associate Commercial Practitioner*	Commercial Practitioner
Capabilities	<ul style="list-style-type: none"> Level 1 - Budgeting and Cost Management Level 1 - Commercial Context Level 1 - Contract risk management Level 1 - Systems Expertise Level 1 - Contract change control 	<ul style="list-style-type: none"> Level 1 - Budgeting and Cost Management Level 2 - Commercial Context Level 2 - Contract risk management Level 1 - Systems Expertise Level 1 - Contract change control 	<ul style="list-style-type: none"> Level 2 - Budgeting and Cost Management Level 3 - Commercial Context Level 2 - Contract risk management Level 2 - Systems Expertise Level 2 - Contract change control
Civil Service Success Profiles (Behaviours)	Ability to show examples across all Behaviours for level 1 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 2 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 3 of the Success Profiles Framework
Entry Route	<ul style="list-style-type: none"> <input checked="" type="radio"/> Commercial risk management (enabling) <input type="radio"/> Administrative roles within the Civil Service and Commercial apprentices <input type="radio"/> Civil Service Apprenticeships 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Commercial risk management (enabling) <input type="radio"/> Administrative roles within the Civil Service Commercial apprentices <input type="radio"/> Civil Service Apprenticeships 	<ul style="list-style-type: none"> <input type="radio"/> Administrative roles within the Civil Service and Commercial Fast Streamers
Future Pathways	<ul style="list-style-type: none"> <input checked="" type="radio"/> Commercial assurance & governance <input type="radio"/> Contract Management <input type="radio"/> Supplier Management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Commercial assurance & governance <input type="radio"/> Contract Management <input type="radio"/> Supplier Management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Commercial assurance & governance <input type="radio"/> Contract Management <input type="radio"/> Supplier Management

*not all capabilities are required for this role in some departments at this professional level



Contract and Supplier Management



Supplier management (1/4)

Role summary	This role involves supplier relationship management (SRM) and management of suppliers at a strategic level across multiple contracts; specifically to engage collaboratively with strategic suppliers to improve delivery or to meet organisational objectives, increase mutual value beyond that contracted, ensure best value for money, and manage risk and ensure security of the supplier.			
Commercial Professional Level	Commercial Support*	Associate Commercial Practitioner*	Commercial Practitioner	Associate Commercial Lead
Capabilities	<ul style="list-style-type: none"> Level 1 –Business case and benefits realisation Level 1 – Commercial context Level 1 – Business understanding Level 1- Contract risk management Level 1 – Supplier Engagement Level 1 – Supplier Management Level 1 – Single sourcing Level 1 – Supply market analysis 	<ul style="list-style-type: none"> Level 2 –Business case and benefits realisation Level 2 – Commercial context Level 2 – Business understanding Level 2- Contract risk management Level 1 – Supplier Engagement Level 1 – Supplier Management Level 1 – Single sourcing Level 2 – Supply market analysis 	<ul style="list-style-type: none"> Level 2 –Business case and benefits realisation Level 3 – Commercial context Level 3 – Business understanding Level 2- Contract risk management Level 2 – Supplier Engagement Level 2 – Supplier Management Level 2 – Single sourcing Level 2 – Supply market analysis 	<ul style="list-style-type: none"> Level 2 –Business case and benefits realisation Level 3 – Commercial context Level 3 – Business understanding Level 3- Contract risk management Level 2 – Supplier Engagement Level 2 – Supplier Management Level 2 – Single sourcing Level 3 – Supply market analysis
Civil Service Success Profiles (Behaviours)	Ability to show examples across all Behaviours for level 1 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 2 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 3 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 3 of the Success Profiles Framework

**not all capabilities are required for this role in some departments at this professional level*

(Continued overleaf)



Contract and Supplier Management



Supplier management (2/4)

Role summary	<p>This role involves supplier relationship management (SRM) and management of suppliers at a strategic level across multiple contracts; specifically to engage collaboratively with strategic suppliers to improve delivery or to meet organisational objectives, increase mutual value beyond that contracted, ensure best value for money, and manage risk and ensure security of the supplier.</p>			
Commercial Professional Level	Commercial Support	Associate Commercial Practitioner	Commercial Practitioner	Associate Commercial Lead
Entry Routes	<ul style="list-style-type: none"> ● Private sector supply chain ● Legal Function and Operational management roles and Commercial apprentices ● Commercial strategy ● Commercial policy ● Commercial assurance & governance ● Procurement management ● Contract management ● Contract administration 	<ul style="list-style-type: none"> ● Private sector supply chain ● Legal Function and Operational management roles and Commercial apprentices ● Commercial strategy ● Commercial policy ● Commercial assurance & governance ● Sourcing strategy ● Procurement management ● Contract management ● Contract administration 	<ul style="list-style-type: none"> ● Private sector supply chain ● Legal Function and Operational management roles ● Generalist and Commercial Fast Streamers ● Commercial strategy ● Commercial assurance & governance ● Commercial policy ● Sourcing strategy ● Procurement management ● Contract management ● Contract administration 	<ul style="list-style-type: none"> ● Private sector supply chain ● Legal Function Operational management roles ● Generalist and Commercial Fast Streamers ● Commercial strategy ● Commercial assurance & governance ● Commercial policy ● Sourcing strategy ● Procurement management ● Contract management
Future Pathways	<ul style="list-style-type: none"> ● Commercial policy ● Commercial assurance & governance ● Procurement management ● Contract management ● Contract administration 	<ul style="list-style-type: none"> ● Commercial policy ● Commercial assurance & governance ● Sourcing Strategy ● Procurement management ● Contract management ● Contract administration 	<ul style="list-style-type: none"> ● Commercial policy ● Commercial assurance & governance ● Category strategy ● Sourcing Strategy ● Procurement management ● Contract management ● Contract administration 	<ul style="list-style-type: none"> ● Commercial policy ● Commercial assurance & governance ● Category strategy ● Sourcing Strategy ● Procurement management ● Contract management



Contract and Supplier Management



Supplier management (3/4)

Role summary	This role involves supplier relationship management (SRM) and management of suppliers at a strategic level across multiple contracts; specifically to engage collaboratively with strategic suppliers to improve delivery or to meet organisational objectives, increase mutual value beyond that contracted, ensure best value for money, and manage risk and ensure security of the supplier.			
Commercial Professional Level	Commercial Lead	Associate Commercial Specialist	Commercial Specialist	Senior Commercial Specialist
Capabilities	Level 3 –Business case and benefits realisation Level 3 – Commercial context Level 3 – Business understanding Level 3- Contract risk management Level 3 – Supplier Engagement Level 3 – Supplier Management Level 3 – Single sourcing Level 3 – Supply market analysis	Level 4 –Business case and benefits realisation Level 4 – Commercial context Level 4 – Business understanding Level 4- Contract risk management Level 4 – Supplier Engagement Level 4 – Supplier Management Level 3 – Single sourcing Level 4 – Supply market analysis	Level 4 –Business case and benefits realisation Level 4 – Commercial context Level 4 – Business understanding Level 4- Contract risk management Level 4 – Supplier Engagement Level 4 – Supplier Management Level 4 – Single sourcing Level 4 – Supply market analysis	Level 4 –Business case and benefits realisation Level 4 – Commercial context Level 4 – Business understanding Level 4- Contract risk management Level 4 – Supplier Engagement Level 4 – Supplier Management Level 4 – Single sourcing Level 4 – Supply market analysis
Civil Service Success Profiles (Behaviours)	Ability to show examples across all Behaviours for level 4 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 4 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 5 of the Success Profiles Framework	Ability to show examples across all Behaviours for level 6 of the Success Profiles Framework

(Continued overleaf)



Contract and Supplier Management



Supplier management (4/4)

Role summary	This role involves supplier relationship management (SRM) and management of suppliers at a strategic level across multiple contracts; specifically to engage collaboratively with strategic suppliers to improve delivery or to meet organisational objectives, increase mutual value beyond that contracted, ensure best value for money, and manage risk and ensure security of the supplier.			
Commercial Professional Level	Commercial Lead	Associate Commercial Specialist	Commercial Specialist	Senior Commercial Specialist
Entry Routes	<ul style="list-style-type: none"> <input checked="" type="radio"/> Private sector supply chain <input checked="" type="radio"/> Commercial strategy <input checked="" type="radio"/> Commercial policy <input checked="" type="radio"/> Commercial governance & assurance <input checked="" type="radio"/> Sourcing strategy <input checked="" type="radio"/> Procurement management <input checked="" type="radio"/> Contract management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Private sector supply chain <input checked="" type="radio"/> Commercial strategy <input checked="" type="radio"/> Commercial policy <input checked="" type="radio"/> Commercial governance & assurance <input checked="" type="radio"/> Sourcing strategy <input checked="" type="radio"/> Procurement management <input checked="" type="radio"/> Contract management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Private sector supply chain <input checked="" type="radio"/> Commercial strategy <input checked="" type="radio"/> Sourcing strategy <input checked="" type="radio"/> Procurement management <input checked="" type="radio"/> Contract management <p><i>*experience and capabilities from roles across 2 pillars at level 4 is required for this role</i></p>	<ul style="list-style-type: none"> <input checked="" type="radio"/> Private sector supply chain <input checked="" type="radio"/> Commercial strategy <input checked="" type="radio"/> Procurement management <p><i>*experience and capabilities from roles across 3 pillars at level 4 is required for this role</i></p>
Future Pathways	<ul style="list-style-type: none"> <input checked="" type="radio"/> Commercial policy <input checked="" type="radio"/> Commercial governance & assurance <input checked="" type="radio"/> Category strategy <input checked="" type="radio"/> Sourcing Strategy <input checked="" type="radio"/> Procurement management <input checked="" type="radio"/> Contract management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Commercial policy <input checked="" type="radio"/> Commercial governance & assurance <input checked="" type="radio"/> Category strategy <input checked="" type="radio"/> Sourcing Strategy <input checked="" type="radio"/> Procurement management <input checked="" type="radio"/> Contract management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Category strategy <input checked="" type="radio"/> Sourcing Strategy <input checked="" type="radio"/> Procurement management <input checked="" type="radio"/> Contract management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Procurement management



Enabling roles (1/2)

Role	Commercial risk management	Capability and resourcing
Role Summary	This role looks to ensure government contracts are awarded and completed successfully in support of government policy or organisation objectives, taking into account the extent of identified threats and opportunities. The role will consist of a range of activities in relation to the analysis, management, escalation and mitigation of commercial risks and capability, resourcing and financing risks for the department's commercial team.	This role involves the management of commercial capability, learning and development, capacity, resourcing, competency and the financial budget to ensure that an organisation has the right commercial skills and resources in place now and in the future
Capabilities	Level 1+ – Commercial context Level 1+ – Business understanding Level 2+ – Contract risk management <i>*These capabilities and levels are recommended rather than mandatory. Please contact departments for a complete and accurate view of the capabilities and level required for specific roles.</i>	Level 1+ – Commercial context Level 1+ – Business understanding <i>*These capabilities and levels are recommended rather than mandatory. Please contact departments for a complete and accurate view of the capabilities and level required for specific roles.</i>
Civil Service Success Profiles (Behaviours)	Ability to show examples across all Behaviours in the Success Profiles Framework for your Civil Service Grade or equivalent.	Ability to show examples across all Behaviours in the Success Profiles Framework for your Civil Service Grade or equivalent.
Future Commercial Pathways	<ul style="list-style-type: none"> <input checked="" type="radio"/> Commercial assurance & governance <input checked="" type="radio"/> Commercial policy <input type="radio"/> Contract administration <input type="radio"/> Contract management <input type="radio"/> Supplier management 	<ul style="list-style-type: none"> <input checked="" type="radio"/> Commercial assurance & governance <input checked="" type="radio"/> Commercial strategy <input checked="" type="radio"/> Commercial policy



Enabling roles (2/2)

Role	Systems and information	Continuous improvement
Role Summary	This role includes making use of appropriate commercial systems and data in order to enable process efficiency, robust controls and effective decision making. It also consists of managing information to support the development of the commercial strategy and plan.	This role looks to deliver improved outcomes and value for money for your department and government and to make government commercial practices, processes and policies more effective.
Capabilities	Level 1 – Commercial context Level 1 – Business understanding Level 2 – Systems expertise <i>*These capabilities and levels are recommended rather than mandatory. Please contact departments for a complete and accurate view of the capabilities required for specific roles.</i>	Level 1 – Commercial context Level 1 – Business understanding Level 2- Innovation <i>*These capabilities and levels are recommended rather than mandatory. Please contact departments for a complete and accurate view of the capabilities required for specific roles.</i>
Civil Service Success Profiles (Behaviours)	Ability to show examples across all Behaviours in the Success Profiles Framework for your Civil Service Grade or equivalent.	Ability to show examples across all Behaviours in the Success Profiles Framework for your Civil Service Grade or equivalent.
Future Commercial Pathways	<ul style="list-style-type: none"> <input checked="" type="radio"/> Contract administration <input type="radio"/> Commercial assurance & governance 	<ul style="list-style-type: none"> <input type="radio"/> Commercial policy <input type="radio"/> Commercial assurance & governance



CCF and People Standards for the Profession alignment

How has the CCF been aligned to the People Standards for the Profession?

The CCF has been aligned to the People Standards for the Profession both in terms of structure and content as outlined below:

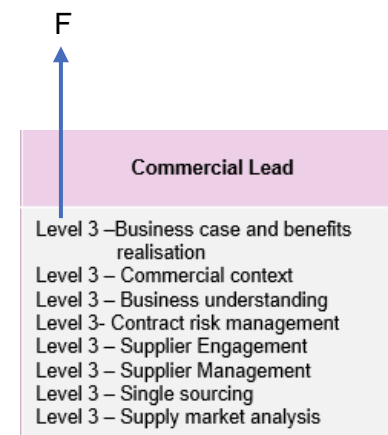
- The job pillars are aligned with the areas of expertise (Section B) in the People Standards (see reference **A**)
- The list of capabilities for each job pillar across the roles collectively cover the attributes in the relevant area of expertise in the People Standards (see reference **B**)
- Based on department engagement to understand the practical application of each role, additional capabilities have been included where relevant.
- The roles are aligned to the professional levels in the People Standards (see reference **C**)
- The capability levels have been mapped to the Section B and the relevant area of expertise in the People Standards (see reference **D**)
- The intent of Section A of the People Standards (Leadership and Capability) is also reflected throughout the capability levels specifically in relation to knowledge sharing and leadership (see reference **E**)
- The relevant capabilities have been assigned to each role profile at the appropriate capability level for each professional level in line with the People Standards (see reference **F**)
- The Civil Service Behaviours are aligned to the Section A of the People Standards. As a result the role profiles outline the Success Profiles Framework level required at each level (see reference **G**)

Job Pillars	Role components	Commercial Support	Associate Commercial Practitioner
Strategy and Policy Development	Commercial strategy	○	○
	Commercial policy, assurance and governance	○	○
	Category strategy		
Understanding Needs and Sourcing	Commercial intelligence		
	Sourcing strategy		●
Procurement Process	Procurement business analysis	○	○
	Procurement management	○	○
Contract and Supplier Management	Contract management	●	●
	Contract administration	●	●
	Supplier management	●	●

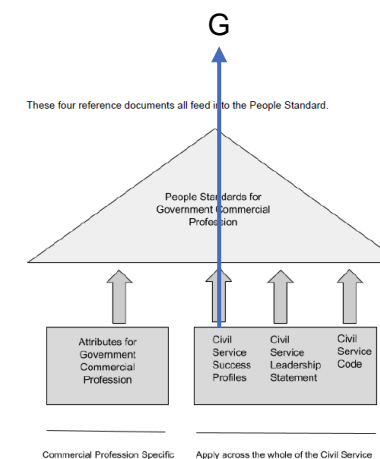
Career Pathway (page 6)

Capability Levels			
Level 1	Level 2	Level 3	Level 4
<p>You have basic knowledge of the capability and what skills it requires</p> <p>You understand the importance of the capability and may be able to describe the overall benefits for government commercials</p> <p>You may have applied this capability in a low complexity scenario with support</p>	<p>You have knowledge and understanding of the capability and the skills it requires</p> <p>You actively contribute to applying and demonstrating this capability in your position</p> <p>You may have independently applied this capability in a low complexity scenario</p>	<p>You have detailed knowledge and understanding of the capability and how to adapt and tailor your approach to different scenarios</p> <p>You are responsible for applying and demonstrating this capability independently including in high complexity scenarios</p> <p>You share your knowledge and expertise with others</p>	<p>You are considered an expert in this capability and can adapt and tailor your approach effectively in all scenarios</p> <p>You manage and supervise the application of this capability in all scenarios</p> <p>You share your knowledge and expertise with others and help them to apply this capability</p> <p>You champion capability development in this area</p>

Capability Levels (page 13)



Supplier Management (page 46)



Screenshot from the People Standards