



2022 Training Prospectus

Training and Qualifications for Strategic Sourcing Practitioners

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GSA Performance Development Model

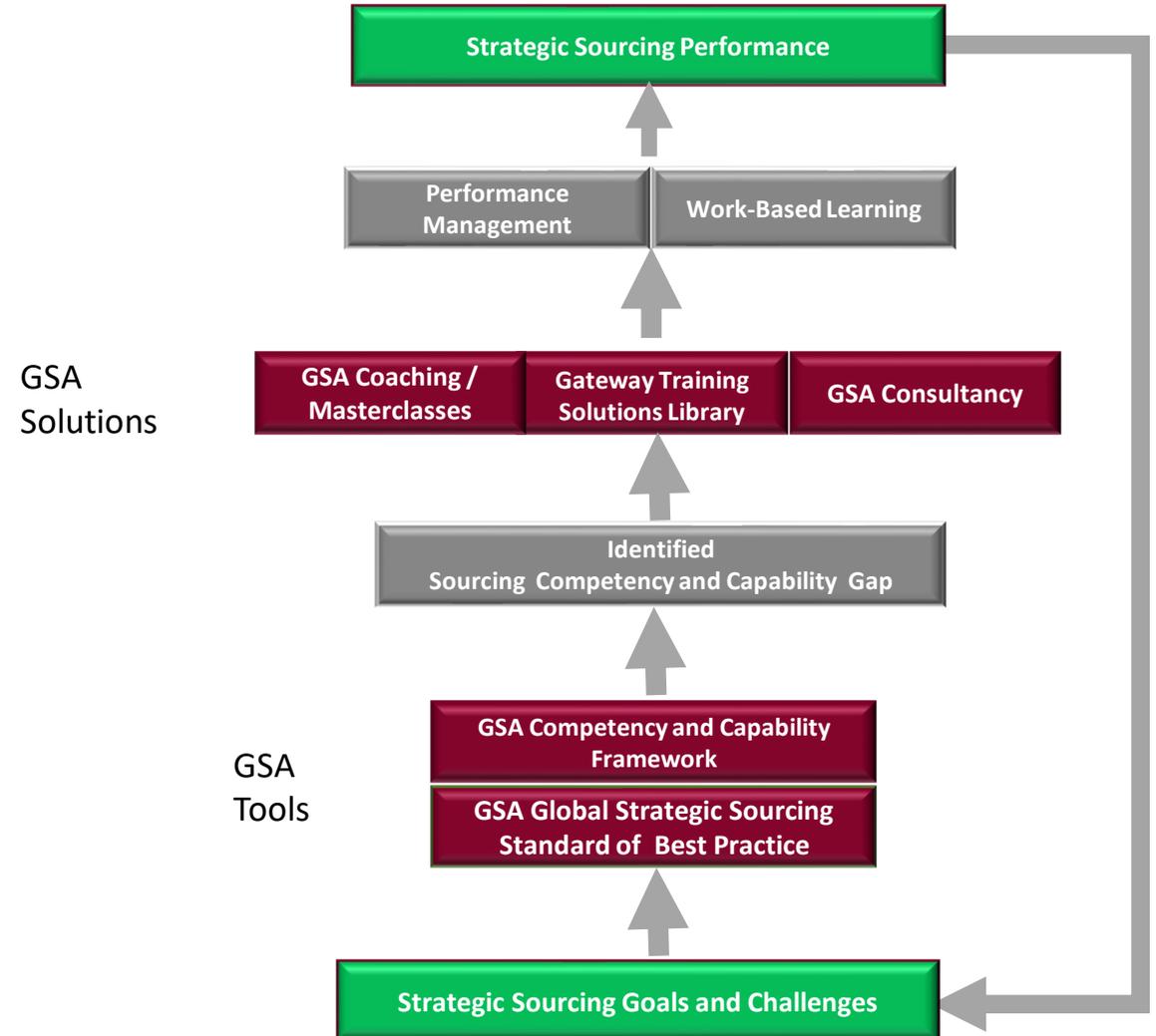
The GSA has spent many years developing the tools and solutions that can be used by organisations to drive strategic sourcing performance. Its membership continues to review and improve the tools and solutions to ensure that they meet the developing challenges of the strategic sourcing industry and its practitioners.

Using GSA tools, organisations can establish their strategic sourcing goals and assess their overall areas of strength and weakness in achieving those, as well as the individual competency and capability gaps of each member of the team.

Both the corporate and individual gaps can be addressed by using a variety of GSA solutions, be that our range of training courses in a variety of formats, GSA coaching and masterclasses and GSA consultancy services.

These solutions are transferred to the workplace through work based learning and performance measured and monitored through performance management.

The outcome is strategic sourcing performance which informs the strategic sourcing goals and challenges to establish the model's feedback loop.



GSA GLOBAL STRATEGIC SOURCING STANDARD

The Global Strategic Sourcing Standard was first published in its in 2010. It has since then been updated to include developments in strategic sourcing best practice.

The Standard contains over 160 pages of best practice guidance and has been used by many organisations around the world to inform their strategic sourcing strategies, policies, activities and training programmes.

When it was first published the Standard stood out from other life cycles in two particular ways. First it placed strategy and leadership at the heart of the life cycle. This highlights how critical strategy and leadership is to success. It should not be seen as an activity that instigates the cycle, instead it is an ongoing activity that ensures the life cycle phases stay connected and focused on strategic goals.

The second way in which the Standard was different from many others was its emphasis on relationships. The Standard made clear that whilst it was necessary to make good 'make/buy' decisions, to contract effectively, to manage transition efficiently these activities were not sufficient to achieve the goals for the arrangement. Managing the delivery of the contracted service and to manage the relationship between buyer and supplier was critical. Many organisations joined the GSA because of this focus on relationships. The GSA continues to be a centre of excellence for relationship based strategic sourcing.

Both buyers and suppliers can be accredited to the Standard.



>160 pages of sourcing best practice

GSA Competencies and Capabilities

The Global Sourcing Competencies/Capabilities Framework provides organisations involved in sourcing activities, with the basis for designing sourcing roles and establishing learning and development strategies. The Framework is relevant for both buyer and supplier roles and will encourage organisations to align more closely with their sourcing partners. For organisations seeking accreditation to the Global Strategic Sourcing Standard, they will need to provide evidence of processes and policies that support the development of competencies within their organisation.

The Framework is organised into two tiers:

- **Competencies** – (core attributes, attitude and mind-set, associated with particular skills) relevant to all sourcing roles whether on the buy or supply side, depending on the nature of a particular role; and
- **Capabilities** – (expertise, knowledge and know-how) specific to a particular role.

Levels of maturity for each competency/capability are shown in the table, reflecting the level of development based on knowledge and experience. Individual roles may include different levels of maturity, based on the nature of the role.

The Framework is used as the basis for GSA qualifications assessment.

Levels	Level Definitions
Level 1 - Foundation	Requires broad development: demonstrates limited achievements and requires significant guidance. <i>“Is aware of it”</i>
Level 2 - Knowledgeable	Requires development in some areas: gets the job done but needs help and guidance. <i>“Knows about it”</i>
Level 3 - Practitioner	Able to demonstrate mastery and successful delivery in the role. Will benefit from selective development to achieve greater results. <i>“Is doing it”</i>
Level 4 - Leader	Recognised as a role model who achieves outstanding results. Coaches and guides others. <i>“Leads and guides others”</i>

Competencies

In summary

Communicating & influencing

Listens, interprets, gets the message across concisely, is proactive and persuasive

Managing Relationships

Interacts positively with others, team spirited, collaborative, builds respect and trust

Customer Focus

A can do approach, builds customer relationships, focuses on customer needs, removes barriers

Problem Solving

Identifies problems, risks and challenges, analytical and creative, patient and meticulous

Innovating

Challenges convention, imaginative and thought provoking, offers new thinking and fresh ideas

Planning & Organising

Methodical, detailed, anticipates issues, plans for success, predicts and plans accordingly

Leading & Strategising

Lead self, takes responsibility, potential to lead others, anticipates change, optimise opportunity

Negotiating

Establishes differences, seeks creative resolution, utilises power, offers compromise and concessions

Commercial Acumen

Creates value, understands risks and commercial drivers, business focused

List of Capabilities

Both buy- and supply-side

- People management
- Project management
- Risk management
- Cost/value management
- Commercial management
- Systems and technology
- Knowledge/data management

Buy-side

- Market Knowledge
- Spend/data analysis
- Sourcing strategies
- Business case development
- Category management
- Tendering/contracting
- Legal/regulatory knowledge
- Sustainable procurement
- Supplier management
- Relationship management
- Performance management
- Transition and exit management
- Strategic change/transformation management
- Governance
- Dispute resolution

Supply-side

- Market Knowledge
- Client segmentation
- Developing solutions
- Business case development
- Account management
- Legal/regulatory knowledge
- Supply chain management
- Relationship management
- Performance management
- Transition and exit management
- Strategic change/transformation management
- Governance
- Dispute resolution

GSA Work-Based Learning

Ask most people where they learned the most important or useful knowledge and skills they use at work, and they will say they learned them at work - not from a training course.

The principles of what is called experiential learning, learning from experience, were set out as far back as 1938 by John Dewey and since then many people have added to the knowledge of work-based learning (WBL). The GSA has been facilitating work-based learning for over 15 years, helping hundreds of people in that time to turn their workplace into their classroom.

Foundation knowledge and skills are often learned most efficiently in structured and guided learning courses, like the on-demand content the GSA provides. However, that is merely a foundation, and foundations need to be built upon by transferring the learning back into the workplace and then further developing knowledge and skills.

Following our work-based learning approach will inevitably make employees more effective in their jobs. Their effectiveness is demonstrated not only in increased productivity, but also in more innovation – something which is incredibly difficult to train ‘off the job’ yet is the lifeblood of many organisations. Innovation tends to result from personal, direct experience of challenges faced in the workplace. Work-based learning by its very nature provides a fantastic environment for people to innovate.

GSA's work-based learning approach means students are assessed on work related papers they present rather than on their ability to perform in an exam environment.



GSA Learning and Development Support

The GSA has developed a range of solutions for its members to develop the competencies and capabilities of its people and to ensure that they are fully informed of the latest thinking and developments relevant to strategic sourcing. The solutions are designed in a number of formats, which provides a blended approach to meet the needs of all GSA members.



Gateway Video Library

The GSA provides on-demand video titles that cover all the phases of the strategic sourcing lifecycle to meet the needs of every organisation. The current titles are listed on the right and brief overviews are provided on the following slides.

There are short tests embedded within each video and the Gateway Award is given to those who pass all the tests.

Undertaking the Gateway provides an understanding of the fundamentals of strategic sourcing and often reassures students that they are doing things correctly.

Introduction to Strategic Sourcing

Introduction to Governance

Managing Risk in Strategic Sourcing

Contracts and Commercial Models

Supplier Performance Management

Designing Governance Structures

Transition and Exit

Supplier Selection

Gateway Video Library

Introduction to Governance (c. 40 mins)

- Understand the issues people have with governance
- Describe the value governance delivers
- Explain the purpose of governance
- Recognise what good governance looks like

Designing Governance Structures (c. 65 mins)

- Why a well designed governance structure is important
- The 3-level best practice model for designing a governance framework
- The processes needed for governance to work successfully
- Using segmentation to focus governance resources

The video includes a interview with a senior procurement practitioner who provides insights into practical challenges and approaches.

Supplier Selection (c. 55 mins)

- Understand the need for a structured approach
- Explain the aims of supplier selection
- Describe the common tendering approaches
- Recognise key success factors
- Explain the tendering process and undertake supporting administrative tasks and run some tendering processes.

Contracts and Commercial Models (c. 50 mins)

- Explain the most common types of contract used in sourcing
- Describe the structure of sourcing contracts and explain common sourcing contract terms
- Identify common problem areas in sourcing contracts.
- Explain common commercial models used in sourcing arrangements.

Introduction to Strategic Sourcing (c. 40 mins)

- The importance of strategic sourcing
- To recognise strategic sourcing in your organisation
- The main strategic sourcing approaches
- The reasons for and against outsourcing

Managing Risk in Strategic Sourcing (c. 65 mins)

- Outline risk management core principles.
- Identify the specific risk management challenges and requirements of strategic sourcing.
- Recognise and analyse strategic sourcing risk.
- Use common risk management tools and methods.

Supplier Performance Management (c. 45 mins)

- Explain performance management
- Understand contractual obligations and expectations
- Explain types of performance measures
- Identify key deliverables
- Review and challenge MI

Transition and Exit (c. 80 mins)

- Identify transition drivers, challenges, risks and opportunities.
- Recognise Exit issues
- Prepare and plan for transition and exit.
- Consider key contractual tools to facilitate exit and transition.
- Design governance and resourcing and
- Facilitate key transition and exit activities

GSA Training Seminars

GSA seminars offer learners the opportunity to explore topics covered in more detail.

The webinars are facilitated online by experienced facilitators and enable learners to share their ideas, experiences and questions with other practitioners in the session providing a more interactive learning experience.

The sessions are typically 3 hours long and the cost of many of the webinars includes access to the video relating to the webinar for one year.

Strategy and Leadership in Strategic Sourcing

Managing Governance and Risk in Strategic Sourcing

Performance Management

Supplier Relationship Management

Transition and Exit

Supplier Selection

Contracts and Commercial Models

GSA Training Seminars

Strategic Sourcing Strategy and Leadership

- Life cycle and its dynamics.
- The strategic relevance and risks of strategic sourcing.
- 'Make/Buy' decision.
- Governance, resourcing and the role of the leader across the life cycle.

Contracts and Commercial Models*

- Common types of contract used in sourcing
- The structure of sourcing contracts
- Common sourcing contract terms and how they are used
- Common problem areas in sourcing contracts
- Common commercial models used in sourcing arrangements

*Includes access to online video courses for each learner.

Supplier Selection*

- Aims of supplier selection and recognise key success factors
- The tendering process
- RFPs and RFIs and alternatives
- Selection criteria model
- Proposal evaluation
- Selection process outputs

*Includes access to online video courses for each learner.

Managing Governance and Risk for Outsourcing*

- The purpose and value of governance
- Explain the purpose of governance
- Recognise what good governance looks like
- Outline risk management core principles.
- Identify the specific risk management challenges and requirements of strategic sourcing.
- Recognise and analyse strategic sourcing risk.
- Use common risk management tools and methods.

*Includes access to online video courses for each learner.

Supplier Performance Management*

- What is performance management and what is its value?
- Contractual obligations and expectations
- Types of performance measures
- Designing effective metrics
- How to identify key deliverables
- Reviewing and challenging MI

*Includes access to an online video course for each learner.

Transition and Exit*

- Transition drivers, challenges, risks and opportunities.
- Exit issues
- How to prepare and plan for transition and exit.
- Key contractual tools used to facilitate exit and transition.
- Design of governance and resourcing
- Facilitating key transition and exit activities

*Includes access to an online video course for each learner.

Supplier Relationship Management*

- What is SRM and its value
- The importance governance and sponsorship
- Stakeholder engagement and management
- Using segmentation to identify suppliers
- Engaging effectively with suppliers to define value potential
- Measuring supplier performance for SRM
- Competencies for supplier relationship managers

GSA Training Workshops

The GSA has been providing workshops for more than 15 years across a range of core strategic sourcing topics.

The workshops are typically one day long and delivered by experienced facilitators and practitioners.

The feedback from the workshops invariably highlights the value of being able to explore topics in depth and engage with other practitioners.

Strategy and Leadership in Strategic Sourcing
Governance and Risk Management for Outsourcing
Supplier Selection, Contracts and Commercial Models
Performance Management
Outsourcing Transition and Exit
Supplier Relationship Management

GSA Training Workshops

Strategic Sourcing Strategy and Leadership (One day)

- Understanding the life cycle and its dynamics.
- The strategic relevance and risks of strategic sourcing.
- ESG, sustainability, diversity and innovation in strategic sourcing.
- Sourcing options and the 'Make/Buy' decision.
- Governance, resourcing and the role of the leader across the life cycle.
- Driving sustainable value from suppliers.

Managing Governance and Risk for Outsourcing* (One day)

- The purpose and value of governance
- Explain the purpose of governance
- Recognise what good governance looks like
 - Outline risk management core principles.
 - Identify the specific risk management challenges and requirements of strategic sourcing.
 - Recognise and analyse strategic sourcing risk.
 - Use common risk management tools and methods.

*Includes access to online video courses for each learner.

Supplier Selection, Contracts and Commercial Models* (One day)

- Aims of supplier selection and recognise key success factors
- The tendering process
- Common types of contract used in sourcing
- The structure of sourcing contracts
- Common sourcing contract terms and how they are used
- Common problem areas in sourcing contracts
- Common commercial models used in sourcing arrangements

*Includes access to online video courses for each learner.

Supplier Performance Management* (One day)

- What is performance management and what is its value?
- Contractual obligations and expectations
- Types of performance measures
- How to design effective metrics
- How to identify key deliverables
- Reviewing and challenging MI

*Includes access to an online video course for each learner.

Outsourcing Transition and Exit* (One day)

- Transition drivers, challenges, risks and opportunities.
- Exit issues
- How to prepare and plan for transition and exit.
- Key contractual tools used to facilitate exit and transition.
- Design of governance and resourcing
- Facilitating key transition and exit activities

*Includes access to an online video course for each learner.

Supplier Relationship Management* (One day)

- What is SRM and its value
- The importance governance and sponsorship
- Stakeholder engagement and management
- Using segmentation to identify suppliers
- Engaging effectively with suppliers to define value potential
- Measuring supplier performance for SRM
- Competencies for supplier relationship managers

A pair of black-rimmed glasses is resting on a stack of books. A red ribbon bookmark is visible on the left side of the books. The text "GSA Qualifications" is overlaid in the center of the image.

GSA Qualifications

Qualifications

GSA qualifications have been developed for professionals at every stage of their careers from entry level to experienced practitioner. They are mapped to the GSA Competencies and Capabilities Framework. For those new to sourcing, our qualifications start with the Gateway Award which is assessed at GSA competency level 1 (equivalent to a GCSE) and progress up to the Diploma program at GSA competency level 4, for those who are experienced and looking to develop their own capabilities to the next level.

The table on the following page shows all of the GSA qualifications and their levels.

GSA Qualifications Framework

GSA Competency Level	GSA Qualifications	GSA Requirements	Example academic /vocational qualifications assessed at this level
1 - Foundation	Gateway Award	Pass online multiple choice tests for all core topics	GCSE A*, A, B, C Intermediate apprenticeship
2 – Knowledgeable	Practitioner Award (<i>GSA Prac</i>)	Gateway Award + 1 work-based learning (WBL) paper (2,000 words)	A Level Advanced apprenticeship
3 - Practitioner	Advanced Practitioner Award (<i>GSA APrac</i>)	Practitioner Award + 1 WBL paper (3,000 words)	Higher National Certificate (HNC) Higher apprenticeship
4 - Leader	Certificate (<i>GSA Cert</i>)	1 WBL paper (1,500 words) 1 WBL paper (4,000 words)	Post graduate Certificate Post graduate Diploma Masters degree
4 - Leader	Advanced Certificate (<i>GSA ACert</i>)	Certificate + 1 WBL paper (4,000 words)	Post graduate Certificate Post graduate Diploma Masters degree
4 - Leader	Diploma (<i>GSA Dip</i>)	Advanced Certificate + 1 WBL paper (4,000 words)	Post graduate Certificate Post graduate Diploma Masters degree

WBL = work-based paper

GSA Qualifications

GSA Awards Qualifications

The assessment criteria is mapped to generic vocational / academic frameworks from GCSE standard right up to masters degree standard.

The foundation level of qualification is the **Gateway Award**. To gain this qualification learners must successfully complete online multiple choice tests for each of the eight core strategic sourcing topics.

Once the foundation level is completed the focus of GSA programs is on 'work-based learning', an approach which recognises that we learn most successfully 'on the job'. The qualification that builds on the Gateway is the **Practitioner Award**. To gain this award the learner needs to prepare and submit a written paper of around 2,000 words on topics agreed with the GSA course tutor and their organisation. The papers will need to *evidence six of the competencies from the GSA Framework*.

The **Advanced Practitioner Award** is awarded to learners who have the GSA Practitioner Award and submit a further WBL paper, this time of around 3,000 words that evidences *three defined capabilities from the GSA Framework*. For both Awards learners are assessed against both technical and learning criteria by a GSA assessor and receive detailed written feedback.





Qualifications for the most experienced practitioners

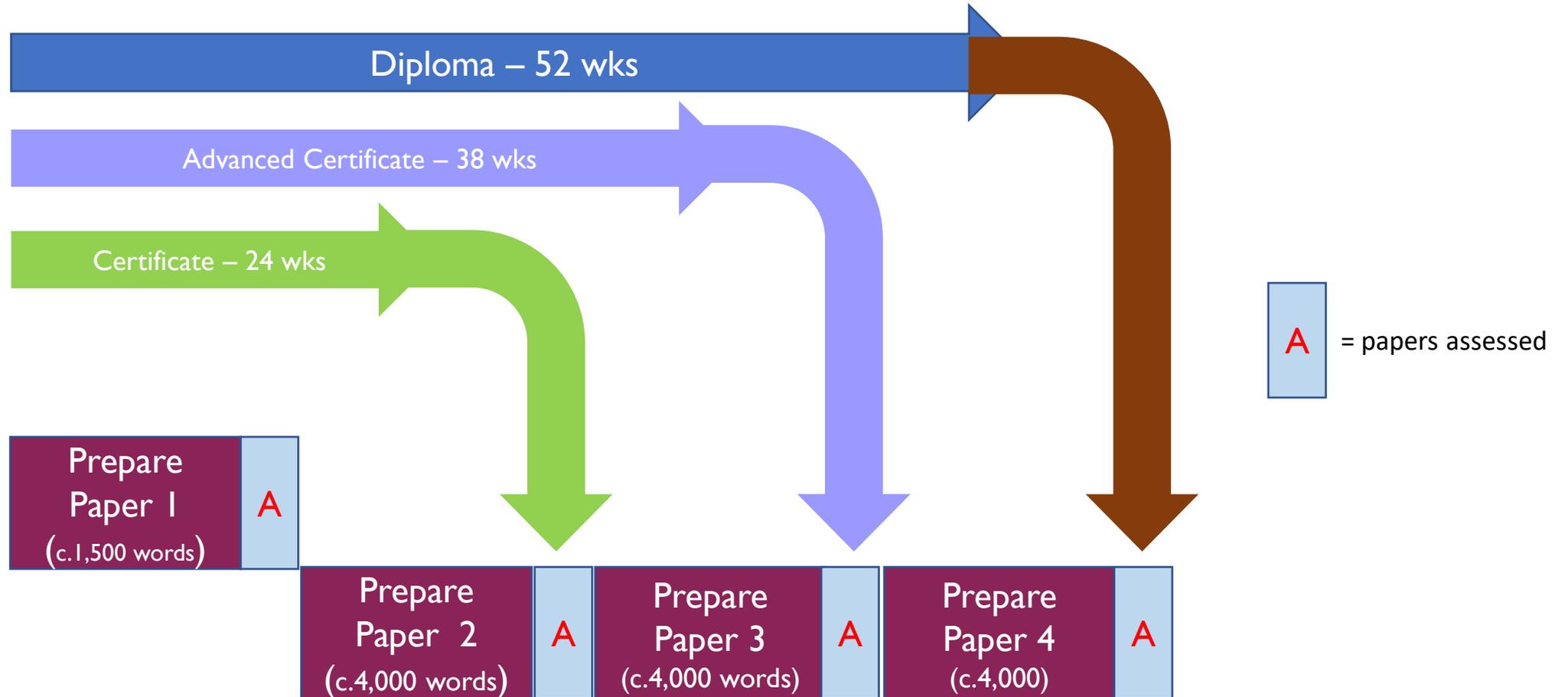
The **GSA Diploma** was first delivered in 2008. It is assessed at the same level used for masters degrees. To gain the full Diploma requires learners to submit one short paper of around 1,500 words and 3 further papers each of around 4,000 words. As with the Awards qualifications the papers report the learner's work-based learning and can be on any relevant topic agreed with the tutor.

Learners have the option of attending a series of webinars and are supported throughout the programme by the programme coach who will provide advice and guidance on how to research and prepare their work-based learning papers. The Diploma typically takes one year to complete.

Learners who choose to 'step-off' the Diploma after submitting one main paper will gain the GSA Certificate, and after two main papers will gain the GSA Advanced Certificate.

The GSA Diploma is accepted by **Portsmouth University** as approved prior learning for its work based learning masters programme. This means that holders of the Diploma will receive 60 credits against the 180 credits required to be awarded a **masters degree**.

Diploma Programme Structure





Additional GSA Learning Support

Practitioner masterclasses

In the commercial world providing access to knowledge in a cost efficient, scalable and effective way is key. This is particularly important post pandemic where teams are more distributed over multiple locations more than ever before.

Core knowledge however must be applied in the work place for it to be properly embedded. Offering masterclasses provides practitioners with an opportunity to work with colleagues and expert coaches to explore core knowledge within the context of their work based challenges.

The masterclasses are designed to explore attendees' current role based challenges, identify options and to establish actions to take back to the work place. Subsequent masterclasses review the actions and, critically capture insights and learning from the work based learning process.

Masterclasses are led by experienced facilitators and strategic sourcing experts and typically are attended by 6-8 people for one day.



Standalone Course Fees

Courses	Fees*	Notes
Video courses – annual licence fee per course / learner	c. £35 per video per person	Discounts are available depending on number of learners and for GSA members
Webinars	£195	Based on a 3-hour webinar
Workshops	£1,800 - £2,400 (depending on requirements)	Based on a one-day workshop with a maximum of 16 attendees (excl. trainer expenses and venue costs)
Diploma	£1,650	Assumes all fees are paid upfront (see table below for staged completion)

*Fees and prices may vary depending on numbers of learners and are all subject to VAT at the prevailing rate.

Qualification Fees

Qualification	Fee*	Pre-requisites fees*	Notes
GSA Gateway Award	£220	Nil	A test re-take fee of £10 is payable for each module.
GSA Practitioner Award	£235	Gateway Award fee	The Gateway is a pre-requisite
GSA Advanced Award Certificate	£285	Gateway Award fees + GSA Practitioner Award fees	The Practitioner Award is a pre-requisite
GSA Certificate	£1,295	Nil	No pre-requisites
GSA Advanced Certificate	£300	GSA Certificate fees	GSA Certificate is a pre-requisite
GSA Diploma	£300	GSA Certificate and Advanced Certificate fees	<ul style="list-style-type: none"> GSA Advanced Certificate is a pre-requisite For learners who registered for the full Diploma at the beginning of the programme there is a X% discount.

*Fees and prices may vary depending on numbers of learners and are all subject to VAT at the prevailing rate.



HAVE QUESTIONS?

For more information:

Take a look at the Professional Development
Pages of our website here

Contact the GSA at admin@gsa-uk.com