



# Commercial Skills and Competency Framework for Developing and Practitioner Levels



Document Title	Commercial Skills and Competency Framework for Developing and Practitioner Levels
Author	Ian Mackie and Jonathan Langley
Version	V4 16/10/15
Owner	© Crown Copyright 2015

<https://www.gov.uk/commercial-and-procurement-training>

# Commercial Skills and Competency Framework for Developing and Practitioner Levels

## 1. Purpose of the Framework

The Commercial Skills and Competency Framework for Developing and Practitioner Levels sets out the current skills, behaviours and competencies (e.g. judgement and confidence) which Civil Service commercial functions, and in particular those undertaking procurement activities, should demonstrate in delivering highly efficient, dynamic and professional procurement and commercial roles that deliver value for money to the taxpayer within a regulated environment. This framework is an important component of driving up organisational and individual capability as part of the commercial reform agenda. For those wanting to develop their commercial awareness, but commercial is not their principle activity, Civil Service Learning offers a suite of *awareness* products designed for every grade level. <https://civilservicelearning.civilservice.gov.uk/commercial>

The framework covers the three key components of the commercial cycle that are generally applicable to all central government departments – Pre Market, Sourcing and Contract and Supplier Management. It also incorporates two levels of integrated commercial skills and competencies – developing and practitioner. The Government Commercial Profession levels of skills and competencies, corresponding to the “Expert” grouping outlined in previous versions of this framework, are now detailed in full within the Professional Standards for Government Commercial Professionals.

This framework is designed to be used flexibly by departments to assist in the design of job descriptions, as part of recruitment processes and to assess the performance of staff within the appraisal process. The framework can also be used as a source document for the development of career pathways for those entering and established within the commercial function at all levels below the Government Commercial Profession levels (Commercial Lead, Associate Commercial Specialist, Commercial Specialist and Senior Commercial Specialist). The source document for the development of career pathways for those entering and established within the commercial function above this level is the Professional Standards for Government Commercial Professionals.

As the Government Commercial Function further develops and defines the core career levels – a new syllabus and curriculum will reflect the commercial value chain. This framework is therefore subject to further additions, amendment and collaborative development as the Government Commercial Function sets competency and experience standards to ensure that commercial staff can progress to more challenging roles at senior levels.

## 2. Ownership of the Framework

This framework is subject to Crown Copyright 2015 and will be maintained by the Government Commercial Function – in consultation with departmental representatives.

Enquiries about the framework should be directed to the Government Commercial Function: [commercialcapability@cabinetoffice.gov.uk](mailto:commercialcapability@cabinetoffice.gov.uk).

### 3. How the framework fits into the capability development and improvement agenda for professionals

This framework supports the Professional Standards for Government Commercial Professionals in providing the platform on which professional development, role design, performance, recruitment and retention should be based. The framework also supports the development of an integrated curriculum.

This framework should be read alongside the Civil Service Competency Framework, particularly with regards to the good security behaviours that are expected of you as civil servants, we are all responsible for the security of government assets whether that is information, services, buildings or our staff. Our responsibility for security is enforced both in the Civil Service Code and the Security Policy Framework (<https://www.gov.uk/government/publications/security-policy-framework>). The commercial profession should support good security behaviour and this framework emphasises the particular security challenges that commercial officers should consider.

### 4. The components of the Skills Framework and how it should be used

The framework comprises of three components:

1. Pre Market – the process and skills to understand the market place in the development and delivery of a commercial strategy.
2. Sourcing - the commercial process, agreements and skills required to acquire goods, works and services that will deliver business outcomes, specifically legality and value for money maximisation from existing commercial agreements.
3. Contract and Supplier Management (Post-Contract Award) – the process and skills used to manage the successful delivery of business outcomes and seek to maximise value through the duration of the contract.

#### The Skill Levels in this framework:

The framework is aligned to levels of expertise required for the elements of a role that an individual is expected to perform, and not to current grading structures. It is for Departments and their sponsored bodies to decide the levels of expertise required in each skill area for each post in their commercial function.

**Developing** – Developing demonstrates that somebody is able to understand key issues and their implications, and to ask relevant and constructive questions on the subject. They may be at the start of their career or a practitioner of another profession with some involvement in commercial activities beyond awareness. The developing level individual demonstrates behaviours and outcomes above an awareness level, but has not had sufficient opportunity or experience to put the skill into practice to merit Practitioner level. The Developing Level corresponds to the Developing Commercial Practitioner core career level.

**Practitioner** – They display detailed knowledge of the subject and are capable of providing guidance and advice to others as well as undertaking commercial activity, based on significant commercial experience and qualifications. The Practitioner Level corresponds to the Commercial Practitioner core career level.

The skills and competences are cumulative – i.e. to be assessed as a Practitioner, an individual must be able to demonstrate all of the skills and competences expected at the Developing level.

## **The Government Commercial Profession Skill Levels:**

This grouping covers those specialists who have developed their commercial expertise and experience beyond Practitioner level to reach Government Commercial Profession status. This status is sub-divided into four levels: Commercial Lead, Associate Commercial Specialist, Commercial Specialist and Senior Commercial Specialist. Please note that the levels within this grouping correspond to the “Expert” level included in the previous version of the Commercial Skills and Competency Framework.

The competencies and skills for the Government Commercial Profession are detailed in the levels within the Professional Standards for Government Commercial Professionals, rather than this framework. Please note that some of the competencies at the Practitioner level are designed to encourage readiness for these more senior levels. Consequently, there will be some overlap between the Practitioner level of this framework and the Commercial Lead level of the Government Commercial Profession levels.

### **5. The framework has a number of uses when embedded into departmental practices:**

#### **I. Job descriptions/roles**

The framework is intended to help public sector organisations to align roles with business requirements. It can be used to identify skill and knowledge requirements for different roles, at different levels of seniority. For example, a role may require the individual to have awareness of some topics and to be practitioner level in others. It is not expected that any one role requires an individual to have the same level of expertise in every skill area, or that every role will involve all the skill areas included in the framework. The skills and associated skill levels defined in each job description should reflect the requirement of the job and host department and not the skills and experience of the current jobholder.

#### **II. Career development planning**

Using the framework, together with the Professional Standards for Government Commercial Professionals, will enable individuals in a commercial function to plan their future development by identifying what skills and knowledge they need to acquire to progress in their careers. Jobholders should be assessed against the agreed skills requirement and competencies for the role they have, and for their next career move, and any gaps in skills or experience identified. The jobholder and their line manager can then draw up a learning and development plan to help them to address those gaps.

#### **III. Team building and restructuring**

The framework can benefit leaders who are building or restructuring a commercial function. When a new job, team or function is created to fulfil a defined purpose, this tool can be used to identify and articulate the new skills requirement, which can then be used as part of the recruitment and selection process.

#### **IV. Consistent reference for learning and development**

The framework will act as a platform for the development of further learning products and services for the profession and professional curriculum. When discussing skills-related matters with departmental colleagues, this framework should be used, alongside the Professional Standards for Government Commercial Professionals, as a central reference point to ensure consistency across the commercial community.

## V. Your role as a civil servant in ensuring security

Making effective decisions requires developing evidence based strategies, evaluating options, impacts, risks and solutions and creating a security culture around the handling of information .This framework ensures that throughout the contractual process consideration is given to ensuring security is appropriate and considers:

- Physical risks (e.g. Controlling who has access to our buildings and how much of the building they can access, when are deliveries made and what arrangements are in place)
- Personnel risks (ensuring people are who they say they are, do contractors line manage sub-contractors effectively and identify possible motivations to compromise government information)
- Cyber risks (do suppliers hold official information on secure networks, are those networks regularly patched and do they control who can see that data within their organisation).

As commercial officers you will be agreeing contracts with a wider variety of external suppliers, providing diverse services and entrusting them to hold government information and assets securely. This framework includes good security considerations that you should consider at the sourcing, pre-market and post award phases.

## 6. Equality Analysis

This framework was reviewed by a Departmental Diversity Officer to ensure that this framework is aligned to the aims of the Equality Duty as set out in the Equality Act 2010 to:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act.
- Advance equality of opportunity and foster good relations between people who share a particular protected characteristic and people who do not share it.

This framework has no adverse or disproportionate negative impact upon equality.

SECTION 1 – PRE MARKET	Skill/Competency Area	Developing	Practitioner
1.Principle and process knowledge	<p>Knowledge of pre market engagement, understands how a market works and its impact on effective service delivery and VFM.</p> <p>Knowledge of category management principles and processes and the main benefits/issues with this kind of approach.</p>	<p>Refer to: <b>Sourcing Section 4</b></p> <p>Understands the principles and processes of pre market engagement. Awareness of markets and elementary economics factors which may determine a market shape.</p> <p>Understands category management and recognises the needs of various stakeholders.</p> <p>Appreciates the main components, benefits and constraints to taking a category management approach, can organise requirements into appropriate categories and understands the relationship between existing and emerging requirements for goods and services within discrete categories.</p>	<p>Refer to: <b>Sourcing section 4</b></p> <p>Provides a procurement lead and works as part of cross-functional teams in order to implement pre market engagement, understanding of market models and market shaping.</p> <p>Provides advice and guidance on category management as required, and can manage stakeholder expectations.</p> <p>Understands the benefits, risks and issues of a category management approach and can take the lead in developing solutions.</p>
2.Initiating a pre-market and category management process	<p>Identifying and understanding business needs including security requirements (e.g. if a supplier will be holding official information what cyber security standards do they need to meet?)</p> <p>Identifying the pipeline.</p> <p>Benchmarking current category state and determining desired state.</p> <p>Engaging and managing stakeholders.</p> <p>Risk Management.</p>	<p>Refer to: <b>Sourcing Section 4</b></p> <p>Aware of the importance of understanding the needs of the business and translating them into category objectives. Understands the importance of ensuring the whole category management cycle is considered from the start.</p> <p>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.</p>	<p>Refer to: <b>Sourcing Section 4</b></p> <p>Works with key stakeholders to develop a clear and agreed view of business requirements and target outcomes.</p> <p>Identifies personnel, cyber and physical risks for both the contractor and potential vendor ensuring that requirements are appropriate and proportionate throughout the contract life.</p> <p>Explains the importance of the whole category management cycle, including contract management and builds it into the plans from the start.</p>

		<p>Familiar with how to obtain data on past patterns of spend. Identifies those parts of the organisation that have or are likely to have needs in the particular area in question.</p> <p>Aware of tools and techniques that can be used to benchmark the current state of the category and to determine future requirements and is able to use some under supervision.</p> <p>Supports others in engaging and managing stakeholders.</p> <p>Aware of the impact of risks and perceived risks, and ability to identify possible risks and escalate appropriately.</p>	<p>Works alongside customers to identify and agree present and future needs, linkages to other areas of activity and related potential needs for procurement.</p> <p>Fully conversant with the use of tools and techniques in order to benchmark categories and determine the future requirements.</p> <p>Plans, delivers and maintains strong relationships with stakeholders.</p> <p>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.</p>
<p>3. Developing the category strategy and models for delivery</p>	<p>Gathering data and conducting research.</p> <p>Conducting stakeholder needs analysis and determining strategic business priorities.</p> <p>Prioritising opportunities and identifying potential suppliers.</p> <p>Defining the sourcing strategy, quantifying the benefits and preparing the implementation plan.</p>	<p>Aware of tools and techniques associated with gathering commercial data and limited ability to apply them under supervision.</p> <p>Aware of the importance of working with stakeholders both internally and externally in order to understand the needs of the business and wider cross-government strategies and then building those needs into the category strategy.</p> <p>Confirms the type of supplies/services that are required and identifies potentially suitable suppliers and markets. Expressing the key roles and responsibilities of prime and sub contractors for delivery, security and KPIs.</p>	<p>Familiar and comfortable with tools such as PEST, SWOT and Porters 5 Forces model coupled with an appreciation of when and how to exploit them to support procurement processes.</p> <p>Builds relationships with key internal and external stakeholders in order to develop a clear and agreed view of the needs of the business and wider cross-government strategies which can then be built in to the category strategy.</p> <p>Understands the requirement, the market place and potential solutions. Can provide advice and is able to challenge where necessary.</p>

		<p>Contributes to the development of category and sourcing strategy. Maintains strategies and implements agreed sourcing plans.</p> <p>Understands the importance of base-lining costs in order to build expected benefits into category strategies and is able to contribute to the development of sourcing plans.</p>	<p>Understands the importance of prime contractors in managing and assuring their own supply chain in particular security of supply and contingencies.</p> <p>Develops category strategies, product road maps and sourcing plans. Maintains these taking into account outputs from market analysis.</p> <p>Base-lines costs using market knowledge and research and manages sourcing and benefits realisation plans.</p>
4. Implement the category strategy	<p>Market engagement.</p> <p>Carrying out a sourcing process.</p> <p>Contracting with a supplier.</p>	<p><b>Use section 2. Sourcing:</b> <b>Sub-sections:</b></p> <p>4.Pre-procurement market engagement 5. Executing the sourcing strategy 6. Contract Award</p>	<p><b>Use section 2. Sourcing:</b> <b>Sub-sections:</b></p> <p>4.Pre-procurement market engagement 5. Executing the sourcing strategy 6. Contract Award</p>
5. Maintaining and improving the category	<p>Managing and evaluating internal relationships.</p> <p>Managing contract variation and changes.</p> <p>Measuring and reviewing performance.</p> <p>Identifying improvement opportunities and delivering continuous improvement actions.</p> <p>Continuing to align strategy and business needs</p> <p>Communicating progress in delivering strategy and benefits</p>	<p>Understands the differences between strategic and non-strategic suppliers and the associated supplier management principles.</p> <p>Aware of and understands the importance of formal contractual variations, and works to achieve VFM through variations.</p> <p>Understands the role of key performance indicators (KPIs) in delivering contracted risks and reward mechanisms and ensuring appropriate standards of delivery to the customer.</p>	<p>Develops and applies the principles of supplier management and manages strategic and non-strategic supplier relationships appropriately.</p> <p>Effectively manages relationships with strategic partners to enable sound partnership arrangements.</p> <p>Manages contract variations, providing practical advice and strategic direction.</p> <p>Ensures that variations are planned and agreed, negotiates them and seeks appropriate authorisation.</p>



		<p>Understands the benefits specified in the business case and the impact on their own role.</p> <p>Adapts to changing circumstances without losing sight of business objectives.</p> <p>Understands the importance of communicating with stakeholders at different levels and ensuring they understand what progress and benefits have been achieved.</p>	<p>Manages risk and reward mechanisms in contracts and manages KPIs and service delivery standards effectively.</p> <p>Monitors progress against the business objectives and works with suppliers to suggest improvements throughout the life of the contract.</p> <p>Identifies changes in the business needs of the organisation and develops new strategies for the category accordingly.</p> <p>Maintains relationships with strategic and non-strategic stakeholders and communicate progress with the category strategy and benefits realisation.</p>
<b>SECTION 2 - SOURCING</b>	<b>Skill/Competency Area</b>	<b>Developing</b>	<b>Practitioner</b>
1. Procurement policy and EU procurement regulatory framework imperatives	Understanding and implementation of commercial drivers and procurement policy objectives, applying them in sourcing projects and operations.	<p>Understands current government commercial drivers and procurement policy requirements (e.g. Lean sourcing, the centralised procurement agenda for common goods and services, Growth and SMEs agenda, publishing forward pipelines and sustainable procurement) and is able to apply them in the work they carry out. Also, STACK principles: Specialist capabilities are required across the wider Civil Service as well as by a group of commercial experts. Commercial expertise is broader than what we refer to today as 'procurement'.</p> <p>Time should be spent where we can maximise value. In a regulated procurement environment this applies as much, if not more, before a formal procurement starts as well as after a contract has been signed.</p>	<p>Is able to successfully implement procurement policy objectives in all sourcing projects and is able to challenge risk averse behaviours where appropriate.</p> <p>Is able to navigate the EU legislative framework and implement resource efficient strategies that result in achievement of policy objectives.</p> <p>Able to apply the ten principles identified by the NAO that are needed to achieve value for money when sourcing operations from the market to deliver public services.</p>

UNCLASSIFIED

		<p>Attitude, or judgement, is as important as process and so we need all our dealings to be about knowing what represents great value and achieving it.</p> <p>Crown is what we must always act as, and be treated as a single customer.</p> <p>Knowledge is key and we must seek, share and use it to our commercial advantage.)</p> <p>Understands the EU procurement regulatory framework and its linkage to the implementation of policy objectives.</p>	
<p>2. Organisational specific process and strategies and their alignment with cross government policy objectives and targets</p>	<p>Implementing efficient organisational- specific processes, governance mechanisms, security requirements and strategy to deliver efficient sourcing operations.</p>	<p>Aware of organisational policies, procedures, security requirements and systems and has experience of following them.</p> <p>Aware of and understands the organisation’s commercial strategy and the governance mechanisms that drive it.</p> <p>Understands both the organisations and government-wide key performance indicators and has experience of measuring performance against them.</p> <p>Aware of and understands the ‘Using Markets to Deliver Government Service Guidance’.</p> <p>Understands right sizing and optimal lotting on procurement in order to get full value from potential SME suppliers (buying from SMEs when they provide best VFM).</p>	<p>Fully conversant with organisational commercial strategy and procurement policies, procedures, security requirements, processes and governance mechanisms and is able to advise and support colleagues in their application.</p> <p>Measures performance, challenges inefficient processes and practices and makes proposals for improvement.</p> <p>Is confident in using the ‘Using Markets to Deliver Government Service Guidance’. When engaging in sourcing operations.</p>

		<p>Understands principles of Single Source procurement Reform. Applies to qualifying contracts to ensure compliance and to continuously demonstrate VFM.</p>	
<p>3. Procurement project resource deployment and utilisation</p>	<p>Procurement Project management and team mobilisation.</p>	<p>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.</p> <p>Recognises the need for, and has experience of, involving the contract management function and other internal stakeholders in the sourcing phase to ensure early preparations for contract management are factored into the plan. Develops project plans and identifies project risks and mitigating actions.</p>	<p>Identifies and works with cross disciplinary teams (that includes the contract management function) and applies a strong visual project management approach to procurement projects.</p> <p>Seeks early active involvement of the contract management function and other internal stakeholders in the sourcing process to ensure full and deep understanding of the resulting contract.</p> <p>Identifies when project approvals are required and plans and prepares for them.</p> <p>Able to quantify and source contract management resources. Able to identify and choose contract management representatives to review tender pack and take part in the evaluations.</p>
<p>4. Pre-procurement market engagement  (Also refer to Pre Market Section – Competency 2)</p>	<p>Identifying and understanding business needs.</p> <p>Benchmarking against current provision through market analysis.</p> <p>Engaging with suppliers in the marketplace.</p> <p>Developing the business case.</p> <p>Understanding IPR issues.</p>	<p>Assists with running workshops with key business stakeholders (voice of the customer) in order to develop a clear understanding of the requirement.</p> <p>Assists with conducting pre-procurement market engagement to ensure that the requirement is clear and attractive to a diverse range of suppliers.</p>	<p>Engages and works with key stakeholders to develop a clear and agreed view of business requirements and target outcomes.</p> <p>Identifies the costs of existing or similar service provision and engages with suppliers in the marketplace in a planned way.</p> <p>Shapes an output / outcome- based requirement taking opportunities to capture</p>

	<p>Develop commercial models and alternative procurement routes.</p>	<p>Assesses the existing market dynamics including concentration and competition within the marketplace.</p> <p>Identifies where existing collaborative deals could form part of the solution to the requirement and advises appropriately.</p> <p>Understands that intellectual property rights (IPR) is an important issue and needs to be considered when shaping requirements.</p> <p>Aware that the mishandling or loss of government assets could have significant reputational and economic costs for all parties.</p> <p>Develops adequate awareness and knowledge to consider the full spectrum of models which can use markets to deliver services including mutuals, joint ventures and disaggregation. Recognises the need to involve legal expertise in preparation of the contract and has some experience of doing so.</p>	<p>views for innovation and structures requirements into lots as necessary to ensure that requirements are effectively allocated to meet the agreed strategy.</p> <p>Identifies and accesses existing collaborative deals and assesses their suitability to meet all or part of the business requirement.</p> <p>Ensures IPR is fully considered when defining requirements.</p> <p>Demonstrates experience of gathering and collating lessons learned from broader commercial teams to feed into future procurement projects and intelligence performance of previous contracts.</p> <p>Develops a robust business case/commercial strategy and gains approval for it.</p> <p>Understands how to use early market engagement and robust data to inform decisions on appropriate commercial models.</p> <p>Understands how to use disaggregation to 'right-size contracts' including determining whether horizontal or vertical disaggregation would be most appropriate.</p>
<p>5. Executing the Sourcing strategy</p>	<p>Developing the sourcing strategy.</p> <p>Developing the specification, evaluation criteria, terms and conditions as part of the bidders pack.</p>	<p>Assists with the development of the bidders pack (which includes the ITT, an output/outcome based specification, evaluation criteria, terms and conditions and summary</p>	<p>Develops a clear sourcing strategy that reflects the needs of the business and is aligned to procurement policy objectives and plans for the necessary approvals.</p>

	<p>Issuing OJEU notices and publishing bidders packs.</p> <p>Deploying e-sourcing tools to support the sourcing process.</p> <p>Supplier clarifications.</p> <p>Bid evaluation.</p> <p>Supplier dialogue and negotiation in complex procurements.</p>	<p>information derived from pre procurement market engagement).</p> <p>Understands cost models and associated financial, commercial and security concepts and how they impact contract terms and conditions and resulting supplier behaviours. For example, cost structure of works/ services, total cost of acquisition, open book accounting methods, profit, ROI, debt equity depreciation and value management.</p> <p>Recognises and understands how financial and contractual delegations assigned to individuals forms part of organisational control and governance mechanisms.</p> <p>Recognises and understands the role of e-sourcing tools in supporting an efficient approach to managing the sourcing process.</p> <p>Recognises and understands the need to brief and train evaluators in the use of e-sourcing tools to ensure readiness for bid evaluation and can assist with it. Identifying where expert advice may need to be sought. For example, IT, security, technical.</p> <p>Uses e-sourcing tools to provide responses to clarification questions from suppliers.</p> <p>Aware of the importance of developing effective negotiation skills.</p>	<p>Ensures that all pre-procurement engagement has been completed and that the organisation is ready to go to market.</p> <p>Understands key financial, legal, commercial and security issues in the development of the contracting model and implements these as appropriate in contract terms and conditions.</p> <p>Develops and publishes a full and approved bidder's pack in line with financial and contractual delegations.</p> <p>Uses e-sourcing tools to support the sourcing process.</p> <p>Ensures that responses to clarification questions are responded to in a timely manner.</p> <p>Briefs and train evaluators in the use of e-sourcing tools and ensures that evaluators have a clear understanding of the evaluation criteria and are able to apply it consistently and secure their availability. Liaising with experts where appropriate.</p> <p>Moderates evaluation scores efficiently and fairly.</p> <p>Ensures dialogue/negotiation strategies with clear parameters are established in line with organisational objectives and within limits of delegated financial and contractual authorities.</p>
--	---	--	--

		<p>Understands the principles of when and how to negotiate and the range of tactics that can be used.</p> <p>Aware of and has practical experience of or participating in conducting negotiations.</p>	<p>Has good experience of successfully conducting a range of dialogues / negotiations across a variety of market sectors.</p> <p>Actively involved in strategic and business critical negotiations. Can adapt/flex tactics during a negotiation without compromising the agreed strategy and compliance with the process.</p>
6. Contract finalisation and contract award	<p>Contract award approvals.</p> <p>Debriefing suppliers.</p> <p>Preparing for contract management mobilisation, such as creating and use of Operations Manuals/User handbooks/Contract Management Plans/Obligations Matrix</p>	<p>Aware of and understands internal approvals process relating to contract award and how financial and contractual delegations are a key part of this to support this process.</p> <p>Aware of and understands the requirement to observe the standstill period.</p> <p>Understands the need to debrief those suppliers who have been unsuccessful and has some experience of doing so.</p> <p>Works effectively with the Contract Management function as part of contract management mobilisation phase.</p>	<p>Gains internal approval to award the contract to the winning supplier once the standstill period has been observed.</p> <p>Resolves any issues raised by the suppliers during the standstill period.</p> <p>Can develop debrief packs which are compliant with the regulations for unsuccessful suppliers, providing effective and evidenced reasons.</p> <p>Engages effectively with the winning supplier(s) and agrees a plan to prepare the contract with input from legal experts during the standstill period.</p> <p>Ensures that the contract is signed by individuals with the relevant contractual or financial authority to do so.</p> <p>Ensures that contract management mobilisation phase and supporting activities are carried out successfully.</p>
SECTION 3 – POST AWARD CONTRACT MGT and SUPPLIER MGT	Skill/Competency Area	Developing	Practitioner

<p>1. Transition to contract and supplier relationship management</p>	<p>Mobilising the contract and identifying the level of contract management activity required.</p> <p>Assessing the required nature of the relationship with the supplier(s) in line with organisational Strategic Supplier Relationship Management processes and strategy.</p> <p>Establishing effective relationships, behaviours and governance mechanisms.</p>	<p>Aware of and understands organisational contract management processes and has experience of using them</p> <p>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. Establishes effective working relationships with peers in supplier organisations as part of contract initiation and governance processes using stakeholder and communications plans.</p> <p>Works with senior internal colleagues in establishing appropriate governance and review mechanisms along with expected behaviours for successful supplier relationship management.</p> <p>Aware of the importance of suppliers and sub-contractors maintaining high security standards.</p> <p>Identifies and understands the contract deliverables and the terms and conditions associated with them.</p>	<p>Understands and is able to apply and advise others on organisational contract management processes.</p> <p>Assesses the level of resource and approach required to manage the contract and identify if strategic or non-strategic approach to supplier management is required.</p> <p>Works closely with the Cabinet Office's Crown Commercial Leads to ensure that supplier and contract management processes are aligned with the whole of government strategic supplier management processes where appropriate.</p> <p>Develops effective working relationships with senior staff in the supplier organisation and establishes appropriate governance and relationship arrangements.</p> <p>Demonstrates a deep understanding of the terms and conditions of the contract, the deliverables and works with the supplier to establish a plan for delivering them.</p> <p>Agrees and clarifies contract management responsibilities with stakeholders and can advise them on setting up effective processes.</p> <p>Articulates the impact of poor supplier and sub-contractor security (e.g. a data loss) on the Department's and the Government's reputation</p>
<p>2. Contract administration</p>	<p>Understanding, using and managing contract-related information systems.</p>	<p>Can use contract information systems to analyse contract performance.</p>	<p>Evaluates and monitors the performance of suppliers against the specification, regularly reporting and making recommendations for remedial action in consultation with colleagues</p>

	<p>Monitoring service levels, contractual obligations and security controls.</p> <p>Identifying and managing risks.</p>	<p>Can assist with monitoring progress against objectives specified in the business case and delivery against contractual and security obligations.</p> <p>Aware of types of contractual risk and is able to identify risks and raise them with senior colleagues.</p> <p>Understands and able to set up templates and supplier meetings (project management plans/operations manuals/risk register/change control and filing structures).</p>	<p>and suppliers, for example, such as claiming service credits.</p> <p>Provides practical advice to stakeholders having identified, evaluated, negotiated and apportioned contract and security risks.</p> <p>Manages new SME suppliers to enable them to deliver, demonstrate additional support if the SME is supplying for the first time.</p>
<p>3. Contract performance management</p>	<p>Understanding and measuring KPIs in order to deliver successful outcomes.</p> <p>Incentivising, managing change, and renegotiation.</p> <p>Undertakes benefits realisation to ensure that value for money is being delivered.</p>	<p>Liaises with suppliers regarding contract performance metrics, management information and any risk / reward mechanisms as part of an agreed measurement approach. Monitors progress against business objectives specified in the business case and can adapt to changing circumstances without losing sight of business objectives.</p> <p>Aware of and understands the importance of formal contractual variations and is able to effectively plan for variations and set clear objectives, ensuring that VFM is achieved.</p> <p>Works alongside other business areas of the business (i.e. operational colleagues) to ensure that thorough auditing of records and reports regarding the supplier's performance is completed throughout the contract life.</p>	<p>Actively monitors KPIs against baselines and uses management information to improve client and supplier performance. Manages and eliminates under performance.</p> <p>Develops opportunities to incentivise contract delivery and continuous performance improvement (where appropriate).</p> <p>Identifies where changes in the contract are required, adopting strategies that support the negotiation and implementation of these required changes within the legal framework.</p> <p>Oversees measures and records the realisation of benefits achieved as a result of the performance management regime (or change controls).</p> <p>Challenges non-delivery of benefits and can escalate when required. Uses risk management in assessing contingency and business continuity.</p>



<p>4. Supplier relationship and performance management</p>	<p>Understand and deploys supplier management tools and techniques.</p> <p>Encouraging supplier innovation.</p> <p>Dispute management, escalation and problem resolution.</p> <p>Understands how to adjust your model and interact with the market over time in order to minimise risks, build a broad supply base, maximise the benefits of competition.</p>	<p>Aware of and understands relationship management, supplier innovation and supplier management principles, behaviours, plans and techniques.</p> <p>Supports others in maintaining good stakeholder relationships as well as jointly working to collect, collate and disseminate market and supplier data, using market intelligence gathering and use.</p> <p>Identifies and addresses issues before escalation without creating unnecessary bureaucracy. Is able to escalate supply issues to the appropriate level for resolution when necessary.</p> <p>Aware of supplier capacity, delivery capability, geographic coverage, market and supply situations which may impact on service delivery. Be aware of the benefits of changing your approach to market over time.</p>	<p>Develops and applies the principles of supplier management and supplier performance management to meet the needs of the organisation and optimise outcomes, including security of supply.</p> <p>Builds and maintains strategic partnerships with key suppliers to share risks, benefits and services costs, as well as identify possible scope for supplier innovation during the contract.</p> <p>Facilitates relationship development between appropriate teams within the Department and suppliers. Uses client satisfaction surveys (producing, conducting, analysis and action upon result).</p> <p>Effectively manages relationship with strategic partners to enable sound partnership arrangements and through effective conflict resolution.</p> <p>Actively reconsiders market approach over time, including:</p> <ul style="list-style-type: none"> <li>– Consider shifting balance of mixed market towards private sector provision.</li> <li>– Examine whether re-aggregation will yield scale efficiencies.</li> </ul>
--	---	--	--

<p>5. Exit and Re Procurement / Closedown</p> <p>(Also refer to the Sourcing section)</p>	<p>Ensuring contract delivery during contract closedown and assisting with any new arrangements or disposal at the end of the life of the contract.</p> <p>Preparing for re-competition working with category teams as appropriate.</p>	<p>Aware of and understands disposal procedures (including of classified assets and material), the appropriate use of contract extensions and contractual end dates thereby assisting in monitoring contractual/supply horizons.</p> <p>Contributes to the development of contract renewal options, helping to achieve clear and effective contract renewals that deliver stated outcomes according to the contract terms and conditions.</p> <p>Is able to work with category teams in preparation for re-procurement (where appropriate).</p>	<p>Manages the disposal or recycling process of assets (including of classified assets and material) as well as any intellectual property that is no longer needed once the current contract expires.</p> <p>Leads all planning and preparation, goal setting, strategy and tactics for re-procurement. Able to undertake soft market testing.</p> <p>Ensures supplier performance is maintained in any transition to new contractual arrangements or to the end of the contract (if not being re-competed).</p> <p>Needs experience of gathering and collating lessons learned from broader commercial teams to feed into future procurement projects and intelligence performance of previous contracts.</p> <p>Is able to use financial management and benchmarking.</p> <p>Understands and able to undertake proactive change controls, such as horizon scanning and evaluate the impact of supplier positioning, such as mergers.</p>
---	---	---	--