

Procurement Development Framework Reviews

August 2021

Process

- Self-Assessment back in 2020 before SXL left site
- Pandemic stalled this piece of work whilst we focussed on business critical activity
- Spring/Summer 2021 - Review with manager (who had insight into anonymised peer results) to determine whether score should be changed (especially given passage of time)

Acknowledgements!

- Self-Assessment:
 - Not always comparable due to interpretation and different view-points
 - Scores can be reflective of mood on the day!
 - Sense check with manager with knowledge of wider team scores aids setting of the score in more comparable manner
- Some detail in competencies not always relevant – don't be too hard on yourself. If not felt relevant (rather than a gap), don't mark down on that basis.
- Passage of time – experiences since scoring may well have influenced where you would be now!

Results –
August 2021 –
on or above
benchmark
across all levels

Corporate Strategy	100%
Legislation	100%
Governance & Compliance	100%
Standards & Conduct	100%
EU and Regulated Tender Process	100%
Alternative Routes to Market	100%
Managing High Performance Teams	100%
Leading & Influencing	100%
Stakeholder Relationships	100%

Between 90%
and 100% on or
above
benchmark –
across all levels

Contract Law Terms & Conditions	90%
Procurement Strategy & Policy	94%
Specification Development	94%
Supplier Management	94%
Self-Development	94%
Communications	94%
Procurement Tools & Systems	95%
Tender Evaluation	95%
Award and De-Brief	95%
Building Tender Documents	96%

Between 80%-
90% on or
above
benchmark -
across all
levels

Continuous Improvement	81%
Commodity, Supplier & Supply Chain Profiling	83%
Commercial Competence & Business Acumen	83%
Project & Programme Management	83%
Market & Supply Chain Analysis	89%

Gaps are at Cat. Mgr level – high benchmark

Below 80% on
or above
benchmark –
across all
levels

- Following are competencies for Cat.
Mgr role only:
- Business Case Development
 - Financial Management & Modelling

Business Case Development	33%
Sustainable Procurement	35%
Financial Management & Modelling	50%
Negotiation	61%
Spend Analysis	65%
Commercial Models	67%
Contract Management	74%
Performance Management & Measurement	76%
Risk Management	78%

Development Opportunities

Competency	Findings/Next Steps
Business Case Development	CMs only. Review identified that this is likely due to lack of need to develop formal business case, rather than lack of knowledge or understanding. COBN process is probably most relevant for this role
Sustainable Procurement	<p>Suspect basic knowledge and understanding is there, but there is a fear around application. Plethora of resources available, yet acknowledgement that this has maybe instilled more of a fear! SG e-learning is mandatory to ensure entry level knowledge and understanding but recommend peer support and acceptance that this is an evolving subject – no one-size fits all. Need to build on lessons learned, success stories etc.</p> <p>Derek to survey the team to understand if any particular area of concern – i.e. environment/social/ethical, or more around tools etc.</p>
Financial Management & Modelling	Below benchmarks generally as a result of capacity issues/category relevance
Negotiation	<p>Recognised that this is perhaps being practised intuitively but not recognised as negotiation. Looking to undertake a peer session (knowledge transfer) as well as to establish a ‘knowledge bank’ of examples/tips etc.</p>
Spend Analysis	System/data reporting cited as main reason for lower scores. Oracle Cloud sessions have been set up to address this.
Commercial Models	Below benchmarks generally as a result of capacity issues/category relevance.
Contract Management	CSM process roll-out should support
Performance Management & Measurement	CSM process roll-out should support, also Procurement Development Reviews with managers
Risk Management	Guidance/shared learning

Conclusions

- Individual development plans should support any competency or development need – including behaviour/performance related (HWWM)
- Personal Development should be **owned by you** – managers can encourage and support but you are responsible for these. There is an expectation that areas of weakness/lower scores should have action to address and that it is undertaken in an effort to develop/improve.
- Development Framework to be re-run early 2022 – swiftly followed by full PDDR with manager