

# ISM Mastery Model<sup>®</sup>

A Strategic Approach to  
Professional Development

# Understand Your Skill Gaps: A Proven Competency Framework

## The Future of Supply Management

Supply management is more than just a profession — it's an integral part of the global economic network. With the rapid advancement of the profession, organizations must quickly adapt to the changing landscape and start preparing their supply chain teams for the next generation of job functions.

There is no question that job roles are evolving, and the skills required to maintain these job roles are becoming more advanced. As factors such as an aging workforce, a shrinking talent pool, and increasing competition for top talent continue to impact the profession, the time is now to start building agile teams and invest in the professional development of your workforce.

## ISM Mastery Model® - Competency-Based Standards

Created in collaboration with leading global supply management practitioners, the Mastery Model is a comprehensive set of competency-based standards comprised of 16 core competencies and more than 70 sub-competencies. It defines anticipated skill levels at four stages of career maturity: 1) Fundamental 2) Proficient 3) Advanced 4) Mastery.

## Grounded by Experience — Guided by Real-World Insight

ISM developed the Mastery Model to assist the profession in achieving standardization. By creating a common language and defining core competencies, professionals now have the resources needed to be successful. Adopting the competency model will position your team to achieve a higher level of proficiency. With the flexible learning model, your team will master skills at their own pace with engaging content they can easily retain. Competency-based learning programs ultimately help your organization save time and money.

## ISM Mastery Model® Assessment - Close Competency Gaps and Develop for the Future

The Mastery Model Assessment enables your leaders to develop a strategic talent roadmap by identifying where strengths and skill gaps currently exist. Benchmark and evaluate your team's understanding of essential supply management skills against your organizations targeted standard.

Once the baseline of knowledge and skills have been established, organizations can utilize ISM's educational resources to close identified skill gaps and improve proficiencies. Routine team assessments provide a progressive overview of knowledge to ensure employees are consistently achieving goals and objectives.

## Outcomes Matter. ISM Can Help.

ISM has been pioneering innovation and leading the profession forward since 1915. We are committed to providing the highest quality professional development resources to maximize individual growth and organizational performance. Start driving a culture of continuous learning and attract the new talent needed to drive success for the future.

**“The growing gap in supply management talent is a serious issue and should be embedded in the overall strategy.”**

Lara Nichols, Sr. Vice President, Procurement, NFP

# ISM Mastery Model®

## Core Competencies



# Business Acumen

A keen awareness and ability to judge business situations informed by analysis. An understanding of formal and informal organization structure with agility to navigate politics.

	Fundamental	Proficient	Advanced	Mastery
<b>Building Relationships</b>	Understands who stakeholders are and how to build a stakeholder map, and is capable of managing stakeholder input, assessing specific issues to improve stakeholder engagement and build relationships	Identifies stakeholders and builds appropriate relationships. Is trusted to deal with stakeholder planning and daily interactions. Has the ability to recognize when customer trends are forming, and knows when and how to engage stakeholders to address trends.	Has oversight of stakeholder issues and drivers. Uses knowledge when building relationships and determining appropriate action on stakeholder input and expectations. Has the ability to handle complex issues. Takes ownership of issues and sees them through resolution while providing guidance and support to other team members.	Builds essential trust with the stakeholder base. Is able to handle complex multi-customer issues that involve a number of areas. Sets expectations and tone for organization's stakeholder engagement strategy and operations.
<b>Business Intelligence</b>	Aware of business intelligence data and information sources available. Uses intelligence to look for ways to make improvements.	Understands all information sources and builds on them by developing new business intelligence reports, trend charts and limit controls. Implements improvements to meet the needs of stakeholders.	Leverages all business intelligence information and trends for organizational effectiveness to meet stakeholder needs. Develops strategies to improve capabilities relative to business objectives and impactful industry trends.	Continually seeks sources of business intelligence on company imperatives, industry trends and emerging capabilities that will drive a world-class supply chain. Participates in conferences and consortiums to learn from and influence supply chain outcomes.
<b>Change Management/ Transformation</b>	Is able to contribute on the effects of change. Can also give general insights to possible change obstacles and solutions.	Involved in the process of change and its impact. Provides plans for change and is proficient with applying change strategies to day-to-day work activity. Grasps the change management process.	Encourages all to participate in the transformation. Provides clear plans for change; advocates implementation. Serves as a primary change agent in fulfillment of business objectives. Constructs the change strategy and effectively communicates its impact.	Understands and recognizes opportunities for change and creates strategies. Leads organization through the preparation and execution. Is at the forefront of aligning change with organizational impact. Provides direction on appropriate change to enable business objectives and ensures consistent application across all initiatives and stakeholder interactions.

## Fundamental

## Proficient

## Advanced

## Mastery

### Communication

Understands the value of communication and practices various communication techniques. Will modify communication style when necessary.

Understands communication style may influence work and relationships. Uses good judgment to communicate appropriately. Proactively works to adjust style based on audience and emphasis.

Understands multiple methods and styles of communication. Manages communication style according to the audience and to ensure maximum effectiveness. Able to adjust style intuitively to meet needs at hand.

Effective communicator who adjusts to the audience deftly. Inspires team and others to discover new and efficient ways to communicate. Leads by example.

### Decision-Making

Ability to make basic decisions; however, does not diverge from w policies and procedures or agreed upon plans. Can connect decisions to broader goals and guidance.

Anticipates broad issues, and takes input from stakeholders and peers in the development of decisions. Provide first-line influence over policy and procedural changes.

With little or no direction can make sound decisions involving various departments or teams. Is able to direct stakeholders on matters related to policy and procedures. Utilizes available and applicable analytics in the decision process.

Strategic decision-maker for the organization. Actively seeks and applies the input of others, and seeks broad consultation. Demonstrates good judgment and communicates basis for decisions in a way that makes sense for the organization and all levels of stakeholders. Makes policy decisions within scope of organization's goals and values.

### Leadership

Acts as a role model in partnering with and providing assistance to peers, stakeholders and managers to improve results and build relationships. Proponent of the organization, able to articulate the value-add and the core role within the company.

Actively interacts with, listens to and coaches stakeholders to ensure organizational capabilities and cultural attributes are aligned to expectations. Closes capabilities gaps to ensure results are achieved. Serves as an advocate of the organization and seeks opportunities to demonstrate value.

Understands the organization's capabilities and connects its mission and strategy to lead and align expectations for stakeholders, optimize deliverables and engage the workforce. Defines/models cultural attributes. Generates opportunities to expand the influence of the organization and ensure the value is fully maximized.

Articulates and embodies the vision and mission of the company and the organization. Ensures influence of related groups and experts are fully embraced as part of the organization's achievements. Sustains high level of energy and engagement to create emotional engagement and achieve results.

### People Development/ Coaching

Cognizant of the importance of coaching and mentoring with applicable techniques. May support others in coaching efforts. Actively seeks coaching and planned professional development.

Actively collaborates and effectively manages reports and encourages and supports individual development. Uses available tools to formally plan development and manages own professional development effectively. Acknowledges the value in coaching and mentoring others using a variety of methods.

Motivates and develops others in a variety of dynamic ways. Formally manages and frequently updates team development and provides positive and regular support and encouragement. Employs a variety of coaching and mentoring practices. Leads by example by actively seeking coaching and manages professional development effectively.

Offers direction and leadership, proactively coaches, mentors and encourages teams and individuals, and defines new initiatives for continuous organizational improvement. Plans for training needs and requirements. Openly demonstrates own professional development goals and activities.

	Fundamental	Proficient	Advanced	Mastery
<b>Results Focused</b>	Understands the types of results that are relevant and their associated priorities. Articulates how tactical decisions support stated results.	Develops and demonstrates end-to-end category and commodity strategies as well as company and stakeholder objectives and priorities.	Manages and reports on progress against organizational goals and insures desired outcomes. Communicates progress in a timely and fact-based way.	Drives business value beyond initial goals and develops next-level competency of the team to deliver. Communicates success factors and continually monitors and manages progress. Inspires organization to embrace goals and ensures all work aligns with goals.
<b>Stakeholder Engagement</b>	Is aware of who stakeholders are, of each stakeholder's role and of how to map work to stakeholder alignment. Regularly interacts with key stakeholders on projects.	Recognizes key stakeholders and proactively works to regularly manage their input and expectations. Ensures stakeholder community is well-understood and engaged in work.	Possesses in-depth knowledge of stakeholders and their roles. Actively develops and manages stakeholder relationships for effective engagement. Proficiently manages stakeholder expectations.	Serves as a stakeholder across multiple business functions and advocates for the organization. As part of the relationship building, considers the requirements of stakeholders and their strategic imperatives. Continually trains organization in stakeholder management and engagement.
<b>Strategy Development</b>	Provides research and gathers information for the development of strategies. Generates ideas in support of understanding of company and organizational strategies.	Comprehends the significance of business objectives and the strategic approach. Influences development of concepts in support of strategic planning processes. Identifies purpose and objectives of stakeholders as they relate to strategic goals.	Fully comprehends, endorses and articulates the principles of a strategic approach to business objectives. Ensures alignment of strategies to support stakeholder strategies and objectives. Engages team in development of and review of strategic plan.	Has extensive knowledge of and experience with processes relating to holistic strategy development in support of business objectives. Mentors and manages others through the process of strategic development. Ensures procurement strategies are fully aligned with business strategies. Ensures overall organizational alignment with strategy. Manages strategy with peers and executives to ensure full support and alignment.

# Category Management

The process of overseeing and maximizing the financial and operational value of a group of related commodities, products or services by identifying and monitoring total spend and consumption, keeping abreast of market shifts, new alternatives or inventions, forecasting market supply and demand, and continuously evaluating supplier performance in order to drive down cost, improve supplier performance, and respond to changing business requirements and/or enhance stakeholder satisfaction.

	Fundamental	Proficient	Advanced	Mastery
<b>Category/ Commodity Market-Specific Knowledge</b>	Understands existing supply base being used by category. Gathers market research and understands commodity features. Applies standardized procedures when evaluating patterns, suppliers, organization requirements and market trends.	Has knowledge of current supply base being used by category. Completes relevant market research for the applicable commodity. Understands who current supply base competitors are, market trends, and technical and commercial elements. Understands attributes for each commodity. Understands geographic-specific versus globally applicable attributes. Develops and applies strategy to account for current and future market conditions and organization requirements.	Develops and approves strategies and buying programs for a range of commodities. Knowledgeable of the geographic, technical and commercial features. Knowledgeable of supply/demand dynamics and industry cost structures and mechanisms.	Applies extensive experience with business, technical, legal/regulatory, geographic and commercial facets of the industry as well as supply/demand knowledge. Familiar with industry cost modeling, market trends and relevancy. Influences companywide understanding of supply dependency for organization success. Promotes benchmarking activities to assure best practice application.
<b>Category Segmentation</b>	Have knowledge of the overall category and the suppliers that should be included in it in order to administer buying activities.	Apply spend segmentation techniques consistently to understand where the power lies. Use the analysis to gain leverage with suppliers where it is available.	Perform rigorous and continuous segmentation analysis of spend within the category to engage effective strategies with different types of supplier relationships.	Seek the greatest amount of leverage with suppliers through rigorous segmentation analysis and by coordinating cross-entity spend to maximize power over a supplier and reduce costs.

## Fundamental

## Proficient

## Advanced

## Mastery

### Category Strategy

Gathers research and provides input to others for the development of category strategies. Uses internal and external sources of information to compile relevant data to support business objectives.

Cognizant of core concepts of strategic vision and approach. Has influence in the development of category strategy. Can administer objectives and values for lower-value suppliers. Develops and maintains category/commodity playbook, which is a comprehensive strategy document.

Fully knowledgeable on strategic supply chain management vision and principles. Leads and guides category strategy development and implementation. Ensures supply objectives and diverse portfolio of strategies are fulfilled within each category.

Develops, implements and teaches supply chain management strategy. Ensures alignment and balance in time horizon, tactical versus strategic, and incremental versus breakthrough strategic outcomes are being pursued across a portfolio of categories. Ensures overall business strategy is fully reflected in each category strategy required for the company and industry.

### Internal and External Collaboration

Understands the need for/ participates in internal and external communications with company stakeholders and supplier representatives at all levels of responsibility.

Routinely confers with internal functions/ stakeholders on design and use attributes and budget planning/ expectations. Proactively offers recommendations to stakeholders. Collaborates accordingly with suppliers based on internal feedback. Provides follow-through for enhancements resulting from collaboration.

Collaborates with functional counterparts/stakeholders on optimization of materials and services. Solicits ideas from suppliers, and communicates broader category goals to suppliers. Tracks and manages improvement plans resulting from collaboration.

Develops joint goals with adjacent functions/stakeholders to assure continued collaboration. Ensures overall business strategy is fully reflected in each category strategy required for the company and industry.

### Volume Leveraging

Understand the impact of spend volume with suppliers and work to gauge where it may help to reduce overall spend.

Seek volume leverage with suppliers by gauging the total volume of business with a supplier, with the intention of gaining marginal pricing and efficiency improvements.

Achieve volume discounts while also contracting for optimal product flow to gain efficiencies and lower inventory.

Coordinate across the enterprise to achieve the greatest volume discounts, improve efficiency of product flow and lower working capital requirements associated with inventory and payables.



# Corporate Social Responsibility (CSR) and Ethics

A framework of measurable corporate policies and procedures, resulting in behavior designed to benefit the workplace and, by extension, the individual, the organization and the community as they relate to diversity and inclusiveness of the supply base, workforce, environment, ethics, financial responsibility, human rights, health and safety, and sustainability.

	Fundamental	Proficient	Advanced	Mastery
<b>Business Conduct</b>	Aware of laws, regulations and internal policies governing business conduct. Exhibits basic understanding of and practices transparency in business dealings and integrity in all transactions.	Proficient in understanding and applying anti-corruption/anti-bribery concepts beyond legal requirements. Deploys tactics to prevent unethical business behavior. Promotes transparency and financial integrity internally and in supplier dealings.	Develops policies and deploys best practices in ethical business behavior. Skilled at identifying nuances of anti-corruption, ethics, financial integrity and transparency. Is proactive in preventing and remediating all unethical behavior.	Catalyst for developing and facilitating policies, processes and best practices in ethical business conduct. Champions the value-added role that ethical business conduct, financial integrity and transparency bring to procurement and supply chain management.
<b>Diversity and Inclusiveness — Workforce and Supply Base</b>	Aware of supplier diversity principles. Actively participates in business processes that seek to provide diverse suppliers equal access to procurement opportunities.	Understands supplier diversity goals, objectives and principles. Promotes supplier engagement reflective of a company's diverse customer base and the diverse business community.	Provides policy guidance and advice on all facets of procurement and supply chain management related to supplier diversity. Establishes and oversees measurement strategies appropriate for diversity and inclusiveness goals.	Has a strategic understanding of equality and diversity imperatives and supporting policies as it relates to scope of work, and their influence on procurement and the overall supply chain. Conducts impact assessments of the function. Provides direct leadership to facilitate a workplace based on diversity and inclusiveness principles.
<b>Global Citizenship</b>	Aware of the framework for universal human rights and its application to the workplace. Exhibits consideration of human and labor rights issues in all projects.	Applies relevant laws, regulations and policies regarding slavery, human trafficking, living wages and working conditions as they exist throughout the value chain. Provides safeguards against such practices in supplier contracts.	Proactively identifies and remediates all human and labor rights infractions throughout the value chain. Acts as go-to person for reports of abuse. Manages supplier accountability.	Champions the value of human and labor rights throughout the value chain to internal and external stakeholders. Ensures company protections against human and labor rights issues in all supply based obligations and interactions.

## Fundamental

## Proficient

## Advanced

## Mastery

<b>Health and Safety</b>	Understands work health and safety policies and procedures and how they apply to the environment.	Ensures safe working conditions and environment and provides input into the development of safety policies. Knows what to do when a safety matter arises.	Works with environment, health and safety experts to develop best practices. Ensures education of and compliance with health and safety procedures throughout organization.	Champions the value of a healthy workforce and safe working environment internally and throughout the supply chain.
<b>Sustainability and Environment</b>	Aware of criticality of corporate responsibility within the profession and their supply chain activities. Asks questions and ensures consideration in all supply chain projects. Is able to determine when to request advice or counsel.	Possesses ability to consider environmental aspects as part of whole-life cost: resource conservation, sustainability and social considerations in less complex specifications and/or supplier evaluation models.	Integrates social and environmental concerns into multifaceted specifications or supplier models. Guides others in the policy and direction within procurement and supply chain activities.	Fully understands and internally/externally advocates regulations with respect to social and environmental responsibilities, policies and procedures. Able to design approaches for incorporating these objectives for business benefit.

# Cost and Price Management

When managing a firm budget and various projects within it, cost management is imperative to controlling expenses and monitoring predicted and actual costs.

	Fundamental	Proficient	Advanced	Mastery
<b>Cost</b>	Familiar with analytical tools (e.g., Excel) and able to perform cost assessments and analysis. Some familiarity with category-specific supplier and supply chain cost analysis methods.	Cognizant of techniques such as target pricing/costing, should-cost, zero-based pricing and open-book costing within supply chain activities. Applies these types of techniques beyond the bid request stage. Applies model to flow of money internally.	Use and understanding of multitiered supply chain costing models. Is able to apply them through the contract lifetime. Is able to provide team direction, inclusive of should-cost and target cost methods. Fully applies cost model to internal flow of money and explains implications to EBITDA.	Can expertly apply the latest thinking in multitiered costing methods, investigating ways to apply most advantageous model throughout supply chain. Drives both should-cost and target cost strategies. Searches for new cost methodologies to assess reasonableness of costs and efficiency of suppliers' operations. Provides accountability to supply based cost and cost model impacts on company performance. Collaborates with and solicits support and validation by finance.
<b>Portfolio Analysis</b>	Possesses basic understanding of the portfolio of suppliers and whether they are critical, acquired, strategic or leveraged.	Understands implications of portfolio analysis to supplier volume and market difficulty in supplier relationships	Looks for opportunities to treat suppliers appropriately given their relative portfolio volumes and the market complexity.	Drives strategies around supplier relationships that matter most (e.g., strategic) and sets expectations for tough negotiations with leveraged suppliers. Drives multiyear plan to shift categories to preferred quadrant.
<b>Price</b>	Involved in benchmarking of suppliers for price and processes. Able to analyze and compare pricing offerings and is able to demonstrate findings in a clear and concise manner. Able to interpret supplier pricing strategies for comparative analysis.	Well-informed in the range of markets and how they affect price, availability and overall supply chains. Provides direction on pricing indicators that affect negotiations and drive overall TCO.	Provides leadership in reviewing and guiding team on financial analysis methods, such as cost volume profit and cost/price models. Develops price forecasts for key commodities.	Educates team on supplier pricing methodologies which drive price improvement and change. Views price as a policy and cost as a fact, drives performance through cost transparency on pricing.

## Fundamental

## Proficient

## Advanced

## Mastery

### TCO

Understands elements of cost that make up the price, price indexes, requesting and evaluating suppliers cost and pricing data, and developing should-cost. Prepares comparative information to inform decisions based on TCO.

Comprehends total life-cycle costing, its use and possess the ability to make calculations. Understands the implications on EBITDA.

Has complete understanding of total cost of ownership and takes into account indirect implications, such as corporate social responsibility, contracts, environmental, supplier relationship management, services levels, industry shifts and quality.

Establishes direction for total cost. Creates atmosphere to generate innovation for identifying all cost factors.

# Financial Analysis

Analysis of financial data, benchmarking metrics and supply data to develop and execute on supply chain strategy.

	Fundamental	Proficient	Advanced	Mastery
<b>Analyze Supply Chain Costs</b>	Understands the source of supplies to primary and secondary suppliers, applying total life-cycle costing.	Assesses sources of supply and costs using multitiered supply chain costing approaches and applies them throughout the life of the contract. Reduces cost and/or supply risk. Is fully proficient in total-life costing and takes into account comprehensive commercial implications, such as sustainability, innovation and quality.	Maps supply chain for all key categories of expenditure. Identifies cost value and supply-based risk improvement actions. Uses findings to influence annual reporting, projected budgets, overall financial planning and forecasting. Provides required supply source availability for identified projects.	Applies supply chain types, such as tied, open, exclusive or free, to drive financial benefit, to plan for business research and development goals and eliminate supply-based risk.
<b>Financial Appraisal</b>	Familiar with financial appraisal methodologies and accounting techniques. Applies appraisal tools with direction.	Executes financial appraisals, providing ratio analysis to identify possible issues. Identifies the need and priority for financial appraisals, and seeks assistance from subject-matter experts.	Able to evaluate the financial security of organizations through ratio analysis. Specifies potential financial issues. Identifies appropriate risk mitigation alternatives for identified risks.	Executes comprehensive financial appraisals of organizations. To limit the impact to supply, provides detailed framework and recommends appropriate and company-specific mitigation or avoidance plans.
<b>Financial Health of Suppliers</b>	Identifies the need for and performs financial appraisals and assures completion. Understands audit and financial compliance requirements and adapts and applies them when appropriate.	Determines the financial security of suppliers using financial analysis techniques and indicates where there may be financial issues. Builds approach to manage financial risk impact (e.g., foreign exchange fluctuations, import/customs duties). Has a good grasp of the role of audit and financial compliance. Works collaboratively to ensure requirements are managed and proper business outcomes are assured.	Develops infrastructure to appraise the financial security of suppliers and understands supply-based risk factors. Uses financial analysis techniques to indicate pending or imminent financial issues. Establishes and facilitates executive-level reviews with identified suppliers to manage financial risks.	Establishes financial health guidelines for supplier selection and retention based on strategic segmentation, economic trends, annual spend and supply dependency, and significant company-to-company relationships. Facilitates executive-level partnerships with key suppliers. Conducts internal periodic review of distressed suppliers.

## Fundamental

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### Foreign Currency

Familiar with international money markets and foreign currency. Can apply currency dependencies to cross-border supply contracts.

Negotiates and manages currency-related fluctuations to manage risk within cross border commercial terms. Is well versed in foreign exchange markets with an understanding of rates and pricing impacts.

Appraises effect of foreign exchange fluctuations and import/customs duties within contract terms, pricing and purchase obligations analysis. Builds in factors to manage impact of risk. Guides team and provides framework of acceptable risk levels.

Fully understands international finance and import and customs duties within supply chain management. Works with finance, accounting and treasury to develop and apply appropriate contract and hedging strategies. Maximizes value for money (VFM). Advises team of expectations and implications.

### Market Analysis

Cognizant of specific types of markets and initiates analysis according to goals or when directed.

Able to apply how different types of markets and market activity impact supply and demand. Modifies strategies according to market activity and changing business drivers.

Uses market analysis to assess risk, viability and infrastructure of types of markets. Able to adjust strategy to mitigate risks by incorporating hedging strategies and negotiating action plans. Effectively communicates risks and analysis to all supply chain stakeholders.

Fully knowledgeable of markets and market activity. Observes supply base to predict risk to organization. Exercises good judgment and minimizes risk through monitoring and management practices. Provide leadership with comprehensive information for key markets and sources of supply.

# Legal

Managing the purchase of goods, services and/or technology by handling legal services within companies, overseeing the bidding process, ensuring proper drafting and adherence to SOX, contracts and related documents while containing legal spend. Overseeing continued contract performance including any nonconformity and amendments to document.

## Fundamental

## Proficient

## Advanced

## Mastery

### Contracting (Contract Development and Administration)

May award low-level contracts. In a support role, provides constructive feedback to suppliers, but is not involved in post-contract initiatives. Ensures suppliers complete necessary paperwork (e.g., insurance, confidentiality agreements). Communicates contractor issues and concerns when necessary.

Is involved in awarding less complex/ lower-value contracts, provides constructive feedback to suppliers and ongoing progress with customers. Works with legal department to ensure contract meets the need of each particular purchase. Makes sure a contract is in place with every supplier and understands how the battle of the forms impacts contracting.

Oversees team(s) and ensures those who handle contracts have the skills to do their job. Develops contract materials and a playbook that buyers can use to understand contracts. Executes contract management strategies depending on project scope, working with all stakeholders.

Leads the organization in best practices, continuous process improvement and compliance with ISM's ethical principles. Manages and resolves disputes, working with legal advisers where appropriate.

### Dispute Resolution

Has ability to anticipate and or has keen awareness of when conflict arises; however, seeks help and support to address issues.

Is able to anticipate and identify and address conflicts before referring to management. Does not wait for a conflict to arise but rather actively works with internal customers and suppliers to prevent disputes

Efficiently manages a team, while identifying and effectively handling a variety of conflict situations. Works with all internal stakeholders in the contracting process in case of potential dispute. Ensures contracts are continually amended to reflect the status of performance.

Works with legal and the internal customer to ensure not only the dispute is resolved but also that a mechanism is put in place to prevent further dispute.

### Intellectual Property

Is aware of pertinent intellectual property issues.

Works with internal customers to ensure that any intellectual property or ownership of deliverables is anticipated prior to using the supplier. Understands intellectual property laws and their relation to contracts. Seeks out counsel when necessary.

Is well versed in intellectual property law. Is able to think through its bearing and insinuations in decision-making.

Possesses the knowledge to create a strategic plan to handle the organization's intellectual property and mitigating associated risks.

## Fundamental

## Proficient

## Advanced

## Mastery

### Legal Considerations (Knowledge of Law)

Is aware of legal implications. Has some basic training in procurement law. With limited knowledge/ understanding of laws, has the ability to work within boundaries. Seeks advice or counsel when necessary.

Comprehends legal implications on the function and seeks advice when necessary. Has training in both procurement law and contracts in general.

Can interpret legal aspects that impact procurement and predict where violations may lie. Takes mitigating action well in advance. Is able to provide advice to team but knows when to seek counsel. Has training in purchasing law/contracts in general as well as specific training to read, understand, review and amend contracts to ensure they meet the organization's needs.

Has a comprehensive understanding of the legal issues that impact the supply function. Is sought-after for comprehensive and robust advice. Is in charge of the entire contracting process and understands both business and decisions that need to be made for the organization. Ensures internal customer satisfaction. Provides training for the entire organization.

### Terms and Conditions (Ts & Cs)

Is aware of and understands the Ts & Cs and how to apply them. Knows what the various contract documents of the organization are and how they work. Makes sure the internal customer is aware of Ts & Cs that impact them.

Uses Ts & Cs to drive improved contract performance. Leverages Ts & Cs to show requirements and to foster superior execution. Knows when to bring in legal department for review. Reviews and understands not only their own internal contract documents but also the Ts & Cs of supplier contracts.

Develops, in conjunction with legal, useable and effective Ts & Cs for specific contracts. Teaches and advises others about what is and is not in their own contract documents. Advises on language a supplier may want to include that may not be favorable to the organization. Is the decision-maker in conjunction with the internal customer on final contract Ts & Cs and adjusts the contract as needed during performance.

Reviews and influences the organization's Ts & Cs with legal advisers to ensure compliance with local legislation. Provides training for everyone to understand their own Ts & Cs. Ensures organizational Ts & Cs cover all types of purchases the organization makes, of varying dollar amounts, time frames and risk levels.



# Logistics Management

Management of all activities that take place after a product is finished and approved for shipment, including finished goods inventory, selection of distribution outlets, response to orders for product and all transportation between downstream parties, including returned goods.

	Fundamental	Proficient	Advanced	Mastery
<b>Distribution/Transportation Management</b>	Knowledgeable about modes of transportation, associated costs and contracting needs. Seeks direction as needed.	Has the ability to identify problems and provides solutions. Either schedules or delegates a team member to arrange transportation of supplies.	Has the ability to strategically plan and advises on the selection of transportation. Is able to recognize problems and resolve them to minimize risks. Communicates with peers, stakeholders and leadership as appropriate.	Develops and implements transportation strategy, considering corporate social responsibility factors. Takes into consideration factors such as; international freight, handling of hazardous materials and import and customs duties.
<b>Import/Export</b>	Manages all of the paperwork and work directly with customs and exporters. Allows the shipper to select the port of entry.	Deals exclusively with brokers to clear shipments and rarely gets involved in actual import/export activities. Limited sophistication in selection of port of entry — whatever is easiest or largest port.	Understands the import/export process and works on customs clearance at the port of entry independently or uses brokers as needed. Good understanding of decision factors in choosing ports of entry.	Understands the process and works on customs clearance independently or uses brokers as needed, sometimes moving product in bond, clearing customs at the destination, rather than the port of entry. Very good understanding of decision factors in choosing ports of entry, such as port congestion, cost of land bridge transportation and proximity to the final destination.
<b>Inventory Management</b>	Monitors and administers stocking levels held at defined locations with some awareness of inventory management systems and processes. Recommends process improvements to peers and stakeholders.	Sets and adjusts stocking levels based on inventory methodologies and procurement policies (min, max, reorder points, lead times.) Designs and implements process improvements with stakeholders.	Implements inventory strategies based on cost benefit analysis (i.e. - ABC) as defined by the strategic objectives and goals. Creates Key Performance Indicators that would align multiple stakeholders' objectives. Works closely with major stakeholders on inventory optimization to attain short term and long term goals.	Develops strategic inventory methodologies aligned to company vision, mission and strategic objectives. Partners with key organizations on financial and investment implications to determine inventory positioning for the long term. Aligns initiatives with strategic alliance and critical supplier executive forums.

## Fundamental

## Proficient

## Advanced

## Mastery

### Reverse Logistics Management

Understands impact of returned goods to stored finished goods, and follows procedures to adjust accordingly. Recommends improvements to reverse logistics processes.

Implements and manages resources and business processes to optimize inventory returns and disposals. Makes improvements to existing reverse logistics systems and recommends future capability requirements.

Ensures strategies, resources and business processes are developed and in place to accommodate inventory returns and ensure inventory planning adjustments are made accordingly.

Understands the implications of supply business cycles and ensures a comprehensive strategy is in place to accommodate inventory returns. Partners with internal stakeholders to identify secondary markets or disposal facilities for unsold goods.

### Warehouse Management

Utilizes defined principles and systems for physical storage of materials in the warehouse. Obtains data on items stored to determine Key Performance Indicator adherence.

Implements storage strategies and plans to support stakeholder objectives. Implements and modifies Key Performance Indicators to ensure processes are optimized. Works within or leads cross-functional teams to make process improvements.

Establishes storage strategies and plans. Manages the implementation and measures effectiveness. Implements system to ensure transactions, costs, and health and safety strategy expectations are met.

Establishes strategic warehouse direction that aligns with company vision, mission and strategic objectives. Creates cost benefit analysis with financial and operational leadership to determine best approach to optimize assets (i.e. - company owned, leasing, 3PL/4PL, geographic locations.)

# Negotiation

Planning, preparing and executing negotiations, and reviewing personal and team negotiation performance.  
Influencing personal and team negotiation capabilities and outcomes.

	Fundamental	Proficient	Advanced	Mastery
<b>Competitive Leverage/ Market Intelligence</b>	Has fundamental understanding of data analysis in market intelligence. Can assume basic data download and analysis.	Understands techniques and concepts of competitive market intelligence. Demonstrates a propensity for stronger skills in specific analysis techniques.	Experienced in a variety of analysis techniques: relative, mathematical, pragmatic or subjective. Synthesizes data to resonate with appropriate audience. Provides direction to team members.	Has excellent analysis ability. Provides instinctive analysis and naturally synthesizes information that reflects the requirements.
<b>Conditioning and Information Control</b>	Ensures that information does not get to persons outside the organization who have not executed the proper agreements to protect the organization.	Gets agreements executed that protect the organization, and ensures that no information is disseminated without proper controls. Limits the flow of information internally and externally for confidential subject matter. Files intellectual property documents to secure rights, if necessary.	Determines what agreements need to be executed for persons outside the organization who will have access to corporate information. Sets up levels of authority in the organization for information control.	Manages the flow of information in the organization and who does and does not have access to organizational information through corporate procedures and systems. Sets out the standards for the organization so that the entire organization protects confidential and proprietary information.
<b>Conducting Negotiations</b>	Has some understanding and experience of how to negotiate. Responsibilities may include negotiations for price centric products and services. And is primarily involved in supporting others. Has some negotiation training.	Has some hands-on experience in leading and conducting negotiations. Is aware of and comprehends the principles of negotiation. Is trained in both general and legal negotiations. Understands how business decisions and legal decisions work together in the negotiation process and knows who the decision-maker is in each negotiation.	Fully comprehends when and how to negotiate. Has successfully conducted an assortment of negotiations to accomplish organization objectives. May lead some strategic and business-critical negotiations. Can adapt negotiation tactics. Ensures the organization has sufficient time to negotiate and that all negotiations result in a signed contract. Is able to change the negotiators internally based on the needs of the specific negotiation. Has a policy to competitively bid purchases to ensure the greatest benefit from the negotiation.	Has extensive negotiating experience across a range of commodities, goods and services. Creates an environment where negotiations are supported and encouraged such that the organization understands that even if a bidding process is started, a purchase does not have to be made. Makes sure that only people who have the authority to negotiate do so, and backs this policy. Ensures that all negotiations are conducted using the highest ethical standards. Is recognized as an expert negotiator.

## Fundamental

## Proficient

## Advanced

## Mastery

### Planning and Preparation (BATNA, etc.)

Has limited knowledge of negotiation planning and preparation. Works to ensure that needs of internal customer are met.

Supervises the bidding process and helps with internal customers' needs so those items can be achieved in the negotiation. Warns customers if they attempt to negotiate for items not in their best interest. Has a strong foundation in planning and preparation.

Establishes a clear negotiation strategy. Ensures internal customers continue to competitively negotiate with suppliers and that suppliers are not too entrenched in the organization. Assists in negotiating for the present needs and anticipates the future organizational needs. Handles internal customers' budgets and helps get the correct supplier at the right price through a competitive bidding process. Is experienced in planning and preparation. May lead some strategic and business-critical negotiations.

Strategically leads intricate negotiations. Considers broad aspects when developing negotiation plans. Ensures all departments have enough money to meet their needs but not so much that they spend too much when choosing a supplier. Adversely impacting the negotiation process. Does not have a sole-source/single-source policy. Encourages a competitive environment. Is in favor of technology such as reverse auctions to leverage the negotiation process. Provides direction to the supply management team and others. Has extensive experience with planning and preparation.

# Project Management

The process of coordinating, organizing, planning, scheduling, controlling, monitoring and evaluating of activities so that the objectives of a project are met.

	Fundamental	Proficient	Advanced	Mastery
<b>Project Management Best Practices</b>	Uses project management processes to clarify the scope of the project, estimate resources and manage the project. Maintains project schedule, identifies task dependencies and plans in advance to overcome project obstacles and constraints.	Manages the delivery of the project using complex project management processes. Develops detailed work plans for each phase of project activities that identify task dependencies, resource requirements and a phase time line.	Manages complex projects, producing multiple project deliverables simultaneously. Uses advanced techniques to manage projects, including control and reporting strategies to monitor changes.	Has the ability to manage large, complex projects by directing cross-divisional, cross-geography project resources and team members. Demonstrates expertise in risk management and project control to meet and exceed project standards and deadlines.
<b>Project Management Supply Chain Integration</b>	Recognizes project management techniques. May have a project participation-level requirement. May be involved in the planning process.	Comprehends project management approaches and implements them in projects. Has hands-on experience in working with others on supply chain management projects. Uses project management approaches when completing their own tasks	Demonstrates formal project management experience and/or significant practical experience. Has the ability to lead cross-functional/organizational project teams. Guides and directs the supply chain management team and the organization regarding high-risk and mitigation strategies for projects undertaken across the organization. Manages projects to agreed time lines and budget restraints.	Is recognized as a strategic project leader. Is likely to assign project management tasks. Provides leadership and input on supply chain issues as well as other areas of business.

# Quality Management

With the support of senior management, implements supply chain quality systems to define and monitor product and service quality standards from suppliers to customers, with an eye on the cost of quality and its impact on the business.

	Fundamental	Proficient	Advanced	Mastery
<b>Quality Control and Assurance</b>	Monitors and utilizes feedback systems to inform suppliers of adherence to and deviations from documented expectations.	Implements documented expectations and feedback systems with the supplier as defined by internal stakeholder requirements. Communicates and enforces change control expectations and systems.	Defines and develops infrastructure with internal stakeholder quality checks and balances for both the processes to create a product and for the product itself. Develops robust change control expectations and systems.	Establishes expectations that supplier selection and retention incorporate both quality into the processes to create a product and for the product itself, including change control.
<b>Quality Improvement</b>	Recommends ideas and plans for continuous improvement with internal stakeholder and supplier input.	Develops and implements documented plans, as defined by the internal stakeholders and suppliers, for quality continuous improvement that incorporates a cost analysis.	Develops infrastructure with internal stakeholders and suppliers to drive quality continuous improvement that remain cost-effective.	Sets cultural expectations for a quality continuous improvement philosophy that incorporates cost of quality.
<b>Quality Planning</b>	Participates in the implementation of the strategic plan and infrastructure for supply chain quality systems and standards. Provides input to gaps and makes recommendations for improvement.	Implements the strategic plan and infrastructure for supply chain quality systems and standards through internal stakeholder documented requirements (materials/services), training programs and feedback systems.	Develops strategic plan and infrastructure for supply chain quality systems and standards. Defines behaviors and work practices to reinforce the standards. Establishes routine review forums within the supply chain organization to evaluate quality system health and risks.	Establishes the supply chain quality culture, operating system and strategic plan expectations as aligned to the larger organization standards (e.g., ISO, government, internal, etc.)
<b>Supplier Quality Management</b>	Understands quality expectations and monitors performance of supplier relative to documented standards.	Incorporates quality expectations for standards and systems into appropriate supplier contract/Ts & Cs and supplier feedback/evaluation systems.	Develops infrastructure to inform suppliers of expected quality standards and systems for selection and retention. Establishes/facilitates executive-level partnerships/reviews with key suppliers to discover quality health risks and cost of quality implications.	Establishes expectations for quality standards and systems for supplier selection and retention as aligned to the internal organization culture, operating system and standards. Actively engages executive level partnerships and reviews with key suppliers to discover quality health risks and cost of quality implications.

# Risk

Risk is systematically identified, analyzed and assessed throughout the global supply chain in terms of probability with options generated to reduce or mitigate perceived risks.

	Fundamental	Proficient	Advanced	Mastery
<b>Compliance</b>	Complies 100 percent with ethics policies, ensuring that compliance is followed in all procurement and supply chain management activities as it relates to audit and financial responsibilities.	Complies 100 percent with ethics policies, understanding audit and compliance requirements and processes. Uses that knowledge to adapt or amend policies when necessary.	Definitively comprehends audit and financial compliance. Works to develop and benefit from compliance and encourages team to do likewise. Complies 100 percent with ethics policies.	Complete comprehension of the role of audit and financial compliance. Recognizes the impact and actively encourages team to embrace positively. Models and Based on audit output, models and leads process change throughout the organization. Complies 100 percent with ethics policies.
<b>Manages Risk</b>	Offers input to risk analysis and may be directed to take minor roles.	Contributes to risk analysis and proactively considers suitable contingency efforts. Communicates risk mitigation strategies to suppliers and follows up with implementation results.	Communicates risk mitigation strategies to suppliers and follows up with implementation results. Is knowledgeable in the risk vernacular and provides direction to other team members. Serves as the lead during complex projects to assess strategy, risk and analyze outcomes.	Has the ability to develop organizational risk management strategies and lead initiatives. Is involved in top-to-top risk mitigation discussions with key suppliers.
<b>Risk Analysis</b>	Recognizes the need for risk analysis. Does some analysis but this tends to be ad hoc and is not well-documented.	Develops a systematic approach for identifying supply and cost risks. Assessment on the significance of each risk tends to be intuitive, and plans to tackle risks are ad hoc. Assists with supplier surveys on risk.	Systematically identifies and analyzes risks. Uses sound judgment to assess the significance of each risk. Documents options to deal with the most significant risks. Conducts supplier surveys to diagnose areas of risk and gaps to close with suppliers.	Systematically identifies and analyzes risk on all expenditures within the category. Assesses the probability and consequences of the risk and uses the data to prioritize risk elimination activity.

# Sales and Operations Planning

Working cross-functionally with internal business units to forecast anticipated demand, inventory, supply and customer lead times based on the sales forecast, actual demand and capacity forecast.

	Fundamental	Proficient	Advanced	Mastery
<b>Budgeting</b>	Understands the concepts and techniques for budgeting.	Subject-matter expert in their functional area. Exhibits strong functional knowledge of tools and techniques budgeting. Applies budgeting techniques regarding sales and operations planning.	Leads the supply management subject matter contribution to S&OP. Demonstrates strong communication skills within group and across functions to peers as well as superiors. Understands and applies budgeting techniques regarding demand and capacity	Sponsors S&OP effort by reviewing progress on a regular basis. Communicates importance of arriving at consensus budget through collaboration across sales, procurement, operations and finance.
<b>Demand Management and Planning</b>	Has an understanding of the concepts and techniques for basic data analysis. Understands project methods and adopts them in small projects. Is likely to use project methods in completing own tasks. Develops less complex specifications with coworkers/suppliers, or more complex specifications under direction.	Is considered a subject-matter expert in his/her functional area, exhibiting strong functional knowledge of tools and techniques for demand planning and management. Communicates well within group and with supervisor. Applies planning techniques regarding demand and capacity. Provides direction and supervision of buyer/analyst.	Leads the supply management subject-matter contribution to S&OP. Demonstrates strong communication skills within groups and across functions to peers as well as superiors. Understands and applies demand and capacity planning. Seeks collaborative solution-building and continuous improvement of process to achieve better plans and business decisions. Provides direction and supervision of specialist/manager.	Sponsors S&OP effort, reviewing progress on a regular basis. Communicates importance of arriving at consensus plan through collaboration across sales, procurement, operations and finance. Dedicates time to attend key meetings and drive standardization of the process. Ensures strategies and decisions are aligned with organization goals and objectives. Provides direction and supervision of director.



## Fundamental

## Proficient

## Advanced

## Mastery

### Forecasting

Understands the concepts and techniques for forecasting and analysis. Understands forecasting and adopts to initiatives.

Is a subject-matter expert in his/her functional area. Exhibits strong functional knowledge of tools and techniques for forecasting demand and capacity. Communicates well within group and with supervisor. Applies planning and forecasting techniques regarding demand and capacity.

Leads the supply management subject-matter contribution to S&OP. Demonstrates strong communication skills within group and across functions to peers as well as superiors. Understands and is able to apply planning and forecasting techniques regarding demand and capacity. Seeks collaborative solution building and continuous improvement of process to achieve greater forecast accuracy.

Sponsor of S&OP effort, reviews progress on a regular basis. Communicates importance of arriving at consensus forecast through collaboration across sales, procurement, operations and finance. Dedicates time to attend key meetings and drive standardization of the process. Ensures strategies and decisions are aligned with organization goals and objectives.

### Needs Identification (Supply Planning)

Supports others in planning supply demand and capacity with analysis and critical thinking. Evaluates suppliers against a standard, well-documented set of criteria and provides a comprehensive comparison on the relative capabilities of suppliers against those criteria.

Provides team with expertise in supply planning tools and techniques to improve structure of planning and analysis. Improves supplier selection and development to reflect business needs, both current and future. Evaluates suppliers' aptitudes against organization needs.

Leads supply planning effort across functions. Evaluates suppliers against criteria derived from organization needs. Data collected is synthesized and effective. Clearly identifies and documents gaps in current and/or potential capabilities to meet business needs, and formulates plans to deal with them.

Facilitates the time and effort required by team members to properly plan supply. Models exemplary aptitude for supporting others in developing supplier evaluation approaches that quickly short-list suppliers into those with current, developing or breakthrough capabilities.

### Product Development

May be asked to do preliminary research and work with customers on specifications.

Under direct guidance, develops more complex specifications. Has the ability to develop less complex specifications with customers.

Has the ability to develop complex specifications and incorporate them into an appropriate tender with support of stakeholder. Actively and willingly seeks to build technical knowledge.

Guides and assists in the development of technically challenging specifications. Is innovative in the development of multifaceted specifications. Builds and institutes good understanding of technical knowledge.

### Specification

Confidently understands the need to act as a challenge to client demands/specifications.

Challenges client demands/specifications, using internal and external benchmarks as cases for change.

Uses value analysis and value engineering approaches to devise performance-based specifications.

Demonstrates exemplary competence in coaching teams in value analysis, engineering and process mapping tools to stimulate breakthrough improvement in specification development.

# Sourcing

Obtains the best quality at the best price, including specifications development, value analysis, supplier market research, negotiation and buying activities, to meet objectives identified through category management.

	Fundamental	Proficient	Advanced	Mastery
<b>Historical Sourcing Analysis</b>	Am aware of sourcing history for a supplier and provide this data/ perspective to the sourcing team.	Analyze sourcing history for category (and for each supplier) in order to prepare a strategy for an upcoming event. Also include the current situation and future opportunities/ threats.	Consistently perform formal historical sourcing analysis for upcoming events, tapping into internal/external data to identify trends, opportunities and threats.	Take a holistic/analytical market and supplier-specific view of sourcing history, along with current threats/opportunities – utilizing internal/external data to profile the category and communicate the essential cost drivers to the sourcing team.
<b>Initial Information from Suppliers</b>	Receive supplier bids or am involved in administering RFI's, RFQ's and RFP's for formal bid processes.	Execute structured formal bid processes, (RFI's, RFQ's and RFP's), consistently with appropriate suppliers, which include favorable terms and conditions to the enterprise.	Oversee execution of formal bid processes to ensure favorable terms and conditions in complex contracting situations that include rigorous service level requirements for the supplier.	Establish high standards for formal bid processes while driving performance improvement through favorable terms and conditions, performance indicators, as well as setting higher service level delivery for supplier(s).

## Fundamental

## Proficient

## Advanced

## Mastery

### Sourcing Strategy

Acts as a cross-functional team member to analyze information and formulate sourcing strategies using the category sourcing process.

Uses category sourcing process each time a sourcing decision has to be made, working with colleagues and peers. Generates incremental value. Develops specifications. Incorporates tender process and evaluation. Supports make-versus-buy strategies and ensures they are consistent with the category mapped to a portfolio matrix.

Works independently or facilitates teams to generate creativity in creating options contracting, sourcing, relationships or risk improvement, using the category sourcing frameworks. Validates assumptions and robustness of strategies

Through constructive challenge of teams, high levels of creativity create significant opportunities for financial and/or competitive advantage in sourcing strategies. Ensures great rigor is applied in using the process to generate improvement in sourcing. Assesses and evaluates portfolio of strategies to ensure appropriate balance in the tactical to breakthrough continuum. Validates “line of sight” and fits to meet business objectives.

### Supplier Selection

Evaluates suppliers against a standard set of well-documented criteria and provides a comprehensive comparison on the relative capabilities of suppliers against the criteria. Develops key capabilities, performance standards and other hurdle criteria prospective suppliers must meet. Develops method by which to evaluate and score prospective suppliers.

Enhances supplier selection and/or development criteria to reflect specific current and future business needs. Evaluates suppliers’ capabilities against the criteria in a planned, efficient, systematic and well-documented manner.

Assesses s suppliers against criteria derived from business needs. Data collection is focused and effective. Gaps in current and/or potential capabilities to meet business needs are clearly identified and well-documented, as are plans to deal with them.

Demonstrates exemplary competence in supporting others to efficiently develop supplier evaluation approaches that quickly short-list suppliers into those with current, developing or breakthrough capabilities.

# Supplier Relationship Management

Partnering with internal stakeholders to segment and manage supplier relationships. Identifying and executing relationship strategies with stakeholders and suppliers to improve overall efficiency, performance, accountability, compliance and value.

	Fundamental	Proficient	Advanced	Mastery
<b>Contract Management</b>	Tactical, day-to-day involvement in contract management activities. Works with stakeholders to ensure that materials and services are delivered according to contract terms.	Is responsible for implementing contract strategies and techniques. Works closely with stakeholders at an operational level to monitor compliance with contract terms.	Develops contract management strategies, techniques and reporting to support organizational objectives. Depending on the complexity of a contract, may provide input or guidance.	Champions the contract management process within the supply management function and with executive-level management. Involved in high-risk/high-value contract management activities.
<b>Early Supplier Involvement</b>	In support of the specialist/manager, helps identify new or existing sources of supply that have the capability and capacity to support new products and services. Helps investigate supply base capabilities.	Working in partnership with stakeholders, involves suppliers in the very early stages of the development process for new products and services to drive speed to market. Facilitates information sharing through use of appropriate tools such as confidential non-disclosure agreements (CNDAs).	Drives strategic planning and development of early supplier involvement for new products and services to give the organization a strategic advantage over competitors. Recognizes the value and opportunities that ESI brings to the table for both the organization and suppliers	Cultivates relationships with executives at key suppliers and senior internal leadership to ensure that suppliers' strategic core capabilities are understood within the organization. Ensures supply management function is viewed as trusted adviser by stakeholders to warrant early involvement of SM recommended suppliers.
<b>Supplier Development</b>	In support of the specialist/manager, helps identify new and emerging sources of supply. Actively involved in managing ramp-up activities for suppliers targeted for development.	Implements strategies to identify and develop new and emerging sources of supply. Identifies suppliers with differentiating core capabilities that do not exist in the incumbent supply base.	Drives strategies to develop new and emerging sources of supply to close technical, cost or performance gaps. Efforts also result in creating competition within the supply base to the benefit of the organization.	Understands future roadmaps, plans and initiatives that may necessitate new and emerging sources of supply. Drives supply management organization to engage in supplier development activities to support the business.

	Fundamental	Proficient	Advanced	Mastery
<b>Supplier Innovation and Collaboration</b>	Supports day-to-day supply management activities in support of supplier innovation and collaboration initiatives.	Works in close collaboration with suppliers and stakeholders to drive identification and implementation of innovative ideas from suppliers. Takes ownership of shared activities as part of collaborative relationships.	Develops plans and strategies to drive innovation and closer collaboration with suppliers that delivers value to the organization. Directs supply management function and suppliers in implementation of innovative ideas.	Creates an internal environment that espouses and values supplier innovation and close collaboration with the supply base. Influences stakeholders and senior management to enable implementation of innovative, game-changing ideas.
<b>Supplier Performance/Continuous Improvement</b>	Tracks and monitors supplier performance against key performance indicators (KPIs) and service level agreements (SLAs). Manages activities in support of supplier business reviews.	Implements strategies to improve supplier performance through negotiation of KPIs and SLAs with key suppliers. Plans, facilitates and strategically supports supplier business reviews. Involves stakeholders in supplier performance improvement initiatives.	With feedback and support from internal stakeholders and the VP/CPO, develops strategies to improve supplier performance through KPIs and SLAs with key suppliers. Develops strategy and roadmap for managing supplier business reviews.	Creates an internal environment that holds the supply base accountable to assist the organization in meeting its objectives and drives initiatives that improve performance, efficiency, cost, quality and value. Serves as escalation contact for major issues with supplier performance.

# Supply Chain Planning

The strategy and management of continuous, value-added processes across organizational boundaries to meet the needs of the end customer, while incorporating a structured approach, combined with the use of best-practice tools, to enable the development of comprehensive sourcing strategies that deliver maximum long-term value.

	Fundamental	Proficient	Advanced	Mastery
<b>Supply Chain Analytics</b>	Plays an active role in defining KPIs to measure success of the initiative and the yearly and quarterly targets. Also tracks and reports KPIs to the leadership team and other stakeholders such as finance. Investigates root causes for product over/underperformance, establishing causal relations between observed outcomes, user behavior, product features, product health and quality.	Works in a cross-functional team to provide analytic support for senior managers and directors. Develops and expands business reporting to make tactical decisions while identifying opportunities and threats.	Reviews summarized analytics reports from managers to make departmental decisions and share business findings with partners. Shares key insights with department staff and analytics team to promote continuous learning. Develops data-driven reports for senior executives and provides key recommendations on findings.	Partners with other executives to define key findings from reports to establish action plans for strategic improvement initiatives. Manages all supply chain metrics.
<b>Supply Chain Design</b>	Knowledge in requirements planning like xRP – e.g., ERP, MRP, MRP II, DRP, DRP II, WMS. Has an understanding of JIT and lean principles	Establishes implementation plan for aligning requirements of supply chain management with operational activities to support the organization's strategy. Launches and implements operations plans and forecasting, and advances planning optimally by using resources and facilities.	Possess of providing strong leadership and identification, analysis and management of operational improvement opportunities. Reports analysis to senior management.	Incorporates operations analysis in the development of agile and flexible supply chain design strategies. Works collaboratively and strategically with executive leadership and supplier partners to execute on sourcing initiatives.
<b>Supply Network Design and Optimization</b>	Works under supervision to collect and analyze data needed for and output from network design/ optimization.	Has limited knowledge of network design parameters and counterbalancing metrics. Collaborates with stakeholders to establish KPIs for network.	Has a comprehensive understanding of network optimization frameworks and software capabilities. Leads complex design and optimization studies and implementation.	Has a deep understanding of multitier, multi-node supply networks. Strategically reconfigures network for current performance objectives while developing new ones for anticipated needs.

# Systems Capability and Technology

Demonstrating an understanding of what technology is available (e.g., SAP, procurement systems, e-RFX tools), and how best to make use of them and when.

	Fundamental	Proficient	Advanced	Mastery
<b>Application of Technology</b>	Uses established process for systems and technology. Does not deviate from process without recommendation.	Highlights and establishes best practices for operational use while providing divergent solutions to ad hoc issues. Makes suggestions on the application of systems and technology.	Authorizes and provides direction on significant deviations from the use of organizational systems. Has a strong understanding of present and up-and-coming technologies to accelerate the value of SCM.	Defines procurement/supply management systems and technology strategy. Understands the value of applying process standards, while accounting for unique local requirements. Provides thought-leadership on technology strategy.
<b>Big Data (Use of Data)</b>	Has basic knowledge of the various systems, applications and mechanisms. Follows established processes and procedures with data management.	Has a good grasp of the organization's internal as well as external systems, applications and tools linked with data management and control. Well versed on utilizing these tools and applications.	Supports and advocates data management, controls and data mining applications and systems. Is pursued for advice in existing and future technology systems.	Reviews appropriate data management, control and data mining applications and systems. Provides the leadership and ensures senior sponsorship for implementation. Develops plans to address where gaps exist.
<b>Knowledge of Procurement Technology Systems (E-Auctions, P2P, etc.)</b>	Has general awareness of procurement systems used within the industry and in-depth knowledge of current organization's system.	Well versed in multiple procurement systems and tools. Has the knowledge to utilize them according to the needs and demand of the organization. Understands other systems and available tools and uses them appropriately. Has increased awareness of the value of the information that is generated by systems.	Has a strong proficiency with procurement systems and serves as team leader for training initiatives. Suggests improvements on localized system developments and has a strong understanding of the internal matrix.	Has expert knowledge and understanding of existing and evolving supply chain systems. Identifies the need for and introduces new procurement systems when required. Offers strategic input on the utilization of current and new systems.

Contact  
[membersvcs@ismworld.org](mailto:membersvcs@ismworld.org)  
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