Commercial Career Framework

For Commercial Professionals

Please view this document in presentation mode and then click here to begin
What is a Commercial Career Framework (CCF)?

The Commercial Career Framework describes common role types, capabilities and learning opportunities for Commercial professionals across Government.

The role titles outlined in this document may differ from one department to another. The capabilities assigned to each role highlight the type of activities expected for roles associated with each job pillar (click button to view).

Job pillars

The framework has been developed based on input from departments and links to:

- The Commercial Professional Skills and Competency Framework
- The Commercial People Standards
- Contract Management Professional Standards

Click on the documents to view or the button below for more information on the above.

What is in the CCF?

Career Paths

Showing the breadth of opportunity in a career in Commercial through:

A. The Commercial Career Map (click) which displays the most common entry and exit points for commercial roles, including moves within the profession, across functions within the Civil Service and in the private sector.

B. Commercial roles

Capabilities

Specific to each commercial role

Levels of mastery

Defined for each capability and mapped to specific roles at each grade

How do I use it?

The CCF is an interactive PowerPoint which should be viewed in presentation mode to enable buttons and hyperlinks that will help you navigate the tool.

You can navigate to sections that interest you via Home, Career Paths and Capabilities. You can use the tool to:

- Gain a better understanding of roles within the Commercial Function
- Review the capabilities needed to perform its role
- Explore ways to move within and out of the function

The CCF should be used in conjunction with the People Standards when preparing for career progression moves.
Applying the Commercial Career Framework

The Commercial Career Framework (CCF) aligns to both the Commercial People Standards for the Profession (CPSP) and the Commercial Professional Skills and Competency Framework (CPSCF). The latter two documents describe the attributes you need to develop to get to the next grade. The CCF, however, focuses on the individual capabilities required to perform a specific commercial role. These documents should all be used in conjunction as you progress through your career in Commercial.

The Commercial Professional Skills and Competency Framework and Commercial People Standards describe the attributes expected at each level. These are useful when preparing for the ADC, interviews and assessments.

The Commercial Career Framework describes the different roles that exist at all levels of the Commercial profession and the individual capabilities required for each of these roles. This is useful for outlining the different career paths in the Commercial profession and for understanding the required capabilities for a certain role.
Commercial Career Paths

What is a career framework?
Roles
Career stories
Commercial career map
## Career Path—Roles and Relevant Levels

Click on the highlighted individual roles for a detailed overview.

<table>
<thead>
<tr>
<th>Job Pillars</th>
<th>Roles</th>
<th>Commercial Support</th>
<th>Associate Commercial Practitioner</th>
<th>Commercial Practitioner</th>
<th>Commercial Lead</th>
<th>Associate Commercial Specialist</th>
<th>Commercial Specialist</th>
<th>Senior Commercial Specialist</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy &amp; Policy Development</td>
<td>Commercial Strategy</td>
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<td></td>
<td>Market Maker &amp; Supplier Engagement</td>
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<tr>
<td></td>
<td>Commercial Risk and Assurance Specialist</td>
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<tr>
<td></td>
<td>Commercial Policy Advisor</td>
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<tr>
<td>Business Needs &amp; Sourcing</td>
<td>Procurement Strategy</td>
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<td></td>
<td>Data Analysis</td>
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<td></td>
<td>Commercial Business Analysis</td>
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<tr>
<td>Procurement</td>
<td>Framework Management</td>
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<td></td>
<td>Spot Buyer</td>
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<tr>
<td></td>
<td>Procurement Officer</td>
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</tr>
<tr>
<td>Contract &amp; Supplier Management</td>
<td>Contract Management</td>
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</tr>
<tr>
<td></td>
<td>Contract Administration</td>
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</tr>
<tr>
<td></td>
<td>Supplier Management</td>
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<tr>
<td>Cross Pillar</td>
<td>Category Management</td>
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</tr>
</tbody>
</table>
This map shows the entry and exit points for the roles across 4 job pillars. These are not exhaustive, but indicate some of the most common career moves.
## Contract Management

**Contract Management** involves evaluating suppliers’ performance against specific terms and conditions to ensure delivery of strategic outcomes and high contract performance. Contracts must be legally compliant and monitored closely to prevent leakage, manage variations and ensure high supplier performance. You may also wish to view the Contract Management Professional Standards for further detail; click on the title to access.

The technical capabilities for a Contract Management role are outlined below. **Click on the “Capability” button** to see the levels of mastery required for each within this role.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplier Management</td>
<td>Assesses the required nature of the relationship with the supplier(s) in line with organisational Strategic Supplier Management processes and strategy</td>
</tr>
<tr>
<td>Risk Management</td>
<td>Systematically identifies and monitors risks &amp; issues, planning how to mitigate / respond to / escalate those risks and issues and implementing the responses</td>
</tr>
<tr>
<td>Business Case &amp; Benefits Realisation</td>
<td>Prepares, develops, commissions and updates business cases to justify the initiation and continuation of projects in terms of benefits, value for money and risk</td>
</tr>
<tr>
<td>Contract Management</td>
<td>Manages contract variations and changes to ensure value for money. Takes a risk management approach whilst assessing the changes in contractual arrangements and engages stakeholders in order to conduct them. Holds suppliers to account, managing KPIs and tracking delivery to contractual obligations</td>
</tr>
<tr>
<td>Contract Design and On-going Development</td>
<td>Supporting colleagues in the commercial function by contributing to re-procurement and new sourcing exercises, as well as using information sources and ensuring contract governance set up</td>
</tr>
<tr>
<td>Market Analysis</td>
<td>Understands how a market works and its impact on effective service delivery and value for money. Is able to see the 'big picture' and advise on market changes after gathering and analysing market specific data</td>
</tr>
</tbody>
</table>

These capabilities and expectations particularly consider Contract Management roles within the Commercial Function. These are aligned to those laid out in the Contract Management Professional Standards, which provide further detail and are also particularly relevant to Contract Managers who sit outside of Commercial.
# Contract Management - Levels of mastery

The table below shows the level of mastery required for each technical capability within this role. For a full definition of the Awareness, Working, Practitioner and Expert levels, click on the name of each capability.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Commercial Support</th>
<th>Associate Commercial Practitioner</th>
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<th>Commercial Lead</th>
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<tr>
<td>Risk Management</td>
<td>Awareness</td>
<td>Working</td>
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<td>Expert</td>
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These capabilities and expectations particularly consider Contract Management roles within the Commercial Function. These are aligned to those laid out in the [Contract Management Professional Standards](#), which provide further detail and are also particularly relevant to Contract Managers who sit outside of Commercial.
### Procurement Strategy

**Procurement Strategists** use excellent understanding of both the business and the market to define sourcing and procurement strategy. They will provide strategic direction to senior stakeholders across the business.

The technical capabilities for a Procurement Strategy role are outlined below. **Click on the “Capability” button to see the levels of mastery required for each within this role.**

<table>
<thead>
<tr>
<th>Capability</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>Procurement Policy</td>
<td>Understands and implements commercial drivers and procurement policy objectives, applying them in sourcing projects and operations. Takes into account procurement legislation and case law &amp; overseas aid legislation.</td>
</tr>
<tr>
<td>Supplier Engagement</td>
<td>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 manage supply chain.</td>
</tr>
<tr>
<td>Business Understanding</td>
<td>Identifies and understands business needs by working with senior internal stakeholders and identifying their importance for critical decision making.</td>
</tr>
<tr>
<td>Market Analysis</td>
<td>Understands how a market works and its impact on effective service delivery and value for money. Is able to see the ‘big picture’ and advise on market changes after gathering and analysing market specific data.</td>
</tr>
<tr>
<td>Strategic Sourcing</td>
<td>Understands business requirements and the market place, providing advice and challenge in the development of an overarching sourcing strategy.</td>
</tr>
<tr>
<td>Business Context</td>
<td>Has commercial expertise and the ability to make informed commercial decisions and recommendations, understanding the impact of these upon the business as a whole.</td>
</tr>
<tr>
<td>Business Partnering</td>
<td>Works closely with senior internal stakeholders from across the business, providing direction to inform strategy and critical decision making at the top level.</td>
</tr>
</tbody>
</table>
## Procurement Strategy - Levels of mastery

The table below shows the level of mastery required for each technical capability within this role. For a full definition of the Awareness, Working, Practitioner and Expert levels, click on the name of each capability.

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<thead>
<tr>
<th>Capability</th>
<th>Commercial Lead</th>
<th>Associate Commercial Specialist</th>
<th>Commercial Specialist</th>
<th>Senior Commercial Specialist</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement Policy</td>
<td>Expert</td>
<td>Expert</td>
<td>Expert</td>
<td>Expert</td>
</tr>
<tr>
<td>Supplier Engagement</td>
<td>Practitioner</td>
<td>Expert</td>
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<td>Expert</td>
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</tr>
<tr>
<td>Business Context</td>
<td>Working</td>
<td>Practitioner</td>
<td>Expert</td>
<td>Expert</td>
</tr>
<tr>
<td>Business Partnering</td>
<td>Practitioner</td>
<td>Expert</td>
<td>Expert</td>
<td>Expert</td>
</tr>
</tbody>
</table>

**Complexity**: High
Supplier Management relates to one-to-one management of the relationship with strategic suppliers to ensure the best value for money consistently, managing risk to ensure suppliers remain committed to delivering on contractual obligations.

The technical capabilities for a Supplier Management role are outlined below. **Click on the “Capability” button** to see the levels of mastery required for each within this role.

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<th>Capability</th>
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<tr>
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<tr>
<td>Business Case and Benefits Realisation</td>
<td>Prepares, develops, commissions and updates business cases to justify the initiation and continuation of projects in terms of benefits, value for money and risk</td>
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<tr>
<td>Risk Management</td>
<td>Systematically identifies and monitors risks &amp; issues, planning how to mitigate / respond to / escalate those risks and issues and implementing the responses</td>
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# Supplier Management - Levels of mastery

The table below shows the level of mastery required for each technical capability within this role. For a full definition of the Awareness, Working, Practitioner and Expert levels, click on the name of each capability.

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<td>Business Case and Benefits Realisation</td>
<td>Awareness</td>
<td>Awareness</td>
<td>Working</td>
<td>Working</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Expert</td>
</tr>
<tr>
<td>Risk Management</td>
<td>Awareness</td>
<td>Working</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Expert</td>
<td>Expert</td>
<td>Expert</td>
</tr>
</tbody>
</table>

**Low**  Complexity  **High**
Data Analysis involves the assessment and benchmarking of market data and spend data to inform commercial decision making through options analysis. Data Analysis is also critical in ensuring adherence to the budget.

The technical capabilities for a Data Analysis role are outlined below. Click on the “Capability” button to see the levels of mastery required for each within this role.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solutions Development</td>
<td>Identifies and analyses various delivery options to select optimal solution</td>
</tr>
<tr>
<td>Budgeting and Cost Management</td>
<td>Estimates costs, produces a budget and controls forecasts and actual spend against budget</td>
</tr>
<tr>
<td>Market Analysis</td>
<td>Understands how a market works and its impact on effective service delivery and value for money. Is able to see the ‘big picture’ and advise on market changes after gathering and analysing market specific data</td>
</tr>
<tr>
<td>Benchmarking</td>
<td>Performs benchmarking of current category state and determines desired state and steps required to achieve this</td>
</tr>
</tbody>
</table>
The table below shows the level of mastery required for each technical capability within this role. For a full definition of the Awareness, Working, Practitioner and Expert levels, click on the name of each capability.

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<tr>
<th>Capability</th>
<th>Commercial Support</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Market Analysis</td>
<td>Awareness</td>
<td>Working</td>
<td>Working</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Expert</td>
<td>Expert</td>
</tr>
<tr>
<td>Benchmarking</td>
<td>Awareness</td>
<td>Working</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Expert</td>
<td>Expert</td>
<td>Expert</td>
</tr>
</tbody>
</table>
# Contract Administration

Contract Administration roles provide support to Contract Management, drafting contract documents and variation orders and recording lessons learned through the contract management process.

The technical capabilities for a Contract Administration role are outlined below. Click on the “Capability” button to see the levels of mastery required for each within this role.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Administration</td>
<td>Understands, uses and manages contract-related information systems and documentation</td>
</tr>
<tr>
<td>Business Case and Benefits</td>
<td>Prepares, develops, commissions and updates business cases to justify the initiation and continuation of projects in terms of benefits, value for money and risk</td>
</tr>
<tr>
<td>Realisation</td>
<td></td>
</tr>
<tr>
<td>Systems Expertise</td>
<td>Understanding of specific systems underpinning commercial activity and strong working knowledge of how to use these systems</td>
</tr>
</tbody>
</table>
# Contract Administration - Levels of mastery

The table below shows the level of mastery required for each technical capability within this role. For a full definition of the Awareness, Working, Practitioner and Expert levels, click on the name of each capability.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Commercial Support</th>
<th>Associate Commercial Practitioner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Administration</td>
<td>Working</td>
<td>Practitioner</td>
</tr>
<tr>
<td>Business Case and Benefits Realisation</td>
<td>Awareness</td>
<td>Working</td>
</tr>
<tr>
<td>Systems Expertise</td>
<td>Working</td>
<td>Practitioner</td>
</tr>
</tbody>
</table>

The complexity scale ranges from Low to High.
A Commercial Risk and Assurance Specialist will be responsible for monitoring and reporting on risks at a project and programme level. They will have a strong understanding of security requirements and will ensure all appropriate controls are in place to deliver the highest quality.

The technical capabilities for a Commercial Risk and Assurance Specialist role are outlined below. Click on the "Capability" title to see the levels of mastery required for each within this role.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Management</td>
<td>Systematically identifies and monitors risks &amp; issues, planning how to mitigate / respond to / escalate those risks and issues and implementing the responses</td>
</tr>
<tr>
<td>Quality Management</td>
<td>Plans, develops, maintains and applies quality management processes to ensure the adherence to those standards throughout the project delivery lifecycle</td>
</tr>
<tr>
<td>Assurance</td>
<td>Establishes, plans and manages reviews at appropriate points during all stages of the project life cycle to evaluate progress against time, cost, quality, compliance and ongoing viability</td>
</tr>
<tr>
<td>Security Management</td>
<td>Identifies and understands security requirements, developing evidence based strategies, evaluating options, impacts, risks and solutions and creating a security culture around the handling of information, physical, personnel and cyber risks</td>
</tr>
<tr>
<td>Budgeting and Cost Management</td>
<td>Estimates costs, produces a budget and controls forecasts and actual spend against budget</td>
</tr>
</tbody>
</table>
### Commercial Risk & Assurance Specialist - Levels of mastery

The table below shows the level of mastery required for each technical capability within this role. For a full definition of the Awareness, Working, Practitioner and Expert levels, click on the name of each capability.

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<thead>
<tr>
<th>Capability</th>
<th>Commercial Support</th>
<th>Associate Commercial Practitioner</th>
<th>Commercial Practitioner</th>
<th>Commercial Lead</th>
<th>Associate Commercial Specialist</th>
<th>Commercial Specialist</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality Management</td>
<td>Awareness</td>
<td>Working</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Expert</td>
</tr>
<tr>
<td>Assurance</td>
<td>Awareness</td>
<td>Working</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Expert</td>
<td>Expert</td>
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<td>Budgeting and Cost Management</td>
<td>Awareness</td>
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</tr>
</tbody>
</table>

The Complexity levels range from Low to High.
A Commercial Policy Advisor will focus on the earlier stages of the procurement process, developing the commercial and sourcing strategies and policies and ensuring these meet business needs. They will also engage with the market where appropriate to understand what the market can offer. A Commercial Policy Advisor may advise leadership and delivery teams to steer commercial activity.

The technical capabilities for a Commercial Policy Advisor role are outlined below. Click on the “Capability” button to see the levels of mastery required for each within this role.

### Capability

<table>
<thead>
<tr>
<th>Capability</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Vision</td>
<td>Sets the overall commercial vision and strategy for the department focused on outcomes such as adding value to the citizen and making real, lasting change. Establishes a culture of delivery, continuous improvement, efficiency and value for money</td>
</tr>
<tr>
<td>Strategic Sourcing</td>
<td>Understands business requirements and the market place, providing advice and challenge in the development of an overarching sourcing strategy</td>
</tr>
<tr>
<td>Business Understanding</td>
<td>Identifies and understands business needs by working with senior internal stakeholders and identifying their importance for critical decision making</td>
</tr>
<tr>
<td>Collaboration</td>
<td>Establishes and develops productive relationships with internal and external stakeholders, bringing people together to benefit the project</td>
</tr>
<tr>
<td>Market Analysis</td>
<td>Understands how a market works and its impact on effective service delivery and value for money. Is able to see the ‘big picture’ and advise on market changes after gathering and analysing market specific data</td>
</tr>
<tr>
<td>Conflict Resolution</td>
<td>Recognises, anticipates and effectively deals with existing or potential conflicts at an individual, team or strategic level</td>
</tr>
<tr>
<td>Policy Development</td>
<td>Inputs, assesses and shapes department and ministerial policies from a commercial perspective</td>
</tr>
</tbody>
</table>
## Commercial Policy Advisor - Levels of mastery

The table below shows the level of mastery required for each technical capability within this role. For a full definition of the Awareness, Working, Practitioner and Expert levels, click on the name of each capability.

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<td>Awareness</td>
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<td>Working</td>
<td>Practitioner</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Market Analysis</td>
<td>Working</td>
<td>Working</td>
<td>Practitioner</td>
<td>Practitioner</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conflict Resolution</td>
<td>Awareness</td>
<td>Working</td>
<td>Practitioner</td>
<td>Practitioner</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policy Development</td>
<td>Awareness</td>
<td>Working</td>
<td>Practitioner</td>
<td>Expert</td>
</tr>
</tbody>
</table>

### Complexity

- **Low**
- **High**
Spot Buyer

A Spot Buyer will manage immediate transactional purchases as required, procuring specific items or services for up front settlement.

The technical capabilities for a Spot Buyer role are outlined below. [Click on the “Capability” button](#) to see the levels of mastery required for each within this role.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement Policy</td>
<td>Understands and implements commercial drivers and procurement policy objectives, applying them in sourcing projects and operations. Takes into account procurement legislation and case law &amp; overseas aid legislation</td>
</tr>
<tr>
<td>Risk Management</td>
<td>Systematically identifies and monitors risks &amp; issues, planning how to mitigate / respond to / escalate those risks and issues and implementing the responses</td>
</tr>
<tr>
<td>Benchmarking</td>
<td>Performs benchmarking of current category state and determines desired state and steps required to achieve this</td>
</tr>
<tr>
<td>Business Case and Benefits Realisation</td>
<td>Prepares, develops, commissions and updates business cases to justify the initiation and continuation of projects in terms of benefits, value for money and risk</td>
</tr>
<tr>
<td>Business Understanding</td>
<td>Identifies and understands business needs by working with senior internal stakeholders and identifying their importance for critical decision making</td>
</tr>
</tbody>
</table>
### Spot Buyer - Levels of mastery

The table below shows the level of mastery required for each technical capability within this role. For a full definition of the Awareness, Working, Practitioner and Expert levels, click on the name of each capability.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Commercial Support</th>
<th>Associate Commercial Practitioner</th>
<th>Commercial Practitioner</th>
<th>Commercial Lead</th>
<th>Associate Commercial Specialist</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement Policy</td>
<td>Working</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Expert</td>
<td>Expert</td>
</tr>
<tr>
<td>Risk Management</td>
<td>Working</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Expert</td>
<td>Expert</td>
</tr>
<tr>
<td>Benchmarking</td>
<td>Working</td>
<td>Practitioner</td>
<td>Expert</td>
<td>Expert</td>
<td>Expert</td>
</tr>
<tr>
<td>Business Case and Benefits Realisation</td>
<td>Working</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Expert</td>
</tr>
</tbody>
</table>

Note: The table uses a 1 to 5 scale for complexity, with 1 being Low and 5 being High.
### Commercial Business Analysis

A Commercial Business Analyst will gather requirements from across the business and align this to detailed market research to inform procurement strategy. They are skilled at communicating needs back to the business to ensure buy-in.

The technical capabilities for a Commercial Business Analysis role are outlined below. Click on the “Capability” button to see the levels of mastery required for each within this role.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Analysis</td>
<td>Understands how a market works and its impact on effective service delivery and value for money. Is able to see the 'big picture' and advise on market changes after gathering and analysing market specific data</td>
</tr>
<tr>
<td>Business Understanding</td>
<td>Identifies and understands business needs by working with senior internal stakeholders and identifying their importance for critical decision making</td>
</tr>
<tr>
<td>Supplier Engagement</td>
<td>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 manage supply chain</td>
</tr>
<tr>
<td>Requirements Gathering</td>
<td>Conducts stakeholder needs analysis and develops a clear and agreed view of business requirements and target outcomes</td>
</tr>
<tr>
<td>Business Context</td>
<td>Has commercial expertise and the ability to make informed commercial decisions and recommendations, understanding the impact of these upon the business as a whole</td>
</tr>
<tr>
<td>Translation of Business Needs</td>
<td>Communicates openly and effectively with stakeholders of all levels from across the business, translating complex commercial decisions into relatable concepts to promote understanding of wider business needs and securing buy-in</td>
</tr>
<tr>
<td>Strategic Sourcing</td>
<td>Understands business requirements and the market place, providing advice and challenge in the development of an overarching sourcing strategy</td>
</tr>
</tbody>
</table>
# Commercial Business Analysis - Levels of mastery

The table below shows the level of mastery required for each technical capability within this role. For a full definition of the Awareness, Working, Practitioner and Expert levels, click on the name of each capability.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Commercial Practitioner</th>
<th>Commercial Lead</th>
<th>Associate Commercial Specialist</th>
<th>Commercial Specialist</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Analysis</td>
<td>Practitioner</td>
<td>Expert</td>
<td>Expert</td>
<td>Expert</td>
</tr>
<tr>
<td>Business Understanding</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Expert</td>
<td>Expert</td>
</tr>
<tr>
<td>Supplier Engagement</td>
<td>Working</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Practitioner</td>
</tr>
<tr>
<td>Requirements Gathering</td>
<td>Working</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Expert</td>
</tr>
<tr>
<td>Business Context</td>
<td>Working</td>
<td>Practitioner</td>
<td>Expert</td>
<td>Expert</td>
</tr>
<tr>
<td>Strategic Sourcing</td>
<td>Awareness</td>
<td>Working</td>
<td>Practitioner</td>
<td>Expert</td>
</tr>
</tbody>
</table>

Complexity: Low, High
Category Management

Category Managers align commercial activity to certain categories, e.g. a product, service or market. Category Management can be approached either end-to-end, with individuals working across all stages of the procurement lifecycle, or may be focussed on one stage. Category Managers have deep expertise in their area. Category management can be understood as an approach to any of the CCF roles whereby the specific role applies to only one category.

The technical capabilities for a Category Management role are outlined below. Click on the “Capability” button to see the levels of mastery required for each within this role.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Category Management</td>
<td>Defines, seeks approval for and implements the commercial strategy for a project’s lifecycle</td>
</tr>
<tr>
<td>Category Sourcing Management</td>
<td>Understands business requirements and the market place, providing advice and challenge in the development of an overarching sourcing strategy</td>
</tr>
<tr>
<td>Category Procurement Management</td>
<td>Understands and implements commercial drivers and procurement policy objectives, applying them in sourcing projects and operations. Takes into account procurement legislation and case law and overseas aid legislation</td>
</tr>
<tr>
<td>Category Contract Management</td>
<td>Supporting colleagues in the commercial function by contributing to re-procurement and new sourcing exercises, as well as using information sources and ensuring contract governance set up.</td>
</tr>
<tr>
<td>Contract design and on-going</td>
<td>Developing the specification, evaluation criteria, terms and conditions as part of the bidders pack. Ensures that responses to clarification questions are responded to in a timely manner. Ensures that evaluators are confident in the use of e-sourcing tools and have a clear understanding of the evaluation criteria. Moderates evaluation scores efficiently and fairly</td>
</tr>
<tr>
<td>development</td>
<td></td>
</tr>
<tr>
<td>Tendering</td>
<td>Assesses the required nature of the relationship with the supplier(s) in line with organisational Strategic Supplier Management processes and strategy</td>
</tr>
<tr>
<td>Supplier Management</td>
<td>Manages contract variations and changes to ensure value for money. Takes a risk management approach whilst assessing the changes in contractual arrangements and engages stakeholders in order to conduct them. Holds suppliers to account, managing KPIs and tracking delivery to contractual obligations.</td>
</tr>
<tr>
<td>Contract Management</td>
<td></td>
</tr>
</tbody>
</table>
### Category Management - Levels of mastery

The table below shows the level of mastery required for each technical capability within this role. For a full definition of the Awareness, Working, Practitioner and Expert levels, click on the name of each capability.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Low</th>
<th>Complexity</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Category Management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial Strategy</td>
<td>Working</td>
<td></td>
<td>Practitioner</td>
</tr>
<tr>
<td>Strategic Sourcing</td>
<td>Awareness</td>
<td></td>
<td>Working</td>
</tr>
<tr>
<td>Procurement Policy</td>
<td>Awareness</td>
<td></td>
<td>Working</td>
</tr>
<tr>
<td>Contract Design and On-going Development</td>
<td>Working</td>
<td></td>
<td>Practitioner</td>
</tr>
<tr>
<td>Tendering</td>
<td>Awareness</td>
<td></td>
<td>Working</td>
</tr>
<tr>
<td>Category Sourcing Management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplier Management</td>
<td>Working</td>
<td></td>
<td>Practitioner</td>
</tr>
<tr>
<td>Contract Management</td>
<td>Working</td>
<td></td>
<td>Practitioner</td>
</tr>
<tr>
<td>Category Procurement Management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial Support</td>
<td>Working</td>
<td></td>
<td>Practitioner</td>
</tr>
<tr>
<td>Associate Commercial Practitioner</td>
<td>Practitioner</td>
<td></td>
<td>Practitioner</td>
</tr>
<tr>
<td>Commercial Practitioner</td>
<td>Practitioner</td>
<td></td>
<td>Expert</td>
</tr>
<tr>
<td>Commercial Lead</td>
<td>Expert</td>
<td></td>
<td>Practitioner</td>
</tr>
<tr>
<td>Associate Commercial Specialist</td>
<td>Practitioner</td>
<td></td>
<td>Expert</td>
</tr>
<tr>
<td>Commercial Specialist</td>
<td>Expert</td>
<td></td>
<td>Practitioner</td>
</tr>
<tr>
<td>Senior Commercial Specialist</td>
<td>Expert</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Complexity</strong></td>
<td>Low</td>
<td></td>
<td>High</td>
</tr>
</tbody>
</table>
## Commercial Strategy

**Commercial Strategists** will evaluate the market to outline a commercial strategy in line with the overall vision. They will use their influence to create strategic supplier relationships and negotiate critical contracts. They will manage projects, implementing rigorous governance and adherence to policy, sharing best practice across teams. They will also set commercial policy for government departments.

The technical capabilities for a Commercial Strategy role are outlined below. Click on the “Capability” button to see the levels of mastery required for each within this role.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Vision</td>
<td>Sets the overall commercial vision and strategy for the department focused on outcomes such as adding value to the citizen and making real, lasting change. Establishes a culture of delivery, continuous improvement, efficiency and value for money.</td>
</tr>
<tr>
<td>Commercial Strategy</td>
<td>Defines, seeks approval for and implements the commercial strategy for a project’s lifecycle.</td>
</tr>
<tr>
<td>Governance</td>
<td>Provides procurement project management and team mobilisation, managing deployment and utilisation of resources.</td>
</tr>
<tr>
<td>Market Analysis</td>
<td>Understands how a market works and its impact on effective service delivery and value for money. Is able to see the ‘big picture’ and advise on market changes after gathering and analysing market specific data.</td>
</tr>
<tr>
<td>Pipeline Management</td>
<td>Identifies, tracks &amp; escalates needs in specific parts of the organisation in order to prioritise and manage commercial activities to deliver the best outcomes for the business, identifying and engaging with potential suppliers to manage and secure the supply chain.</td>
</tr>
<tr>
<td>Innovation</td>
<td>Management of the framework and procurement processes via use of a framework, including specific maintenance activities and interaction with suppliers through the tender process.</td>
</tr>
<tr>
<td>Policy Development</td>
<td>Prepares, develops, commissions and updates business cases to justify the initiation and continuation of projects in terms of benefits, value for money and risk.</td>
</tr>
</tbody>
</table>
### Commercial Strategy - Levels of mastery

The table below shows the level of mastery required for each technical capability within this role. For a full definition of the Awareness, Working, Practitioner and Expert levels, click on the name of each capability.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Commercial Support</th>
<th>Associate Commercial Practitioner</th>
<th>Commercial Practitioner</th>
<th>Commercial Lead</th>
<th>Associate Commercial Specialist</th>
<th>Commercial Specialist</th>
<th>Senior Commercial Specialist</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Vision</td>
<td>Awareness</td>
<td>Working</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Expert</td>
<td>Expert</td>
</tr>
<tr>
<td>Governance</td>
<td>Awareness</td>
<td>Working</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Expert</td>
<td>Expert</td>
</tr>
<tr>
<td>Pipeline Management</td>
<td>Awareness</td>
<td>Working</td>
<td>Working</td>
<td>Practitioner</td>
<td>Expert</td>
<td>Expert</td>
<td>Expert</td>
</tr>
<tr>
<td>Innovation</td>
<td>Awareness</td>
<td>Working</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Expert</td>
</tr>
<tr>
<td>Policy Development</td>
<td>Awareness</td>
<td>Working</td>
<td>Working</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Expert</td>
</tr>
</tbody>
</table>

**Complexity**

- **Low**
- **High**
### Market Maker & Supplier Engagement

Market Maker and Supplier Engagement specialists will engage directly with suppliers across the market, managing the supply chain of critical products and services. They will have a deep understanding of business requirements and negotiate effectively to ensure that value for money is delivered and contingency suppliers are identified.

The technical capabilities for a Market Maker & Supplier Engagement role are outlined below. Click on the "Capability" button to see the levels of mastery required for each within this role.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplier Engagement</td>
<td>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 manage supply chain</td>
</tr>
<tr>
<td>Market Analysis</td>
<td>Understands how a market works and its impact on effective service delivery and value for money. Is able to see the 'big picture' and advise on market changes after gathering and analysing market specific data</td>
</tr>
<tr>
<td>Benchmarking</td>
<td>Performs benchmarking of current category state and determines desired state and steps required to achieve this</td>
</tr>
<tr>
<td>Pipeline Management</td>
<td>Identifies, tracks and escalates needs in specific parts of the organisation in order to prioritise and manage commercial activities to deliver the best outcomes for the business, identifying and engaging with potential suppliers to manage and secure the supply chain.</td>
</tr>
<tr>
<td>Business Case &amp; Benefits realisation</td>
<td>Prepares, develops, commissions and updates business cases to justify the initiation and continuation of projects in terms of benefits, value for money and risk</td>
</tr>
<tr>
<td>Business Understanding</td>
<td>Identifies and understands business needs by working with senior internal stakeholders and identifying their importance for critical decision making</td>
</tr>
</tbody>
</table>
### Market maker & Supplier Engagement - Levels of mastery

The table below shows the level of mastery required for each technical capability within this role. For a full definition of the Awareness, Working, Practitioner and Expert levels, click on the name of each capability.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Associate Commercial Practitioner</th>
<th>Commercial Practitioner</th>
<th>Commercial Lead</th>
<th>Associate Commercial Specialist</th>
<th>Commercial Specialist</th>
<th>Senior Commercial Specialist</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplier Engagement</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Expert</td>
<td>Expert</td>
<td>Expert</td>
<td>Expert</td>
</tr>
<tr>
<td>Market Analysis</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Expert</td>
<td>Expert</td>
<td>Expert</td>
</tr>
<tr>
<td>Benchmarking</td>
<td>Working</td>
<td>Practitioner</td>
<td>Practitioner</td>
<td>Expert</td>
<td>Expert</td>
<td>Expert</td>
</tr>
</tbody>
</table>

**Complexity**: Low to High
Framework Management involves management of all stages of the procurement process through use of specific frameworks, including specific system-based activity to facilitate tendering via the framework and engagement with suppliers. This involves soliciting the market, running and evaluating bids and selecting suppliers.

The technical capabilities for a Framework Management role are outlined below. Click on the “Capability” button to see the levels of mastery required for each within this role.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement Policy</td>
<td>Understands and implements commercial drivers and procurement policy objectives, applying them in sourcing projects and operations. Takes into account procurement legislation and case law &amp; overseas aid legislation</td>
</tr>
<tr>
<td>Procurement Project Management</td>
<td>Provides procurement project management and team mobilisation, managing deployment and utilisation of resources</td>
</tr>
<tr>
<td>Solutions Development</td>
<td>Identifies and analyses various delivery options to select optimal solution</td>
</tr>
<tr>
<td>Risk Management</td>
<td>Systematically identifies and monitors risks &amp; issues, planning how to mitigate / respond to / escalate those risks and issues and implementing the responses</td>
</tr>
<tr>
<td>Framework Management</td>
<td>Management of the framework and procurement processes via use of a framework, including specific maintenance activities and interaction with suppliers through the tender process</td>
</tr>
<tr>
<td>Business Case and Benefits Realisation</td>
<td>Prepares, develops, commissions and updates business cases to justify the initiation and continuation of projects in terms of benefits, value for money and risk</td>
</tr>
<tr>
<td>Systems Expertise</td>
<td>Understanding of specific systems underpinning commercial activity and strong working knowledge of how to use these systems</td>
</tr>
</tbody>
</table>
The table below shows the level of mastery required for each technical capability within this role. For a full definition of the Awareness, Working, Practitioner and Expert levels, click on the name of each capability.
Procurement Officer

Procurement Officer is a key role within the management of all stages of the procurement process, mainly focused on tendering and enabling the supplier management process. The role involves soliciting the market, running and evaluating bids and selecting suppliers.

The technical capabilities for a Procurement Officer role are outlined below. Click on the “Capability” button to see the levels of mastery required for each within this role.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement Policy</td>
<td>Understands and implements commercial drivers and procurement policy objectives, applying them in sourcing projects and operations. Takes into account procurement legislation and case law &amp; overseas aid legislation</td>
</tr>
<tr>
<td>Supplier Engagement</td>
<td>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 manage supply chain</td>
</tr>
<tr>
<td>Business Case and Benefits</td>
<td>Prepares, develops, commissions and updates business cases to justify the initiation and continuation of projects in terms of benefits, value for money and risk</td>
</tr>
<tr>
<td>Realisation</td>
<td></td>
</tr>
<tr>
<td>Risk Management</td>
<td>Systematically identifies and monitors risks &amp; issues, planning how to mitigate / respond to / escalate those risks and issues and implementing the responses</td>
</tr>
<tr>
<td>Tendering</td>
<td>Developing the specification, evaluation criteria, terms and conditions as part of the bidders pack. Ensures that responses to clarification questions are responded to in a timely manner. Ensures that evaluators are confident in the use of e-sourcing tools and have a clear understanding of the evaluation criteria. Moderates evaluation scores efficiently and fairly</td>
</tr>
</tbody>
</table>
### Procurement Officer - Levels of mastery

The table below shows the level of mastery required for each technical capability within this role. For a full definition of the Awareness, Working, Practitioner and Expert levels, click on the name of each capability.

<table>
<thead>
<tr>
<th>Capability</th>
<th>Commercial Support</th>
<th>Associate Commercial Practitioner</th>
<th>Commercial Practitioner</th>
<th>Commercial Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement Policy</td>
<td>Awareness</td>
<td>Working</td>
<td>Practitioner</td>
<td>Expert</td>
</tr>
<tr>
<td>Supplier Engagement</td>
<td>Awareness</td>
<td>Working</td>
<td>Practitioner</td>
<td>Expert</td>
</tr>
<tr>
<td>Risk Management</td>
<td>Working</td>
<td>Working</td>
<td>Practitioner</td>
<td>Expert</td>
</tr>
<tr>
<td>Business Case and Benefits Realisation</td>
<td>Awareness</td>
<td>Working</td>
<td>Practitioner</td>
<td>Practitioner</td>
</tr>
<tr>
<td>Tendering</td>
<td>Working</td>
<td>Practitioner</td>
<td></td>
<td>Expert</td>
</tr>
</tbody>
</table>
Click on the below photos to find out more about each individual’s career story.

Jonathan Burgoyne
Commercial Advisor,
Foreign Commonwealth Office (FCO)

Tom Hyner
Commercial Deputy Director, Department for International Trade (DIT)

Fiona Phillips
Head of Commercial Army,
Ministry of Defence (MOD)

David Rainbird
Senior Commercial Manager,
Ministry of Justice (MOJ)

Fay Jack
Complex Transactions Team,
Cabinet Office (CO)

Philip Orumwense
Head of Category & Commercial Director for Universal Credit,
Department for Work & Pensions (DWP)

Melinda Johnson,
Commercial Director,
Department of Health (DH)

For more information about the breadth of opportunities a Commercial Career can offer, click here to access the Commercial Career Map.
Career stories - Jonathan Burgoyne, Commercial Advisor, FCO

Background
I received an offer to join the Commercial Apprenticeship at the FCO about a month before I was supposed to start University. I had no idea what either experience would be like; University can seem like the easy option when you’re not absolutely sure what you want to do. I decided to pursue the option that would provide me with valuable career experience and a professional qualification (and a salary!), knowing that these would stay with me forever even if I eventually decided to pursue another career path or revisit my education later down the line.

The Commercial Apprenticeship
The aspects of the apprenticeship that I most enjoyed, and which inspired me to continue on in the Commercial profession, were the variety and responsibility. You can have 3 or 4 different projects on the go, all of which are extremely different and give you the opportunity to explore different areas. The apprenticeship gives you the right set of skills to succeed in the job, as well a key qualification (level 4 CIPS diploma) and the opportunity to pursue this further.

Why Commercial?
You are given a vast amount of responsibility in Commercial from very early on. I work with people who are more senior and know their field infinitely more than I do, but when they come to me with a requirement, they will still listen to and respect what I have to say. Procurement is a profession where expertise is almost everything. You have to get buy in from senior members and get them to trust you to do your job effectively.

What was your career highlight so far?
I was very proud to be invited to the Commendation Ceremony for the National Counter Terrorism Policing Headquarters to receive a commendation for the Run and Tell Campaign. I was the Commercial Lead for sourcing the provider for the service and negotiating the contract. The anti-terrorism video that we commissioned was displayed on the BBC and I was very proud to know that I had a contribution to it. It was a memorable experience.

Advice for colleagues
Following the apprenticeship I was able to choose my specialism; I am now a Commercial Advisor for HR and Professional Services Category, taking on more strategic work. I would really recommend that colleagues make sure to seek out the challenges that commercial has to offer – don’t wait for them to come to you.

“For more information about the breadth of opportunities a Commercial Career can offer, click here to access the Commercial Career Map.”
Career stories - Fiona Phillips, Head of Commercial Army, MoD

Background
I joined MoD (at a very young age!) as a generalist and enjoyed a range of roles in different locations in finance, HR, project management and also public relations. I then decided that I might be better off focusing my career in a professional function. My time as a member of an in-house bid team had come to an end just as the Defence Procurement Agency was setting up in Bristol. I saw an appealing Commercial role advertised supporting the RAF’s Fast Jet simulators, was successful, and have never looked back!

What does your role entail?
Everything and anything that the Army touches! My current role is vast and hugely enjoyable and challenging as a result. For example taking just one day this week, I spent the morning in one meeting considering, and recommending approval of £180m worth of business cases for support arrangements for the Army’s fleet of Puma helicopters, a deployable Combat Water Supply System and updated Thermal Imaging for the Challenger 2 tank. In the afternoon I led a session on how we, in the Army, work with the Defence Equipment and Support origination to improve how we decide and design our routes to market, increase agility and pace and exploit categorisation of spend.

Career Highlight
Tricky to identify just one! But it has to be when I was appointed Head of Commercial for the Defence Infrastructure Organisation in my first Senior Civil Service role.

“I inherited a large team – just short of 200 commercial staff dispersed around c25 different sites. There was incoherency in how the function operated and was led and commercial didn’t have a strong voice in the organisation. We worked hard to turn it around, from the senior leadership team down to how teams worked better together. I was appointed onto the DIO Executive Committee and the commercial voice grew stronger across the organisation.

Advice for those considering a career in Commercial
Having a conversation with a commercial leader or friendly commercial officer is a good starting point. Don’t be put off thinking that there is so much to learn. We can teach commercial skills but we need people who have positive personal attributes, are enthusiastic, keen to learn and have some business acumen more broadly.

For more information about the breadth of opportunities a Commercial Career can offer, click here to access the Commercial Career Map.
Career stories - Tom Hyner, Commercial Deputy Director, DIT

Background

An accidental civil servant, I always thought that I would work in Politics after I left university – I was quite involved as an undergraduate. However, in my final year at University, reality hit and I started applying to graduate schemes that I thought would give me an intellectual challenge. I accepted a graduate programme placement and had a fantastic time working in both the private and public sectors.

My first civil service job was offered to me by the Treasury CIO who I had previously worked with. I ended up focussing on commercial work without even realising it. Since then I have worked in several departments and had a foray back to the private sector before joining the Commercial Function in DIT – my current role.

The Commercial Function

Commercial is interesting. It offers you challenge and a huge range of opportunities; the negotiations, working with people, problem solving... the diversity is enormous and I don’t think you get that in other professions.

I've spent a significant proportion of my career so far in the private sector which provided me the opportunity to be both a buyer and a supplier. Moving between various commercial roles gives you a different perspective on how to do the job and ultimately an added insight into the more procurement focussed approach traditionally used in government.

Commercial capabilities

In considering what’s most important to Professionals entering a commercial career – I believe it is the need to be mainly self-aware. Understanding what you’re good at and what you’re not good at; and working with others to fill those gaps.

What was your career highlight so far?

Definitely working at DIT and DExEU. Last year I set up the DExEU commercial team and I ran my first project as a CS1 (SCS1). The project turned around DIT’s income generation efforts- more than doubling the forecast revenues through redesigning the service offer, new staff training, and additional support and guidance. I am really proud of that.

What I am most excited about is my current role- I am helping move our function towards being an advisory partner and helping shape business policy rather than just being a procurement team. It’s a really exciting challenge.

The Future of Commercial

In the future, every single civil servant should understand the role of the Commercial Function and the part it plays in delivering on all our agendas, regardless of their job. We will need to become an increasingly multi-disciplinary function, well equipped to think about deals and policy deliverables from different perspectives.

For more information about the breadth of opportunities a Commercial Career can offer, click here to access the Commercial Career Map.
Career stories - David Rainbird, Senior Commercial Manager, MoJ

“Doing a commercial role gives you a sense of achievement because you realise you can make a difference that’s long lasting. For example, through my current work with the Community Rehabilitation Companies Contracts I know I can help reduce reoffending, and to me that is a great achievement.”

Background
I held a huge variety of roles prior to entering the Procurement profession - in electronics, service management and even as a bus driver! I started to gain more and more knowledge of Procurement and eventually held my first Public sector role as a Procurement Officer in the Defence Aviation Repair Agency. I purchased aircraft equipment, running tenders of multi £m contracts.

Another role in the public sector that’s very dear to me was at the Crown Prosecution Services where I was a Deputy Head and I led on their ICP programme. This shared service allowed evidence to be presented digitally in a court. It proved very successful for prosecutions and fraud cases and presenting evidence to jurors in a more user-friendly manner.

Why Commercial?
It is difficult to name only one main reason. You get such a sense of pride when you are managing these £ multimillion contracts, trying to get the best possible results not only for the department, but also for the taxpayer. When I work with suppliers, I look for solutions to reduce costs, whilst maintaining and/or improving quality.

The changes you can make are impacting the way organisations work and the services taxpayers have access to. Realising the scale of change you can make through Procurement is always a source of pride for me. As commercial people, we do have to think that it is important to save costs, however it is more important that the systems and processes we put in place are effective and we deliver good quality products and services to the general public.

Advice for colleagues
To succeed in Commercial it is critical that you work across all different areas, spending long enough in a role to acquire the relevant skills and then moving around. My experience has been vast and showed me that you develop capabilities with experience. Throughout the years you will make mistakes and you will also learn through your mistakes. You just need to be ethical, have solid people skills and understand procurement language.

It is not important what background you come from. If you’re prepared to work hard, know how to work with other people and find a good coach within the organisation and a mentor within the commercial function you will do really well. If you want to succeed, just listen and learn and don’t be afraid to ask questions!

For more information about the breadth of opportunities a Commercial Career can offer, click here to access the Commercial Career Map.
Career stories – Fay Jack, Complex Transactions Team, CO

**Background**

I’ve worked in legal and commercial roles for my entire career. I started off in Aerospace and Defence and later moved into Pharmaceuticals and Engineering. This has given me a feel for Commercial and how it works across industries and for different market leaders. I decided to join Government after speaking to a lady at an awards dinner, who dispelled many of the myths about working in Government and highlighted the exciting opportunities going on. I was confident Government would be a place where I could build a successful career. I never looked back from that point!

**What does your role entail?**

CTT is a hub of commercial specialists who individually excel in various commercial disciplines. For myself it is dispute resolution, negotiation and risk management. We work with departments on their most complex programmes and projects with high complexity and risk, overseeing and advising, to steer challenging programmes to a better path. What we actually do can really vary; I have led external mediations, developed IT exit strategies and worked on negotiation strategies for complex procurements. Our work is hugely diverse and very exciting, providing an excellent way to experience lots of departments and learn how they all work.

**Career Highlight**

My career highlight would be creating the Practice Areas within CTT. We now have one for IT and another for Dispute Resolution, the latter of which I currently lead. These practices are dedicated to sharing best practice and supporting capability across GCO. They provide practice materials and insights to share what’s happening across Government. This is making such a difference that it is a huge highlight for me.

**How do you best build Commercial acumen?**

The best way to build experience is experience; I am an advocate for hands-on learning. The quickest way to learn new things and advance yourself is to benefit from those more experienced than yourself and to make the most of the Commercial communities that are forming across Government. Soft skills then differentiate the good from the great; an ability to be resilient, innovate and influence with tact.

**Advice for those considering a career in Commercial**

Commercial is the heart of Government, where everything happens. Commercial teams procure the systems and manage the relationships underpinning operations across Central Government. Commercial makes everything come alive and is a great function to work within and network in, giving you exposure across the board. Take every opportunity to contribute, meet new people and learn new things.

For more information about the breadth of opportunities a Commercial Career can offer, click here to access the Commercial Career Map.
Career stories – Melinda Johnson, Commercial Director, DH

Background

I studied Psychology at university, and was planning to pursue a PhD when I got an interim job as a buyer for a small IT company and took to it like a duck to water; I loved talking to customers about their requirements and translating these into specifications, then engaging with suppliers and negotiating deals. My boss inspired me to consider a career in ‘buying’ and after gaining some great experience in what became the first step on my career ladder, I secured a place on BT’s graduate procurement programme where I joined what was then known as ‘IPS’ – the Institute of Purchasing and Supply. Over the next few years I gained experience in roles focussing on buying IT in various markets including working for blue chip companies and SMEs. I gained my membership of the Chartered Institute of Procurement and Supply (CIPS) and 11 years after that, my fellowship. CIPS is very important to me and embodies my career anchor.

Throughout my 30 year career to date, I have been hugely committed to CPD and wanted to support the development of our profession. I took a role in my local branch of CIPS and eventually became Chair, representing the North East. Later I was elected to CIPS Council, then Board, and became CIPS’ first Chair of Congress.

Joining the Civil Service

I’ve particularly enjoyed working in the civil service. Every time I’ve landed in a new role I’ve sought opportunities to build the role into something that would give me stretch. A highlight role was working at DfT as their Group Commercial Director, which entailed developing a group operating model for the Department and its ALBs, with collective priorities, shared responsibilities, and working with colleagues across many virtual teams. DfT was my most rewarding Commercial experience; exhilarating and technically challenging where I was really stretched as a commercial professional.

My role in Health

I’ve always wanted to work in Health; I’ve already met many people working in Health whose passion and commitment has inspired me. The warmth I have been greeted with has energised me. We have created the Strategic Commercial Steering Group and all the people involved have struck me with their energy and enthusiasm. I have stretched myself further by also being a director responsible for a number of companies owned by the department and am really enjoying this learning experience.

Advice for Commercial colleagues

Keep stretching yourself and prioritising CPD, learning about the whole business you are working in. To be really effective in commercial, it’s helpful to be able to communicate with people who don’t necessarily understand our profession and appreciate theirs to better sell the value you can add and form a business-wide team. I would advocate always learning new skills, beyond your professional home, ensuring you keep up to date with developments in the commercial profession.

For more information about the breadth of opportunities a Commercial Career can offer, click here to access the Commercial Career Map.
Career stories – Philip Orumwense, Head of Category & CD for Universal Credit, DWP

**Background**

I studied Politics at University before completing a Masters in Political Behaviour. Politics is all about power dynamics and bargaining; this attracted me to Procurement, leveraging the supply chain to create value for the side that you represent.

I worked for a series of automotive supply chain companies and eventually joined Siemens, working both in their automotive division and later on a £3bn outsourcing deal to transform the National Savings and Investment Institution. I reached the top and decided I wanted to join the public sector and do some public good, leading me to join DWP.

I have always stayed in DWP as I like what it represents; helping the most vulnerable in our society. I have moved through multiple roles in a diverse range of categories, before coming back to IT in my current role as Head of Category and Commercial Director for Universal Credit.

**Career Highlight**

In 2005 I helped to transform the technology solutions that moved our services from dedicated assets and infrastructure to paying purely for what we used with the supplier owning the infrastructure and hardware; Technology companies like EDS (HP), BT and Fujitsu would provide services to the department and charge purely on a consumption basis. These days we call this ‘cloud computing’ and it was highly novel at the time, saving the Government circa £1bn. It was incredibly fulfilling to deliver such cutting edge work.

I also worked closely with credit unions, ministers and the British Banking Association to help ‘financially excluded’ individuals. These are people who cannot simply open a bank account as you and I would; they regularly patronise payday lenders and fall victim to extortionate APR charges. We worked with the banks to enable them to open a bank account for receipt of benefits or pensions, and also protected the accounts from being accessed by the payday lenders.

This was really gratifying as we helped the most vulnerable people in our society to avoid becoming destitute or homeless. This sense of helping to deliver a public service which sits of our work is incredibly rewarding.

**Advice for Commercial colleagues**

Excellent negotiation skills are a fundamental building block; but to really succeed, good stakeholder management skills are essential. Know your stakeholders, understand their requirements and help them to deliver their objectives. Seek to leverage the extended capability and capacity that exists across government by networking across various functions and with the rest of our colleagues in the GCF. This is the best way to troubleshoot and resolve most issues; there’s an answer to everything, you just need to know who in your network to talk to. Finally, keep a keen eye on developing yourself, whilst developing others around you. Understand your skills gaps, find a mentor, use L&D opportunities and invest in yourself.

For more information about the breadth of opportunities a Commercial Career can offer, click [here](#) to access the Commercial Career Map.
Capabilities
A capability is a skill required to perform a certain task or role.

For the purposes of this framework, capabilities have been defined as:

a. **Technical capabilities** - specific capabilities required to perform a certain role, which have been described for each of the roles in the Framework

b. **Core capabilities** - capabilities that are consistently required to perform any Commercial role and have been included in the Capability Library

**Capabilities and roles**

The Commercial Career Framework outlines the set of technical capabilities required to perform an individual role. As shown in the pictures to the left, the CCF provides an overview of all capabilities required for a role with a description for each specific capability. The CCF also provides a ‘levels of mastery’ table to show the proficiency needed across all capabilities to perform a role at a certain level.

**Capabilities; the “bigger picture”**

You can also navigate this document by capabilities rather than roles. Each capability has been mapped to key roles which use that skill, as well as other capabilities that are commonly required alongside it.

**Levels of Mastery descriptions**

By clicking on a specific capability, you can find a description of what each level of mastery (awareness, working, practitioner, expert) means in practice.

For a full list of capabilities, please visit the Capability Library.
Below is an overview of the capabilities required in the Commercial profession. White boxes show technical capabilities, whilst pink boxes show core capabilities. Click into a capability to view its description, identify the roles for which that capability is required and for more information on building your skill.

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<th>Governance</th>
<th>Pipeline Management</th>
<th>Requirements Gathering</th>
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<td>Policy Development</td>
<td>Risk Management</td>
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</table>
Assurance

Establishes, plans and manages reviews at appropriate points during all stages of the project life cycle to evaluate progress against time, cost, quality, compliance and ongoing viability.

This capability is commonly identified within the Strategy and Policy Development pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Commercial Risk and Assurance Specialist

Other capabilities commonly required alongside Assurance are:

- Risk Management
- Quality Management
- Budgeting and Cost Management

Common entry points and possible career moves for these roles requiring use of the Assurance capability include:

- Policy and Legal Functions
- Finance, Audit & Project Delivery Functions

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- Managing Risks, Issues & Dependencies
- Project Planning
- How Projects Run

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
## Assurance - Levels of mastery

Establishes, plans and manages reviews at appropriate points during all stages of the project life cycle to evaluate progress against time, cost, quality, compliance and ongoing viability.

<table>
<thead>
<tr>
<th>Level of mastery</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Awareness</strong></td>
<td>Is aware of assurance processes (planning and managing reviews at appropriate points during all stages of the project life cycle to evaluate progress against time, cost, quality, compliance and ongoing viability)</td>
</tr>
<tr>
<td><strong>Working</strong></td>
<td>Can establish, plan and manage reviews at appropriate points during all stages of the project life cycle to evaluate progress against time, cost, quality, compliance and ongoing viability</td>
</tr>
<tr>
<td><strong>Practitioner</strong></td>
<td>Has experience in planning and managing reviews at appropriate points during all stages of the project life cycle to evaluate progress against time, cost, quality, compliance and ongoing viability. Trains others into using assurance processes</td>
</tr>
<tr>
<td><strong>Expert</strong></td>
<td>Has extensive experience in planning and managing reviews at appropriate points during all stages of the project life cycle to evaluate progress against time, cost, quality, compliance and ongoing viability. Trains others into using assurance processes and seeks to improve the review and planning process during the project cycle. Has conducted assurance processes on projects of different sizes.</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Managing Risks, Issues & Dependencies
- Project Planning
- How Projects Run

For a full list of capabilities, please visit the Capability Library. To view further information on this capability, please visit the Overview Slide.
Benchmarking

Works with tools and techniques that can be used to benchmark the current state of the category and determine desired future state and requirements in order to inform commercial decisions.

This capability is commonly identified within the Procurement pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Data Analysis
- Market Maker & Supplier Engagement Specialist
- Spot Buyer

Other capabilities commonly required alongside Benchmarking are:

- Business Understanding
- Business Case & Benefits Realisation
- Market Analysis

Common entry points and possible career moves for these roles requiring use of the Benchmarking capability include:

- IT profession (public & private sector)
- Analysis, DDaT and Project Delivery Functions

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- Analysis and Use of Evidence
- Finance Skills for All (1-12)
- Supplier Performance – Measurement and Management

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
# Benchmarking - Levels of mastery

Works with tools and techniques that can be used to benchmark the current state of the category and determine desired future state and requirements in order to inform commercial decisions.

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<tr>
<td>Awareness</td>
<td>Understands the concept of benchmarking and its use. Aware of tools and techniques that can be used to benchmark the current state of the category and to determine future supervision.</td>
</tr>
<tr>
<td>Working</td>
<td>Has the ability to work with tools and techniques that can be used to benchmark the current state of the category and determine desired future state and requirements.</td>
</tr>
<tr>
<td>Practitioner</td>
<td>Fully conversant with the use of tools and techniques in order to benchmark categories and determine future requirements. Understands the market in which the benchmark is conducted.</td>
</tr>
<tr>
<td>Expert</td>
<td>Fully conversant with the use of tools and techniques in order to benchmark categories and determine future requirements. Knowledgeable in the market in which the benchmark is conducted. Seeks to improve the benchmarking tools and/or leverage the most efficient tools across the commercial function.</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Analysis and Use of Evidence
- Finance Skills for All (1-12)
- Supplier Performance – Measurement and Management

For a full list of capabilities, please visit the [Capability Library](#).

To view further information on this capability, please visit the [Overview Slide](#).
Budgeting and Cost Management

Estimates costs, produces a budget and controls forecasts and actual spend against budget.

This capability is commonly identified within the Strategy and Policy Development pillar.

Common entry points and possible career moves for these roles requiring use of the Budgeting and Cost Management capability include:

- Policy and Legal Functions
- Finance, Audit & Project Delivery Functions

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- Working with Budgets
- Working with Finance in Government
- Finance Skills for All (1-12)

Other capabilities commonly required alongside Budgeting and Cost Management are:

- Risk Management
- Quality Management
- Assurance

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
Budgeting and Cost Management - Levels of mastery

Estimates costs, produces a budget and controls forecasts and actual spend against budget.

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<tr>
<td>Awareness</td>
<td>Understands the importance of baselining costs and producing budgets</td>
</tr>
<tr>
<td>Working</td>
<td>Assists with budgeting and cost forecasts and baselining. Can use market knowledge to inform his cost baselining research</td>
</tr>
<tr>
<td>Practitioner</td>
<td>Baselines costs using market knowledge and research and manages sourcing and benefits realisation plans. Creates budgets and cost models and associated financial, commercial and security concepts</td>
</tr>
<tr>
<td>Expert</td>
<td>Has extensive knowledge in baselining and forecasting costs, as well as managing and creating budgets. It is a recognised specialist in this area guiding others in best practice use</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Working with Budgets
- Working with Finance in Government
- Finance Skills for All (1-12)
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.

This capability is commonly identified within the Procurement pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Supplier Management
- Spot Buyer
- Contract Management

Other capabilities commonly required alongside Business Case and Benefits Realisation are:

- Supplier Management
- Risk Management
- Procurement Policy

Common entry points and possible career moves for these roles requiring use of the Business Case and Benefits Realisation capability include:

- Commercial Fast Stream/Apprenticeship
- Finance & HR Functions
- Framework Management & Procurement Officer roles

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- Understanding and Using Business Cases
- Project Planning
- Managing Business Performance: Stakeholder Identification

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
**Business Case and Benefits Realisation - Levels of mastery**

*Prepares, develops, commissions and updates business cases to justify the initiation and continuation of projects in terms of benefits, value for money and risk.*

<table>
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<tr>
<td><strong>Awareness</strong></td>
<td>Understands the importance of a business case and the processes required for its preparation, development, commissioning and approval.</td>
</tr>
<tr>
<td><strong>Working</strong></td>
<td>Assists with the preparation, development and commissioning of the business case. Has knowledge of the benefits realisation and understands the importance of monitoring against the set objectives.</td>
</tr>
<tr>
<td><strong>Practitioner</strong></td>
<td>Prepares, develops, commissions and seeks approval for the business case in order to justify the initiation and continuation of projects in terms of benefits, value for money and risk. Fully conversant with risk assessments that need to be integrated into the business case, as well as financial assessment and profiling.</td>
</tr>
<tr>
<td><strong>Expert</strong></td>
<td>Has significant experience in preparing, developing, commissioning and seeking approval for the business case in order to justify the initiation and continuation of large scale projects in terms of benefits, value for money and risk. Fully conversant with risk assessments that need to be integrated into the business case, as well as developing financial assessments and modelling.</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Understanding and Using Business Cases
- Project Planning
- Managing Business Performance: Stakeholder Identification

For a full list of capabilities, please visit the **Capability Library**. To view further information on this capability, please visit the **Overview Slide**.
Business Context

Has commercial expertise and the ability to make informed commercial decisions and recommendations, understanding the impact of these upon the business as a whole.

This capability is commonly identified within the Strategy & Policy Development job pillar.

Common entry points and possible career moves for these roles requiring use of the Business Context capability include:

- Procurement Officer and Supplier Management roles
- Finance, HR, Legal and Policy Functions & CCS
- Private Sector strategic roles

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- Managing Reactions to Change
- Leading People Through Change
- Business Continuity Management – Key Strategies and Processes
- Unconscious Bias

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
Business Context - Levels of mastery

Has commercial expertise and the ability to make informed commercial decisions and recommendations, understanding the impact of these upon the business as a whole.

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<tbody>
<tr>
<td>Awareness</td>
<td>Has commercial knowledge and understands the business in which the commercial processes are conducted.</td>
</tr>
<tr>
<td>Working</td>
<td>Has commercial expertise and the ability to make informed commercial decisions and recommendations, understanding the impact of these upon the business as a whole.</td>
</tr>
<tr>
<td>Practitioner</td>
<td>Has commercial expertise and the ability to make informed commercial decisions and recommendations on projects and contracts of different sizes, understanding the impact of these upon the business as a whole. Monitors progress against the business objectives and works with stakeholders to suggest improvements through the life of the contract/ process performed.</td>
</tr>
<tr>
<td>Expert</td>
<td>Has extensive commercial expertise and the experience in making informed commercial decisions and recommendations, understanding the impact of these upon the business as a whole. Monitors progress against the business objectives and works with stakeholders to suggest improvements through the life of the contract/ process performed. Identifies changes in the business needs of the organisation and develops new strategies accordingly.</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Managing Reactions to Change
- Business Continuity Management – Key Strategies and Processes
- Leading People Through Change
- Unconscious Bias

For a full list of capabilities, please visit the Capability Library. To view further information on this capability, please visit the Overview Slide.
**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*

This capability is commonly identified within the Business Needs and Sourcing pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Procurement Officer, Commercial Business Analysis and Supplier Management roles
- Operational roles within Procurement & Contract Management

These possible moves are visually displayed on the [Commercial Career Map](#).

Other capabilities commonly required alongside Business Partnering are:

- Procurement Policy
- Supplier Engagement
- Influencing

The following learning opportunities are available to help you develop this capability:

- High Impact Communication
- Leading People Through Change
- Influencing Skills
- Collaboration Across Departments, Government and Beyond

For a full list of capabilities, please visit the [Capability Library](#). To view further detail on this capability, please visit the [Levels of Mastery](#).
# Business Partnering - Levels of mastery

*Works closely with senior internal stakeholders from across the business, providing direction to inform strategy and critical decision making at the top level*

<table>
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<tr>
<th>Level of mastery</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Awareness</td>
<td>Understands the need to work closely with senior internal stakeholders and can identify who these are and their importance for critical decisions</td>
</tr>
<tr>
<td>Working</td>
<td>Assists with senior internal stakeholder management across the business and helps them be informed about business elements that aim to move forward critical decision making at the top level</td>
</tr>
<tr>
<td>Practitioner</td>
<td>Engages senior internal stakeholders across the business and is aware of the business needs, providing direction to inform strategy and critical decision making at the top level</td>
</tr>
<tr>
<td>Expert</td>
<td>Has extensive experience working with senior internal stakeholders across the business and providing direction to inform strategy and critical decision making at the top level</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:
Business Understanding

Identifies and understands business needs by working with senior internal stakeholders and identifying their importance for critical decision making.

This capability is commonly identified within the Business Needs and Sourcing pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Market Maker & Supplier Engagement Specialist
- Commercial Policy Advisor
- Procurement Strategy

Other capabilities commonly required alongside Business Understanding are:

- Procurement Policy
- Supplier Engagement
- Influencing

Common entry points and possible career moves for these roles requiring use of the Business Understanding capability include:

- IT profession (public & private sectors)
- Policy, Legal, Audit, Project Delivery, Finance & HR Functions
- Supplier Management & Procurement Officer roles

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- Managing Business Performance: Stakeholder Identification
- Identifying Customer and Stakeholder Requirements
- Influencing Skills
- Understanding and Using Business Cases

For a full list of capabilities, please visit the Capability Library.

To view further detail on this capability, please visit the Levels of Mastery.
## Business Understanding - Levels of mastery

*Identifies and understands business needs by working with senior internal stakeholders and identifying their importance for critical decision making*

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<td><strong>Working</strong></td>
<td>Assists with senior internal stakeholder management across the business and helps them be informed about business elements that aim to move forward critical decision making at the top level</td>
</tr>
<tr>
<td><strong>Practitioner</strong></td>
<td>Engages senior internal stakeholders across the business and is aware of the business needs, providing direction to inform strategy and critical decision making at the top level</td>
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<td><strong>Expert</strong></td>
<td>Has extensive experience working with senior internal stakeholders across the business and providing direction to inform strategy and critical decision making at the top level</td>
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</table>

The following learning opportunities are available to help you develop this capability:

- **Managing Business Performance:** Stakeholder Identification
- **Influencing Skills**
- **Identifying Customer and Stakeholder Requirements**
- **Understanding and Using Business Cases**

For a full list of capabilities, please visit the [Capability Library](#). To view further information on this capability, please visit the [Overview Slide](#).
Commercial Strategy

Defines, seeks approval for and implements the Commercial Strategy for a project’s lifecycle

This capability is commonly identified within the Strategy & Policy Development pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Strategic Category Management
- Category Sourcing Management
- Commercial Strategy

Other capabilities commonly required alongside Commercial Strategy are:

- Commercial Strategy
- Strategic Sourcing
- Procurement Policy

Common entry points and possible career moves for these roles requiring use of the Commercial Strategy capability include:

- Sideways moves between different Categories to build expertise are highly beneficial
- Procurement Strategy and Category Procurement Management Roles

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- Principles of Category Management and Strategic Sourcing
- Project Planning
- Business Continuity Management – Key Strategies and Processes

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
# Commercial Strategy - Levels of mastery

*Defines, seeks approval for and implements the Commercial Strategy for a project’s lifecycle*

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<tbody>
<tr>
<td><strong>Awareness</strong></td>
<td>Understands and has knowledge of the processes needed to define, approve and implement a Commercial strategy for a project’s lifecycle</td>
</tr>
<tr>
<td><strong>Working</strong></td>
<td>Has the ability to defines, seek approval for and implement the Commercial Strategy for a project’s lifecycle. Assists with the planning and goal setting for the commercial strategy</td>
</tr>
<tr>
<td><strong>Practitioner</strong></td>
<td>Leads all planning and preparation, goal setting and tactics for the commercial strategy during the project’s lifecycle. Works with stakeholders both internally and externally in order to understand the business needs and wider cross-departmental strategies and then builds those needs into the strategy</td>
</tr>
<tr>
<td><strong>Expert</strong></td>
<td>Has extensive experience in developing and implementing commercial strategies and leading the planning, goal setting and tactics during the project’s lifecycle. Has build relationships with stakeholders both internally and externally</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Principles of Category Management and Strategic Sourcing
- Project Planning
- Business Continuity Management – Key Strategies and Processes

For a full list of capabilities, please visit the Capability Library. To view further information on this capability, please visit the Overview Slide.
Commercial Vision

Sets the overall commercial vision and strategy for the department focused on outcomes such as adding value to the citizen and making real, lasting change.

Establishes a culture of delivery, continuous improvement, efficiency and value for money

This capability is commonly identified within the Strategy and Policy Development pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Commercial Strategy
- Commercial Policy Advisor

Other capabilities commonly required alongside Commercial Vision are:

- Market Analysis
- Policy Development
- Business Understanding

Common entry points and possible career moves for these roles requiring use of the Commercial Vision capability include:

- Policy, Finance, HR, Legal and Audit Functions
- Private sector strategic roles

These possible moves are visually displayed on the Commercial Career Map

The following learning opportunities are available to help you develop this capability:

- Developments in Commercial Law
- Inclusive Leadership
- Planning and Implementing Change

For a full list of capabilities, please visit the Capability Library

To view further detail on this capability, please visit the Levels of Mastery
## Commercial vision - Levels of mastery

Sets the overall commercial vision and strategy for the department focused on outcomes such as adding value to the citizen and making real, lasting change. Establishes a culture of delivery, continuous improvement, efficiency and value for money.

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<tbody>
<tr>
<td><strong>Awareness</strong></td>
<td>Understands the need for setting a commercial vision and the elements that constitute a commercial strategy for the department. Seeks to bring forward strategic ideas focused on continuous improvement, efficiency, value for money and lasting change.</td>
</tr>
<tr>
<td><strong>Working</strong></td>
<td>Assists with setting the overall commercial vision and strategy for the department focused on outcomes such as adding value to the citizen and making real, lasting change. Contributes to creating a culture of delivery, continuous improvement, efficiency and value for money.</td>
</tr>
<tr>
<td><strong>Practitioner</strong></td>
<td>Sets the overall commercial vision and strategy for the department focused on outcomes such as adding value to the citizen and making real, lasting change. Establishes a culture of delivery, continuous improvement, efficiency and value for money.</td>
</tr>
<tr>
<td><strong>Expert</strong></td>
<td>Has extensive experience in developing commercial visions and strategies focused on outcomes such as adding value to the citizen and making real, lasting change. Establishes a culture of delivery, continuous improvement, efficiency and value for money. Demonstrates experience of gathering and collating lessons from broader commercial teams to feed into future strategies.</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:
Contract Administration

Understands, uses and manages contract-related information systems and documentation

This capability is commonly identified within the Contract and Supplier Management pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Contract Administration

Other capabilities commonly required alongside Contract Administration are:

- Systems Expertise
- Business Case & Benefits Realisation

Common entry points and possible career moves for these roles requiring use of the Contract Administration capability include:

- Contract Management and Category Contract Management roles
- Finance Function

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- Finance Skills for All (1-12)
- Open Book Contract Management
- Contract Management Best Practice Guide and Toolkit

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
Contract Administration - Levels of mastery

Understands, uses and manages contract-related information systems and documentation

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<th>Level of mastery</th>
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<tbody>
<tr>
<td>Awareness</td>
<td>Is aware of the processes used to manage contract-related information</td>
</tr>
<tr>
<td>Working</td>
<td>Has the ability to use and manage contract-related information systems and documentation</td>
</tr>
<tr>
<td>Practitioner</td>
<td>Has experience in using contract-related information systems and documentation for small to large scale contracts</td>
</tr>
<tr>
<td>Expert</td>
<td>Has knowledge and experience in contract administration and guides others in managing contract-related information systems and documentation</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Finance Skills for All (1-12)
- Open Book Contract Management
- Contract Management Best Practice Guide and Toolkit

For a full list of capabilities, please visit the Capability Library. To view further information on this capability, please visit the Overview Slide.
Contract Design and On-going Development

Supporting colleagues in the commercial function by contributing to re-procurement and new sourcing exercises, as well as using information sources and ensuring contract governance set up.

This capability is commonly identified within the Procurement pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Contract Administration
- Spot Buyer
- Procurement Officer

Other capabilities commonly required alongside Contract Design and On-going Development are:

- Contract Management
- Risk Management
- Procurement Policy

Common entry points and possible career moves for these roles requiring use of the Contract Design and On-going Development capability include:

- Contract Management, Supplier Management and Category Contract Management roles
- Finance, HR and Legal Functions

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- The Law of Contracts and IP
- Developing Contracts
- Recent Developments in Contract Law
- Contract Management Best Practice Guide and Toolkit

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
Contract Design and On-going Development - Levels of mastery

Supporting colleagues in the commercial function by contributing to re-procurement and new sourcing exercises, as well as using information sources and ensuring contract governance set up.

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<th>Level of mastery</th>
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<tbody>
<tr>
<td>Awareness</td>
<td>Understands the concept of contract design and the need for on-going development.</td>
</tr>
<tr>
<td>Working</td>
<td>Has the ability to work with tools and techniques to support colleagues in the commercial function by contributing to re-procurement and new sourcing exercises, as well as using information sources and ensuring contract governance set up.</td>
</tr>
<tr>
<td>Practitioner</td>
<td>Has experience in contributing to re-procurement and new sourcing exercises and upskills others in this area. Checks the information sources and ensures contract governance set up, as well as carries out risk assessments for this.</td>
</tr>
<tr>
<td>Expert</td>
<td>Fully conversant with the use of tools and techniques used to support colleagues in the commercial function by contributing to re-procurement and new sourcing exercises, as well as using information sources and ensuring contract governance set up.</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- The Law of Contracts and IP
- Developing Contracts
- Recent Developments in Contract Law
- Contract Management: Best Practice Guide and Toolkit

For a full list of capabilities, please visit the Capability Library. To view further information on this capability, please visit the Overview Slide.
Contract Management

Manages contract variations and changes to ensure value for money. Takes a risk management approach whilst assessing the changes in contractual arrangements and engages stakeholders in order to conduct them. Holds suppliers to account, managing KPIs and tracking delivery to contractual obligations.

This capability is commonly identified within the Contract and Supplier Management pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Contract Management
- Category Contract Management
- Contract Administration

Other capabilities commonly required alongside Contract Management are:

- Supplier Management
- Negotiation
- Risk Management

Common entry points and possible career moves for these roles requiring use of the Contract Management capability include:

- Supplier and Framework Management roles, and cross-Category moves
- Finance Function

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- Contract Management: Best Practice Guide and Toolkit
- Operational Contracts Finance Training
- Open Book Contract Management
- Contract Management: Building Relationships in Business (MOOC)

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
Contract Management - Levels of mastery

Manages contract variations and changes to ensure value for money. Takes a risk management approach whilst assessing the changes in contractual arrangements and engages stakeholders in order to conduct them. Holds suppliers to account, managing KPIs and tracking delivery to contractual obligations.

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<tbody>
<tr>
<td><strong>Awareness</strong></td>
<td>Aware of and understands organisational contract management processes (contract variations, the need for change control, risk management)</td>
</tr>
<tr>
<td></td>
<td>Understands organisational contract management processes and has experience of using them. Recognises that the scale and depth of contract management is dependent on the nature of the contract and its importance to achieving organisational and policy goals. Is able to assist with risk management processes (risk planning, ensuring compliance and monitoring risks) during the contract management processes</td>
</tr>
<tr>
<td><strong>Working</strong></td>
<td>Knowledgeable of organisational contract management processes and has experience of using them. Recognises that the scale and depth of contract management is dependent on the nature of the contract and its importance to achieving organisational and policy goals. Has experience managing different size contracts and conducting the risk management process when assessing contract variations. Works with stakeholders to ensure all contract management processes are correctly conducted</td>
</tr>
<tr>
<td><strong>Practitioner</strong></td>
<td>Has extensive experience in conducting organisational contract management processes and assessing their risk to the organisation and procurement strategy. Has an informed vision on how the scale and depth of contract management is dependent on the nature of the contract and its importance to achieving organisational and policy goals, having managed different size contract. Is a recognised specialist in this area and seeks to improve contract management processes used within the department</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Contract Management Best Practice Guide and Toolkit
- Operational Contracts Finance Training
- Open Book Contract Management
- Contract Management: Building Relationships in Business (MOOC)

For a full list of capabilities, please visit the Capability Library. To view further information on this capability, please visit the Overview Slide.
Framework Management

Management of the framework and procurement processes via use of a framework, including specific maintenance activities and interaction with suppliers through the tender process.

This capability is commonly identified within the Procurement pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Framework Management

Other capabilities commonly required alongside Framework Management are:

- Procurement Project Management
- Risk Management
- Solutions Development

Common entry points and possible career moves for these roles requiring use of the Framework Management capability include:

- Commercial Fast Stream/Apprenticeship
- Finance, HR and Legal Functions

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- Supplier Performance – Measurement and Management
- EU Public Procurement Law: Introduction
- Supplier Appraisal and Financial Analysis

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
## Framework Management - Levels of mastery

Management of the framework and procurement processes via use of a framework, including specific maintenance activities and interaction with suppliers through the tender process.

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<tr>
<td><strong>Awareness</strong></td>
<td>Has knowledge of framework management and the procurement processes via using a framework, including maintenance activities and the importance of interacting with suppliers through the tender process.</td>
</tr>
<tr>
<td><strong>Working</strong></td>
<td>Has knowledge and the ability to work with frameworks and use procurement processes via a framework (incl. maintenance activities) and interacts with suppliers through the tender process.</td>
</tr>
<tr>
<td><strong>Practitioner</strong></td>
<td>Has experience in working with frameworks and using procurement processes via a framework (incl. maintenance activities) and interacts with suppliers through the tender process. Identifies where changes in the contract are required, adopting strategies that support the negotiation and implementation of these required changes within the legal framework. Has experience navigating the EU legislative framework and implement resource efficient strategies that result in achievement of policy objectives.</td>
</tr>
<tr>
<td><strong>Expert</strong></td>
<td>Is a recognised specialist in working with frameworks and using procurement processes via a framework (incl. maintenance activities) and interacts with suppliers through the tender process. Identifies where changes in the contract are required, adopting strategies that support the negotiation and implementation of these required changes within the legal framework. Has experience navigating the EU legislative framework and implement resource efficient strategies that result in achievement of policy objectives. Trains others in the field and improves framework processes.</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Supplier Performance – Measurement and Management
- EU Public Procurement Law: Introduction
- Supplier Appraisal and Financial Analysis

For a full list of capabilities, please visit the **Capability Library**. To view further information on this capability, please visit the **Overview Slide**.
Innovation

The ability to think of, research and apply new ideas and ways of doing things. Encourages and supports innovations from others, is willing to experiment and follow ideas through to implementation. Has a good understanding of Intellectual Property Rights

This capability is commonly identified within the Strategy and Policy Development pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Commercial Strategy

Other capabilities commonly required alongside Innovation are:

- Commercial Vision
- Influencing
- Governance

Common entry points and possible career moves for these roles requiring use of the Innovation capability include:

- Private sector strategic roles
- Policy, Legal, Finance & HR Functions
- Supplier Management and Commercial Policy Advisor roles

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- Influencing Skills
- Problem Solving
- Collaboration Across Departments, Government and Beyond

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
# Innovation - Levels of mastery

The ability to think of, research and apply new ideas and ways of doing things. Encourages and supports innovations from others, is willing to experiment and follow ideas through to implementation. Has a good understanding of Intellectual Property Rights

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<tr>
<td>Awareness</td>
<td>Is aware of the importance of researching and applying new ideas and ways of doing things. Is willing to experiment and follow ideas through to implementation.</td>
</tr>
<tr>
<td>Working</td>
<td>Has experience in researching and applying new ideas to processes within the business/department. Has a “can-do” attitude, following ideas through to implementation and embeds Intellectual Property Rights throughout the implementation process.</td>
</tr>
<tr>
<td>Practitioner</td>
<td>Has experience in researching and applying new ideas to processes within the business/department. Has a “can-do” attitude, following ideas through to implementation and embeds Intellectual Property Rights throughout the implementation process. Trains others into leading innovation processes and managing change.</td>
</tr>
<tr>
<td>Expert</td>
<td>Has extensive experience in researching and applying new ideas to processes within the business/department. Is an inspirational leader in the field of innovation, following ideas through to implementation and embedding Intellectual Property Rights throughout the implementation process. Trains others into leading innovation processes and managing change.</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Influencing Skills
- Problem Solving
- Collaboration Across Departments, Government and Beyond

For a full list of capabilities, please visit the Capability Library. To view further information on this capability, please visit the Overview Slide.
Market Analysis

Understands how a market works and its impact on effective service delivery and value for money. Is able to see the ‘big picture’ and advise on market changes after gathering and analysing market specific data.

This capability is commonly identified within the Business Needs and Sourcing.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Data Analysis
- Market Maker and Supplier Engagement
- Contract Management

Other capabilities commonly required alongside Market Analysis are:

- Contract Management
- Benchmarking
- Procurement Policy

Common entry points and possible career moves for these roles requiring use of the Market Analysis capability include:

- IT profession (public & private sector) and Fast Stream
- Project Delivery, Analysis, DDaT and Finance Functions
- Supplier Management and Contract Administration roles

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- Supplier Appraisal and Financial Analysis
- Analysing Evidence: Effective Collaboration
- Analysis and Use of Evidence
- Principles of Category Management and Strategic Sourcing

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
### Market Analysis - Levels of Mastery

Understands how a market works and its impact on effective service delivery and value for money. Is able to see the ‘big picture’ and advise on market changes after gathering and analysing market specific data.

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<td><strong>Awareness</strong></td>
<td>Understands and has knowledge of how a market works and its impact on effective service delivery and value for money. Is comfortable with gathering analysing market specific data in order to outline trends and impact on contracts or the wider business.</td>
</tr>
<tr>
<td><strong>Working</strong></td>
<td>Understands and has knowledge of how a market works and its impact on effective service delivery and value for money. Has experience gathering analysing market specific data in order to outline trends and impact on contracts or the wider business. Has the ability to present the “big picture” and how it relates to the business area, based on the analysis undertaken.</td>
</tr>
<tr>
<td><strong>Practitioner</strong></td>
<td>Has knowledge of how a market works and its impact on effective service delivery and value for money. Has experience gathering analysing market specific data in order to outline trends and impact on contracts or the wider business. Is experienced in market forecasting and presenting the “big picture” and its impact on the business area, based on the analysis undertaken.</td>
</tr>
<tr>
<td><strong>Expert</strong></td>
<td>Has extensive knowledge of how a market works and its impact on effective service delivery and value for money. Is fully conversant with gathering analysing market specific data in order to outline trends and impact on contracts or the wider business. Is highly experienced in market forecasting and presenting the “big picture” and its impact on the business area, based on the analysis undertaken. Improves and exports best practice tools for market analysis.</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Supplier Appraisal and Financial Analysis
- Analysing Evidence: Effective Collaboration
- Analysis and Use of Evidence
- Principles of Category Management and Strategic Sourcing

For a full list of capabilities, please visit the Capability Library. To view further information on this capability, please visit the Overview Slide.
Pipeline Management

Identifies, tracks and escalates needs in specific parts of the organisation in order to prioritise and manage commercial activities to deliver the best outcomes for the business, identifying and engaging with potential suppliers to manage and secure the supply chain.

This capability is commonly identified within the Strategy and Policy Development pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Category Management
- Market Maker & Supplier Engagement Specialist
- Commercial Strategy

Other capabilities commonly required alongside Pipeline Management are:

- Business Understanding
- Business Case & Benefits Realisation
- Commercial Strategy

Common entry points and possible career moves for these roles requiring use of the Pipeline Management capability include:

- Private sector IT/strategic roles
- Policy, Finance, HR, Legal and Project Delivery Functions
- Commercial Policy Advisor and Supplier Management roles

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- Principles of Category Management and Strategic Sourcing
- Sustainable Procurement
- Lean Sourcing
- Collaboration Across Departments, Government and Beyond

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
Pipeline Management - Levels of mastery

Identifies, tracks and escalates needs in specific parts of the organisation in order to prioritise and manage commercial activities to deliver the best outcomes for the business, identifying and engaging with potential suppliers to manage and secure the supply chain.

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<tr>
<td>Awareness</td>
<td>Understands the importance of prioritisation of needs and the decision making process behind managing the pipeline</td>
</tr>
<tr>
<td>Working</td>
<td>Actively engages with the business to understand upcoming needs and makes recommendations as to upcoming sourcing/procurement requirements</td>
</tr>
<tr>
<td>Practitioner</td>
<td>Evaluates business needs across the organisation to develop a pipeline of opportunities and a strategy for ensuring these are met</td>
</tr>
<tr>
<td>Expert</td>
<td>Signs off the pipeline, ensuring all business needs are met in an efficient and timely manner and agreed at the most senior level</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Sustainable Procurement
- Lean Sourcing
- Collaboration Across Departments, Government and Beyond
- Principles of Category Management and Strategic Sourcing

For a full list of capabilities, please visit the Capability Library. To view further information on this capability, please visit the Overview Slide.
Policy Development

Inputs, assesses and shapes department and ministerial policies from a commercial perspective

This capability is commonly identified within the Strategy and Policy Development pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Commercial Strategy
- Commercial Policy Advisor

Other capabilities commonly required alongside Policy Development are:

- Market Analysis
- Policy Development
- Business Understanding

Common entry points and possible career moves for these roles requiring use of the Policy Development capability include:

- Private sector strategic roles
- Policy, Finance, HR, Audit and Legal Functions
- Supplier Management and Procurement Officer roles

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- Introduction to Policy
- Advising, Briefing and Drafting
- Developments in Commercial Law
- Identifying Customer and Stakeholder Requirements

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
# Policy Development- Levels of mastery

*Inputs, assesses and shapes department and ministerial policies from a commercial perspective*

<table>
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<tbody>
<tr>
<td>Awareness</td>
<td>Understands the importance of ensuring that commercial objectives are reflected in the development of policy</td>
</tr>
<tr>
<td>Working</td>
<td>Understands policy development procedures and takes an active interest in promoting commercial requirements</td>
</tr>
<tr>
<td>Practitioner</td>
<td>Contributes to the development of standards and policy to eradicate corruption, fraud and unethical behaviour, ensuring that commercial drivers are reflected in the development of policy</td>
</tr>
<tr>
<td>Expert</td>
<td>Expresses own opinion with credibility and gives formal advice to the policy team, shaping the direction of department and ministerial policies</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Introduction to Policy
- Developments in Commercial Law
- Advising, Briefing and Drafting
- Identifying Customer and Stakeholder Requirements

For a full list of capabilities, please visit the Capability Library. To view further information on this capability, please visit the Overview Slide.
**Procurement Policy**

*Understands and implements commercial drivers and procurement policy objectives, applying them in sourcing projects and operations. Takes into account procurement legislation and case law & overseas aid legislation*

**This capability is commonly identified within the Procurement pillar.**

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Procurement Strategy
- Framework Management
- Procurement Officer

Other capabilities commonly required alongside Procurement Policy are:

- Procurement Project Management
- Strategic Sourcing
- Solutions Development

Common entry points and possible career moves for these roles requiring use of the Procurement Policy capability include:

- Commercial Fast Stream/Apprenticeship
- Finance, HR and Legal Functions
- Supplier Management and Spot Buyer roles

These possible moves are visually displayed on the **Commercial Career Map**

The following learning opportunities are available to help you develop this capability:

- Sustainable Procurement
- EU Public Procurement Law: Introduction
- Lean Sourcing

For a full list of capabilities, please visit the Capability Library

To view further detail on this capability, please visit the Levels of Mastery
# Procurement Policy - Levels of mastery

*Understands and implements commercial drivers and procurement policy objectives, applying them in sourcing projects and operations. Takes into account procurement legislation and case law & overseas aid legislation.*

<table>
<thead>
<tr>
<th>Level of mastery</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Awareness</strong></td>
<td>Understands commercial and government drivers and procurement policy objectives and how these link in to wider public sector context.</td>
</tr>
<tr>
<td><strong>Working</strong></td>
<td>Understands current government commercial drivers and procurement policy requirements and is able to apply them in the work they carry out.</td>
</tr>
<tr>
<td><strong>Practitioner</strong></td>
<td>Develops implementation and resource plans in line with policy objectives and applies relevant EU legislation. Is able to successfully implement procurement policy objectives in all sourcing projects and is able to challenge risk averse behaviours where appropriate.</td>
</tr>
<tr>
<td><strong>Expert</strong></td>
<td>Expertly navigates the EU legislative framework and implement resource efficient strategies that result in achievement of policy objectives. Advises and coaches others in achieving value for money and shares best practices. Develops a clear sourcing strategy that reflects the needs of the business and is aligned to procurement policy objectives.</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Sustainable Procurement
- EU Public Procurement Law: Introduction
- Lean Sourcing

For a full list of capabilities, please visit the [Capability Library](#). To view further information on this capability, please visit the [Overview Slide](#).
Procurement Project Management

Provides procurement project management and team mobilisation, managing deployment and utilisation of resources

This capability is commonly identified within the Procurement pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Framework Management
- Procurement Officer
- Category Procurement Management

Other capabilities commonly required alongside Procurement Project Management are:

- Procurement Policy
- Business Case & Benefits Realisation
- Risk Management

Common entry points and possible career moves for these roles requiring use of the Procurement Project Management capability include:

- Commercial Fast Stream/Apprenticeship
- Finance, HR and Legal Functions
- Supplier Management and Spot Buyer roles

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- How Projects Run
- Working with Budgets
- Sustainable Procurement
- Project Planning

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
### Procurement Project Management - Levels of mastery

**Provides procurement project management and team mobilisation, managing deployment and utilisation of resources**

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<tbody>
<tr>
<td><strong>Awareness</strong></td>
<td>Understands that project planning and management techniques should be applied to procurement projects and that cross disciplinary teams need to be deployed in order to ensure success as part of a Lean sourcing approach.</td>
</tr>
<tr>
<td><strong>Working</strong></td>
<td>Applies a strong visual project management approach to procurement projects. Develops project plans and other key documentation, identifies risks and seeks project approvals</td>
</tr>
<tr>
<td><strong>Practitioner</strong></td>
<td>Assembles cross-disciplinary teams, including contract management, and applies strong project management disciplines. Selects appropriate project / programme management tools to underpin business requirements.</td>
</tr>
<tr>
<td><strong>Expert</strong></td>
<td>Seeks to maximise benefits for the project through effectively executing the commercial strategy. Oversees deployment of resources across various programmes of work.</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- How Projects Run
- Working with Budgets
- Sustainable Procurement
- Project Planning

For a full list of capabilities, please visit the [Capability Library](#). To view further information on this capability, please visit the [Overview Slide](#).
Quality Management

Plans, develops, maintains and applies quality management processes to ensure the adherence to those standards throughout the project delivery lifecycle.

This capability is commonly identified within the Strategy and Policy Development pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Commercial Risk & Assurance Specialist

Other capabilities commonly required alongside Quality Management are:

- Risk Management
- Assurance
- Security Management

Common entry points and possible career moves for these roles requiring use of the Quality Management capability include:

- Policy and Legal Functions
- Finance, Audit & Project Delivery Functions

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- Managing Risk, Issues and Dependencies
- Responsible for Information: General User
- Introduction to Project Delivery
- Assessing, Managing and Mitigating Risk

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
## Quality Management - Levels of mastery

Plans, develops, maintains and applies quality management processes to ensure the adherence to those standards throughout the project delivery lifecycle.

<table>
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<tbody>
<tr>
<td>Awareness</td>
<td>Understands the importance of quality management and adherence to these standards throughout the project delivery lifecycle.</td>
</tr>
<tr>
<td>Working</td>
<td>Applies quality management processes and adheres to those standards throughout the project delivery lifecycle.</td>
</tr>
<tr>
<td>Practitioner</td>
<td>Identifies step changes that transform flexibility, responsiveness and quality of services.</td>
</tr>
<tr>
<td>Expert</td>
<td>Responsible for delivery to the highest quality, coaching others in quality management processes and ensuring the spread of best practice.</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Managing Risks, Issues and Dependencies
- Responsible for Information: General User
- Introduction to Project Delivery
- Assessing, Managing and Mitigating Risk

For a full list of capabilities, please visit the Capability Library. To view further information on this capability, please visit the Overview Slide.
Requirements Gathering

Conducts stakeholder needs analysis and develops a clear and agreed view of business requirements and target outcomes

This capability is commonly identified within the Procurement pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Commercial Business Analysis

Other capabilities commonly required alongside Requirements Gathering are:

- Market Analysis
- Strategic Sourcing
- Business Understanding

Common entry points and possible career moves for these roles requiring use of the Requirements Gathering capability include:

- Policy and HR Functions & CCS
- Procurement Strategy Roles

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- Identifying Customer and Stakeholder Requirements
- Managing Business Performance: Stakeholder Identification
- Analysis and Use of Evidence

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
Requirements Gathering - Levels of mastery

Conducts stakeholder needs analysis and develops a clear and agreed view of business requirements and target outcomes

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<tbody>
<tr>
<td>Awareness</td>
<td>Understands the process of identifying business needs with input from key stakeholders</td>
</tr>
<tr>
<td>Working</td>
<td>Assists with running workshops with key business stakeholders (voice of the customer) in order to develop a clear understanding of the requirement</td>
</tr>
<tr>
<td>Practitioner</td>
<td>Engages and works with key stakeholders to develop a clear and agreed view of business requirements and target outcomes</td>
</tr>
<tr>
<td>Expert</td>
<td>Prioritises business needs across the department ensuring all requirements are reflected and appropriately understood before determining strategic priorities</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Identifying Customer and Stakeholder Requirements
- Managing Business Performance: Stakeholder Identification
- Analysis and Use of Evidence

For a full list of capabilities, please visit the Capability Library. To view further information on this capability, please visit the Overview Slide.
Risk Management

Systematically identifies and monitors risks & issues, planning how to mitigate / respond to / escalate those risks and issues and implementing the responses

This capability is identified in both the Strategy and Policy Development and Procurement pillars.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Commercial Risk and Assurance Specialist
- Framework Management
- Spot Buyer

Other capabilities commonly required alongside Risk Management are:

- Quality Management
- Assurance
- Security Management

Common entry points and possible career moves for these roles requiring use of the Risk Management capability include:

- Finance, Audit, Project Delivery, Policy and Legal Functions
- Contract Management and Procurement Officer roles

These possible moves are visually displayed on the Commercial Career Map

The following learning opportunities are available to help you develop this capability:

- Managing Risk, Issues and Dependencies
- Problem Solving
- Assessing, Managing and Mitigating Risk

For a full list of capabilities, please visit the Capability Library

To view further detail on this capability, please visit the Levels of Mastery
# Risk Management - Levels of mastery

Systematically identifies and monitors risks & issues, planning how to mitigate / respond to / escalate those risks and issues and implementing the responses.

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<tbody>
<tr>
<td>Awareness</td>
<td>Aware of the impact of risks and perceived risks, and ability to identify possible risks and escalate appropriately.</td>
</tr>
<tr>
<td>Working</td>
<td>Identifies perceived and relevant areas of risk, confirms there is a shared understanding of risk, how it is to be allocated and gains agreement on how it is to be managed.</td>
</tr>
<tr>
<td>Practitioner</td>
<td>Uses risk management in assessing contingency and business continuity. Applies judgement and manages risks to drive value for money and ensure robust outcomes during procurement and evaluation. Understands the key commercial risks across their department and ensures that these are robustly managed.</td>
</tr>
<tr>
<td>Expert</td>
<td>Manages risk at the senior executive level to get the correct outcomes for the government. Considers the long-term resilience of supply chains and takes opportunities to mitigate the risks and develop opportunities.</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Managing Risk, Issues and Dependencies
- Problem Solving
- Assessing, Managing and Mitigating Risk

For a full list of capabilities, please visit the [Capability Library](#). To view further information on this capability, please visit the [Overview Slide](#).
Security Management

Identifies and understands security requirements, developing evidence based strategies, evaluating options, impacts, risks and solutions and creating a security culture around the handling of information, physical, personnel and cyber risks.

This capability is identified in the Strategy and Policy Development pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Commercial Risk and Assurance Specialist

Other capabilities commonly required alongside Security Management are:

- Risk Management
- Quality Management
- Procurement Project Management

Common entry points and possible career moves for these roles requiring use of the Security Management capability include:

- Policy and Legal Functions
- Finance, Audit & Project Delivery Functions

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- Counter Fraud, Bribery and Corruption
- Responsible for Information: General User
- Problem Solving

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
Security Management - Levels of mastery

Identifies and understands security requirements, developing evidence based strategies, evaluating options, impacts, risks and solutions and creating a security culture around the handling of information, physical, personnel and cyber risks

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<tbody>
<tr>
<td>Awareness</td>
<td>Aware that the security requirements of departments are wide ranging and apply proportionally to all contracts (including protection of personal data and protection against theft). Consideration should include personnel, IT and physical concerns.</td>
</tr>
<tr>
<td>Working</td>
<td>Identifies personnel, cyber and physical security requirements for both the contractor and potential vendor ensuring that requirements are appropriate and proportionate throughout the contract life</td>
</tr>
<tr>
<td>Practitioner</td>
<td>Identifies perceived and relevant areas of security requirement, confirms there is a shared understanding of security requirement, how it is to be allocated and gains agreement on how it is to be managed.</td>
</tr>
<tr>
<td>Expert</td>
<td>Works closely with senior stakeholders to develop management strategies to satisfy all security requirements and promotes a culture of high security consciousness, spreading best practice in the identification and management of security concerns.</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Counter Fraud, Bribery and Corruption
- Responsible for Information: General User
- Problem Solving

For a full list of capabilities, please visit the Capability Library. To view further information on this capability, please visit the Overview Slide.
Solutions Development

Identifies and analyses various delivery options to select optimal solution

This capability is commonly identified within the Procurement pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Data Analysis
- Framework Management

Other capabilities commonly required alongside Solutions Development are:

- Systems Expertise
- Risk Management
- Procurement Policy

Common entry points and possible career moves for these roles requiring use of the Solutions Development capability include:

- Commercial Fast Stream/Apprenticeship
- Analysis & DDaT Functions

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- Identifying Customer and Stakeholder Requirements
- Problem Solving
- Analysing Evidence: Effective Collaboration

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
# Solutions Development - Levels of mastery

Identifies and analyses various delivery options to select optimal solution

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<tbody>
<tr>
<td><strong>Awareness</strong></td>
<td>Understands the importance of assessing multiple options for delivery when considering the potential solutions to a particular commercial need.</td>
</tr>
<tr>
<td><strong>Working</strong></td>
<td>Effectively articulates the requirement, marketplace and potential solutions. Collates and appraises delivery options to contribute to the development of an optimal solution to address a particular commercial need.</td>
</tr>
<tr>
<td><strong>Practitioner</strong></td>
<td>Strategically influences the requirement and solution development process, challenging wants over needs and seeking innovative solutions. Develops options for a business case, including articulating the associated benefits and supporting arguments for the preferred option.</td>
</tr>
<tr>
<td><strong>Expert</strong></td>
<td>Devises and implements successful collaborative solutions to drive financial benefits, analysing the needs of various customers and the market whilst minimising risk and maximising commercial advantage to the Contracting Authority. Encourages solutions development practices and supports teams to take calculated risks to drive innovative solutions in line with policy.</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Identifying Customer and Stakeholder Requirements
- Problem Solving
- Analysing Evidence: Effective Collaboration
Strategic Sourcing

Understands business requirements and the market place, providing advice and challenge in the development of an overarching sourcing strategy

This capability is commonly identified within the Business Needs and Sourcing pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Commercial Policy Advisor
- Procurement Strategy
- Commercial Business Analysis

Other capabilities commonly required alongside Strategic Sourcing are:

- Commercial Vision
- Business Understanding
- Collaboration

Common entry points and possible career moves for these roles requiring use of the Strategic Sourcing capability include:

- Policy, Finance, HR, Audit and Legal Functions & CCS
- Supplier Management and Procurement Officer roles

These possible moves are visually displayed on the Commercial Career Map

The following learning opportunities are available to help you develop this capability:

- Lean Sourcing
- Identifying Customer and Stakeholder Requirements
- Principles of Category Management and Strategic Sourcing
- Supplier Appraisal and Financial Analysis

For a full list of capabilities, please visit the Capability Library

To view further detail on this capability, please visit the Levels of Mastery
# Strategic Sourcing - Levels of mastery

*Understands business requirements and the marketplace, providing advice and challenge in the development of an overarching sourcing strategy*

<table>
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<tr>
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<tbody>
<tr>
<td><strong>Awareness</strong></td>
<td>Understands the elements of building a sourcing strategy and key considerations to address business needs and implement effectively</td>
</tr>
<tr>
<td><strong>Working</strong></td>
<td>Confirms the type of supplies/services that are required and identifies potentially suitable suppliers and markets</td>
</tr>
<tr>
<td><strong>Practitioner</strong></td>
<td>Understands business requirements and the marketplace, providing advice and challenge in the development of an overarching sourcing strategy</td>
</tr>
<tr>
<td><strong>Expert</strong></td>
<td>Develops a clear and agreed view of the needs of the business and how these fit into wider cross-government strategies. Defines the key roles and responsibilities of prime and sub contractors for delivery, security and KPIs. Ensures the strategy delivers return on investment and improves costs and delivery certainty</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Lean Sourcing
- Principles of Category Management and Strategic Sourcing
- Identifying Customer and Stakeholder Requirements
- Supplier Appraisal and Financial Analysis

For a full list of capabilities, please visit the [Capability Library](#) To view further information on this capability, please visit the [Overview Slide](#)
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 manage supply chain.

This capability is commonly identified within the Business Needs and Sourcing pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Procurement Strategy
- Market Maker & Supplier Engagement Specialist
- Commercial Business Analysis

Other capabilities commonly required alongside Supplier Engagement are:

- Business Understanding
- Market Analysis
- Business Context

Common entry points and possible career moves for these roles requiring use of the Supplier Engagement capability include:

- IT profession (public & private sector)
- Policy, HR and Project Delivery Functions & CCS
- Supplier Management and Procurement Officer roles

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- Supplier Behaviour
- Influencing Skills
- Advanced Negotiation
- Supplier Performance – Measurement and Management

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
### Supplier Engagement - Levels of mastery

*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 manage supply chain*

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<tbody>
<tr>
<td>Awareness</td>
<td>Understands the importance of supplier engagement across all stages of the procurement lifecycle, from defining sourcing requirements through to management of contracts and delivery.</td>
</tr>
<tr>
<td>Working</td>
<td>Supports supplier engagement processes and ensures that engagement has occurred across all necessary stages to ensure the organisation is ready to go-to-market, award a contract and manage supply chain.</td>
</tr>
<tr>
<td>Practitioner</td>
<td>Develops effective working relationships with supplier organisations to establish appropriate governance and relationship arrangements. Ensures the effective management of clarifications and change requests.</td>
</tr>
<tr>
<td>Expert</td>
<td>Engages with suppliers at the most senior level to ensure strategic relationship development across government, promoting a competitive landscape and secure supply.</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Supplier Behaviour
- Advanced Negotiations
- Influencing Skills
- Supplier Performance – Measurement and Management

For a full list of capabilities, please visit the Capability Library. To view further information on this capability, please visit the Overview Slide.
Supplier Management

Assesses the required nature of the relationship with the supplier(s) in line with organisational Strategic Supplier Management processes and strategy.

This capability is commonly identified within the Contract and Supplier Management pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Contract Management
- Supplier Management

Other capabilities commonly required alongside Supplier Management are:

- Negotiation
- Supplier Engagement
- Risk Management

Common entry points and possible career moves for these roles requiring use of the Supplier Management capability include:

- HR and Finance Functions
- Category Contract Management, Framework Management and Commercial Strategy roles

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- Supplier Relationship Management
- Supplier Performance – Measurement and Management
- Contract Management: Building Relationships in Business (MOOC)
- Going the Extra Mile for your Customer

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
Supplier Management - Levels of mastery

Assesses the required nature of the relationship with the supplier(s) in line with organisational Strategic Supplier Management processes and strategy

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<tbody>
<tr>
<td>Awareness</td>
<td>Understands the purpose of strategic Supplier Management and how this ties into the overall Commercial lifecycle</td>
</tr>
<tr>
<td>Working</td>
<td>Has the ability to identify key suppliers and articulate the management and engagement level required to assure the supply chain</td>
</tr>
<tr>
<td>Practitioner</td>
<td>Builds close relationships with strategic suppliers and acts as point of contact for the duration of the relationship</td>
</tr>
<tr>
<td>Expert</td>
<td>Actively seeks out and integrates with key suppliers, developing relationships at the most senior level in order to promote Commercial strategies within the department and across-government</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:
- Supplier Relationship Management
- Contract Management: Building Relationships in Business (MOOC)
- Supplier Performance – Measurement and Management
- Going the Extra Mile for Your Customer

For a full list of capabilities, please visit the Capability Library. To view further information on this capability, please visit the Overview Slide.
Systems Expertise

Understanding of specific systems underpinning commercial activity and strong working knowledge of how to use these systems

This capability is commonly identified within both the Procurement & Contract and Supplier Management pillars.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Contract Administration
- Framework Management
- Solutions Development
- Procurement Project Management
- Security Management

Other capabilities commonly required alongside Systems Expertise are:

- Security Management
- Procurement
- Project Management
- Solutions Development
- Development

Common entry points and possible career moves for these roles requiring use of the Systems Expertise capability include:

- Commercial Fast Stream/ Apprenticeship
- Contract Management, Procurement Officer and Category Contract Management roles

These possible moves are visually displayed on the Commercial Career Map

The following learning opportunities are available to help you develop this capability:

- Handling Challenging Customers
- Identifying Customer and Stakeholder Requirements
- Analysis and Use of Evidence

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
# Systems Expertise - Levels of mastery

**Understanding of specific systems underpinning commercial activity and strong working knowledge of how to use these systems**

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<tr>
<td><strong>Awareness</strong></td>
<td>Understands the specific systems used at each stage of the procurement lifecycle e.g. E-Procurement systems such as Bravo</td>
</tr>
<tr>
<td><strong>Working</strong></td>
<td>Contributes to the maintenance and updating of systems throughout the procurement lifecycle</td>
</tr>
<tr>
<td><strong>Practitioner</strong></td>
<td>Is responsible for the maintenance and updating of systems underpinning commercial activity</td>
</tr>
<tr>
<td><strong>Expert</strong></td>
<td>Has detailed expertise of systems underpinning commercial activity and is able to guide, advise and coach others in their use</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Handling Challenging Customers
- Identifying Customer and Stakeholder Requirements
- Analysis and Use of Evidence

For a full list of capabilities, please visit the [Capability Library](#). To view further information on this capability, please visit the [Overview Slide](#).
Tendering

Developing the specification, evaluation criteria, terms and conditions as part of the bidders pack. Ensures that responses to clarification questions are responded to in a timely manner. Ensures that evaluators are confident in the use of e-sourcing tools and have a clear understanding of the evaluation criteria. Moderates evaluation scores efficiently and fairly.

This capability is commonly identified within the Procurement pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Category Management
- Framework Management
- Procurement Officer

Other capabilities commonly required alongside Tendering are:

- Procurement Project Management
- Supplier Management
- Procurement Policy

Common entry points and possible career moves for these roles requiring use of the Tendering capability include:

- Finance, HR and Legal Functions
- Contract Management and Procurement Strategy Roles

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- Counter Fraud, Bribery and Corruption
- Unconscious Bias
- How do Buyers and Sellers Interact and Why?
- Supplier Relationship Management

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
# Tendering - Levels of mastery

*Developing the specification, evaluation criteria, terms and conditions as part of the bidders pack. Ensures that responses to clarification questions are responded to in a timely manner. Ensures that evaluators are confident in the use of e-sourcing tools and have a clear understanding of the evaluation criteria. Moderates evaluation scores efficiently and fairly.*

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<tbody>
<tr>
<td>Awareness</td>
<td>Understands the activities required within the tendering process and the required interactions with suppliers.</td>
</tr>
<tr>
<td>Working</td>
<td>Contributes actively to the tendering process, assisting with maintaining and monitoring the e-sourcing platform and tracking supplier responses.</td>
</tr>
<tr>
<td>Practitioner</td>
<td>Responsible for the tendering process, developing the tender documents to satisfy the appropriate business need and managing interactions with suppliers through from clarification questions to contract award. Moderates evaluations based upon agreed criteria.</td>
</tr>
<tr>
<td>Expert</td>
<td>Manages the tendering process, providing advice and guidance to drive development of tender documentation and interacting with clients at the most senior level. Takes final decision efficiently and fairly.</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Counter Fraud, Bribery and Corruption
- How do Buyers and Sellers Interact and Why?
- Unconscious Bias
- Supplier Relationship Management

For a full list of capabilities, please visit the [Capability Library](#). To view further information on this capability, please visit the [Overview Slide](#).
Translation of Business Needs

Communicates openly and effectively with stakeholders of all levels from across the business, translating complex commercial decisions into relatable concepts to promote understanding of wider business needs and securing buy-in.

This capability is commonly identified within the Business Needs and Sourcing pillar.

To learn more about applying this capability in a Commercial context, review the career path entries for the following roles:

- Commercial Business Analysis
- Market Maker & Supplier Engagement Specialist
- Spot Buyer

Other capabilities commonly required alongside Translation of Business Needs are:

- Business Context
- Market Analysis
- Business Understanding

Common entry points and possible career moves for these roles requiring use of the Translation of Business Needs capability include:

- IT profession (public & private sector)
- Policy, HR and Project Delivery Functions & CCS
- Procurement Officer and Procurement Strategy roles

These possible moves are visually displayed on the Commercial Career Map.

The following learning opportunities are available to help you develop this capability:

- Identifying Customer and Stakeholder Requirements
- High Impact Communication
- Managing Change Toolkit

For a full list of capabilities, please visit the Capability Library. To view further detail on this capability, please visit the Levels of Mastery.
## Translation of Business Needs - Levels of mastery

Communicates openly and effectively with stakeholders of all levels from across the business, translating complex commercial decisions into relatable concepts to promote understanding of wider business needs and securing buy-in.

<table>
<thead>
<tr>
<th>Level of mastery</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness</td>
<td>Understands the importance of working closely with other business areas to ensure that commercial needs are met.</td>
</tr>
<tr>
<td>Working</td>
<td>Has the ability to articulate business needs to commercial decision makers and in turn communicate the rationale for these decisions back to internal stakeholders.</td>
</tr>
<tr>
<td>Practitioner</td>
<td>Promotes the understanding of wider business needs throughout commercial teams, providing structured challenge where appropriate. Actively secures internal buy-in for the commercial strategy.</td>
</tr>
<tr>
<td>Expert</td>
<td>Ensures the commercial strategy effectively satisfies business needs and makes appropriate judgements as to the prioritisation of conflicting needs. Communicates and secures buy-in to the strategy at the most senior levels within the business.</td>
</tr>
</tbody>
</table>

The following learning opportunities are available to help you develop this capability:

- Identifying Customer and Stakeholder Requirements
- High Impact Communication
- Managing Change Toolkit

For a full list of capabilities, please visit the Capability Library. To view further information on this capability, please visit the Overview Slide.
Core Capability Library

Below is an overview of the Core capabilities required across roles in the Commercial profession.

To view the role-specific Technical capabilities, you can either view individual roles through the ‘Roles’ link above, or view the capability library linked at the bottom of this page.

Click into a capability to view its description, identify the roles for which that capability is required and for more information on building your skill.
# Collaboration - Levels of mastery

*Establishes and develops productive relationships with internal and external stakeholders, bringing people together to benefit the project*

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<td>Working</td>
<td><em>Has experience in applying this capability.</em></td>
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<td>Practitioner</td>
<td><em>Shares knowledge and experience of this capability, adapting the methods most appropriate for the environment.</em></td>
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<td><em>Has knowledge and experience in the application of this capability. It is a recognised advisor in this capability including user needs, leading or guiding others in best practice use.</em></td>
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The following learning opportunities are available to help you develop this capability:

- Collaboration Across Departments, Government and Beyond
- Equality and Diversity Essentials
- Analysing Evidence: Effective Collaboration

For a full list of capabilities, please visit the [Capability Library](#).
Conflict resolution - Levels of mastery

Recognises, anticipates and effectively deals with existing or potential conflicts at an individual, team or strategic level

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The following learning opportunities are available to help you develop this capability:

- Unconscious Bias
- Problem Solving
- Handling Challenging Customers

For a full list of capabilities, please visit the Capability Library.
Governance - Levels of mastery

Provides procurement project management and team mobilisation, managing deployment and utilisation of resources.

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The following learning opportunities are available to help you develop this capability:

- Project Planning
- How Projects Run
- Finance Skills for All (1-12)

For a full list of capabilities, please visit the Capability Library.
# Influencing - Levels of mastery

Influences, changes and impacts decisions with both internal and external stakeholders.

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The following learning opportunities are available to help you develop this capability:

- Influencing Skills
- Handling Challenging Customers
- High Impact Communications

For a full list of capabilities, please visit the Capability Library.
Negotiation - Levels of mastery

Establishes dialogue/negotiation strategies with clear parameters

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The following learning opportunities are available to help you develop this capability:

- Sustainable Procurement
- Influencing Skills
- Advanced Negotiation

For a full list of capabilities, please visit the Capability Library.