



# The Global Standard for Procurement and Supply

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Leading global excellence in procurement and supply

# Segment 9.4 Developing the Capabilities of Individuals in Procurement and Supply

**Level:** Managerial

**Theme:** Developing Teams & Individuals

Knowledge: Will know and understand	Capabilities: Will be able to
Theories that explain the behaviour of people and the differences between people	Promote positive working relationships by building on the different strengths of people in the team
Approaches to the development and measurement of individuals' knowledge, capabilities and skills	Support the development of individuals' knowledge, capabilities and skills to further the aims of procurement and supply
The role of equality, diversity and inclusion in organisations	Promote equality, diversity and inclusion in the procurement and supply function and within the organisation's supply chain
Different approaches individuals have to learning, including: <ul data-bbox="199 1576 758 1778" style="list-style-type: none"><li>• Explicit and tacit knowledge</li><li>• Cognitive theories</li><li>• Knowledge management and how these can affect development and performance of individuals</li></ul>	Support the personal and professional development of individuals to enhance their performance

Knowledge: Will know and understand	Capabilities: Will be able to
<p>The dimensions of job satisfaction, the concept of alienation at work, and approaches to job design, enlargement and enrichment</p>	<p>Allocate the appropriate roles and responsibilities to personnel with responsibility for procurement and supply, to promote engagement and positive outcomes</p>
<p>The use of job analysis and job skills to identify and agree personal development plans</p>	<p>Establish the knowledge and skill requirements of personnel working in procurement and supply functions and agree plans for the development of each member of staff</p>
<p>The use of recruitment and selection plans to meet the skills and knowledge needs of the procurement and supply function</p>	<p>Create plans for the recruitment and selection of staff (including contingent staff) to fulfil the requirements of the procurement and supply function</p>
<p>The use of training needs analysis and the creation of personal development plans</p>	<p>Develop and implement plans for the training and development of staff and other stakeholders to further the organisation's capabilities in procurement and supply</p>
<p>The use of mobile technologies, video conferencing and collaboration tools to communicate with stakeholders</p>	<p>Encourage the use of mobile technologies, video conferencing and collaboration tools, providing support to personnel when required</p>

## Related CIPS Knowledge Links

[Procurement Team - http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Procurement-Organisation/Procurement-Team/](http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Procurement-Organisation/Procurement-Team/)

[Career Development - http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/People-and-skills/Career-Development/](http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/People-and-skills/Career-Development/)

[Procurement Team - http://www.cips.org/en-gb/knowledge/procurement-topics-and-skills/procurement-organisation/procurement-team/#tabs-2](http://www.cips.org/en-gb/knowledge/procurement-topics-and-skills/procurement-organisation/procurement-team/#tabs-2)

# Segment 9.5 Motivating Individuals in Procurement and Supply

**Level:** Managerial

**Theme:** Developing Teams & Individuals

Knowledge: Will know and understand	Capabilities: Will be able to
The meaning of motivation	Understand the motivations and behaviours of stakeholders, suppliers and individuals, and use this knowledge to fulfil the roles required for effective procurement and supply
Sources of extrinsic (financial rewards, security, promotion, the work environment and work conditions) and intrinsic (psychological rewards, challenge and achievement, receiving appreciation and recognition) motivational approaches for working with staff	Motivate teams and individuals appropriately, including procurement and supply staff, stakeholders and suppliers
The impact of different forms of behaviour and how they can affect performance	Encourage constructive behaviours in the procurement and supply function and take appropriate actions to manage and mitigate negative behaviours
The use of motivation theories in organisations	Apply relevant motivation theories with staff in procurement and supply functions to enhance performance

Knowledge: Will know and understand	Capabilities: Will be able to
Approaches for performance review and appraisal	Conduct effective performance reviews and appraisals with members of staff from procurement and supply

## Related CIPS Knowledge Links

[Conflict Resolution](http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Developing-and-managing-contracts/Conflict-Resolution/) - <http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Developing-and-managing-contracts/Conflict-Resolution/>

[Influencing Skills](http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/People-and-skills/Influencing-Skills/) - <http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/People-and-skills/Influencing-Skills/>

[Procurement Team](http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Procurement-Organisation/Procurement-Team/) - <http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Procurement-Organisation/Procurement-Team/>

[Soft Skills](http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/People-and-skills/Soft-Skills/) - <http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/People-and-skills/Soft-Skills/>

[Stakeholders](http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Procurement-Organisation/Stakeholders/) - <http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Procurement-Organisation/Stakeholders/>

# Segment 9.6 Developing the Capabilities of Teams in Procurement and Supply

**Level:** Managerial

**Theme:** Developing Teams & Individuals

Knowledge: Will know and understand	Capabilities: Will be able to
The importance of work groups or teams for effective performance in procurement and supply	Build confidence in work groups or teams for effective performance in procurement and supply, encouraging development and improvement

Factors that shape the behaviour of groups or teams, including:

- Its size
- The capabilities of the members
- The nature of the task
- Physical environment
- Communications
- The use of technology

Use the understanding of the factors that influence team behaviour to help create a positive environment in the workplace

Stages of group dynamics and development	Support the development of effective teams by promoting positive group dynamics dealing effectively with any team conflict that may arise
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Alternative models for team working, including:

- Self-managed teams
- Remote working
- Virtual teams

Support the development of effective teams in the workplace by using an appropriate model for team working

Knowledge: Will know and understand	Capabilities: Will be able to
<p>The sources of role conflict, including:</p> <ul style="list-style-type: none"> <li>• Role incompatibility</li> <li>• Ambiguity</li> <li>• Over or underload</li> </ul>	<p>Minimise conflict in the team by clarifying each role, including the level of authority and responsibility for staff within procurement and supply management</p>

## Related CIPS Knowledge Links

[Procurement Team - http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Procurement-Organisation/Procurement-Team/](http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Procurement-Organisation/Procurement-Team/)

[Conflict Resolution - http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Developing-and-managing-contracts/Conflict-Resolution/](http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/Developing-and-managing-contracts/Conflict-Resolution/)

[Management and Leadership - Tools and Templates - https://www.cips.org/knowledge/procurement-topics-and-skills/people-and-skills/leadership-and-promotion-of-procurement-and-supply-management1/leadership-tools/](https://www.cips.org/knowledge/procurement-topics-and-skills/people-and-skills/leadership-and-promotion-of-procurement-and-supply-management1/leadership-tools/)

[Soft Skills - http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/People-and-skills/Soft-Skills/](http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/People-and-skills/Soft-Skills/)

[Influencing Skills - http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/People-and-skills/Influencing-Skills/](http://www.cips.org/en-GB/Knowledge/Procurement-topics-and-skills/People-and-skills/Influencing-Skills/)

[Procurement Team - http://www.cips.org/en-gb/knowledge/procurement-topics-and-skills/procurement-organisation/procurement-team/#tabs-2](http://www.cips.org/en-gb/knowledge/procurement-topics-and-skills/procurement-organisation/procurement-team/#tabs-2)