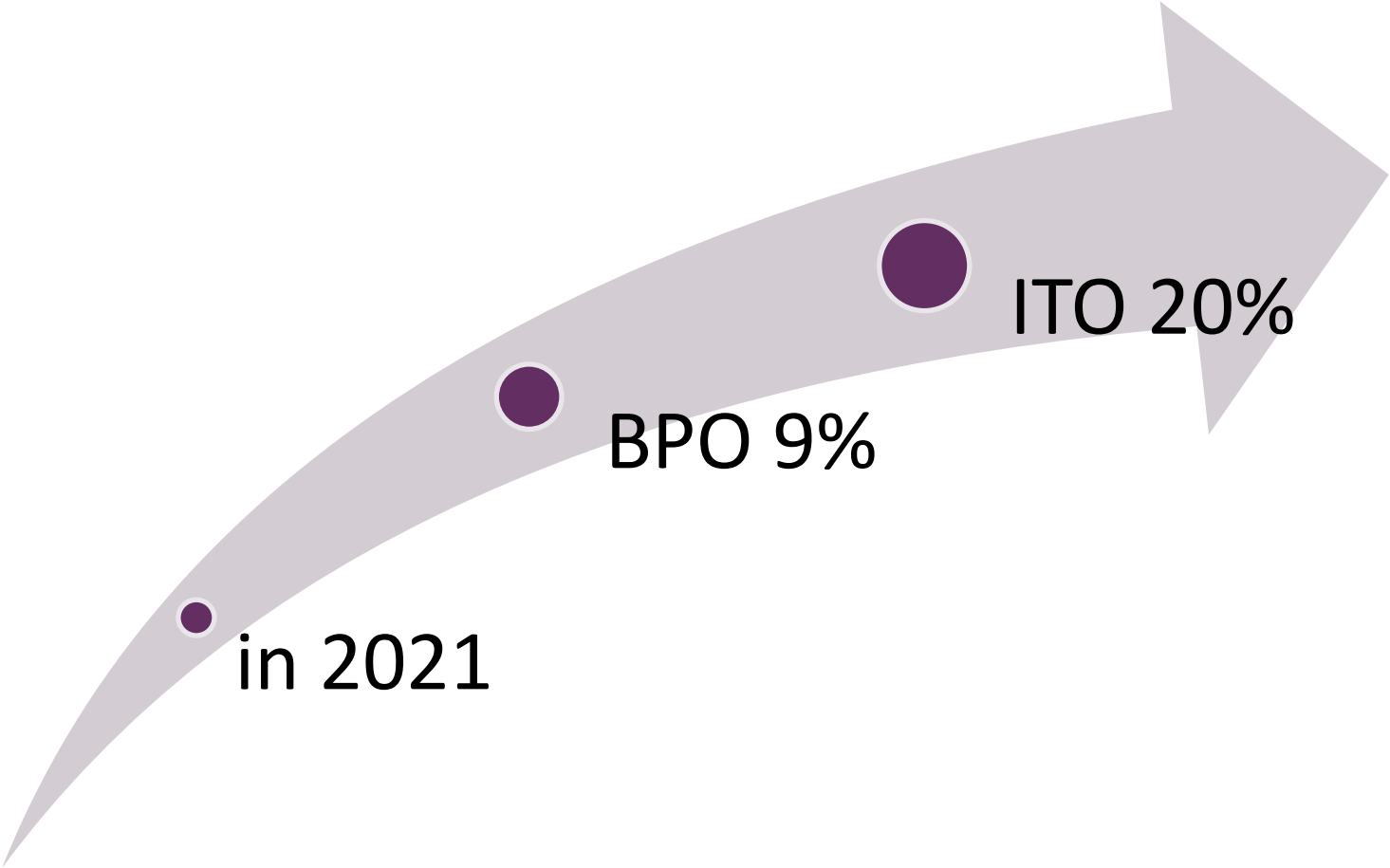Professionalising the Industry

Upskilling the Profession

Industry growth

A fast changing industry

- Agile sourcing
- Changing RFPs
- Talent crisis/crises
- Labour arbitrage largely moving out and value creation coming in
- Building resilience by outsourcing more
- ESG
- Partnership, collaboration and changing sourcing eco-system
- Alliances, diverse suppliers, start-ups becoming key

Traditional siloed approach to outsourcing

The Business

Technology

Finance

Operations

Legal

Procurement
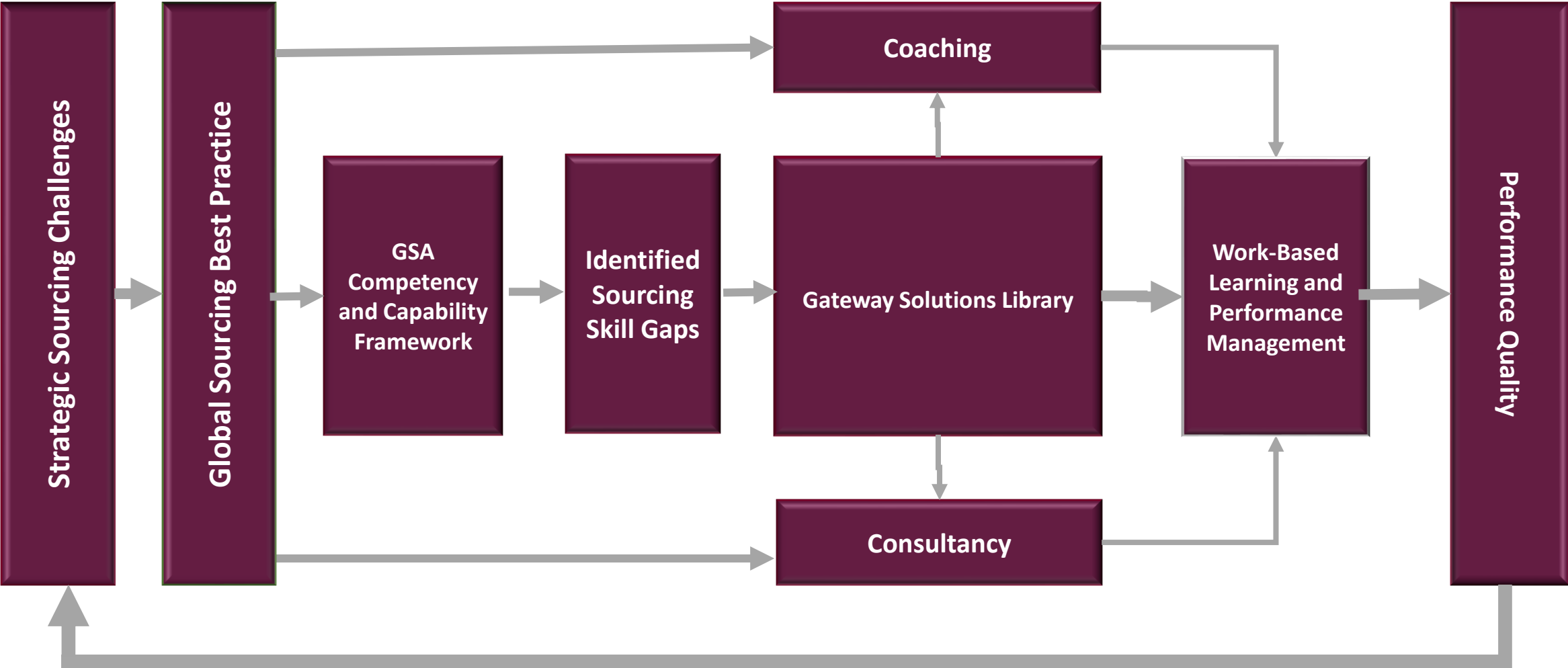
Changing competences and capabilities across the buyers and providers

More and more demands of industry professionals

- Do it faster… but better
- Prove value delivered – more quickly and more obviously
- Do it in the face of more regulations and compliance
- Do it more globally – for the organisation itself and its delivery destinations
- Maintain rigid best practice and governance processes

GSA Performance Development Model

Global Strategic Sourcing 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 below, 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.

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

Competencies

In summary

Competency	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

Capabilities

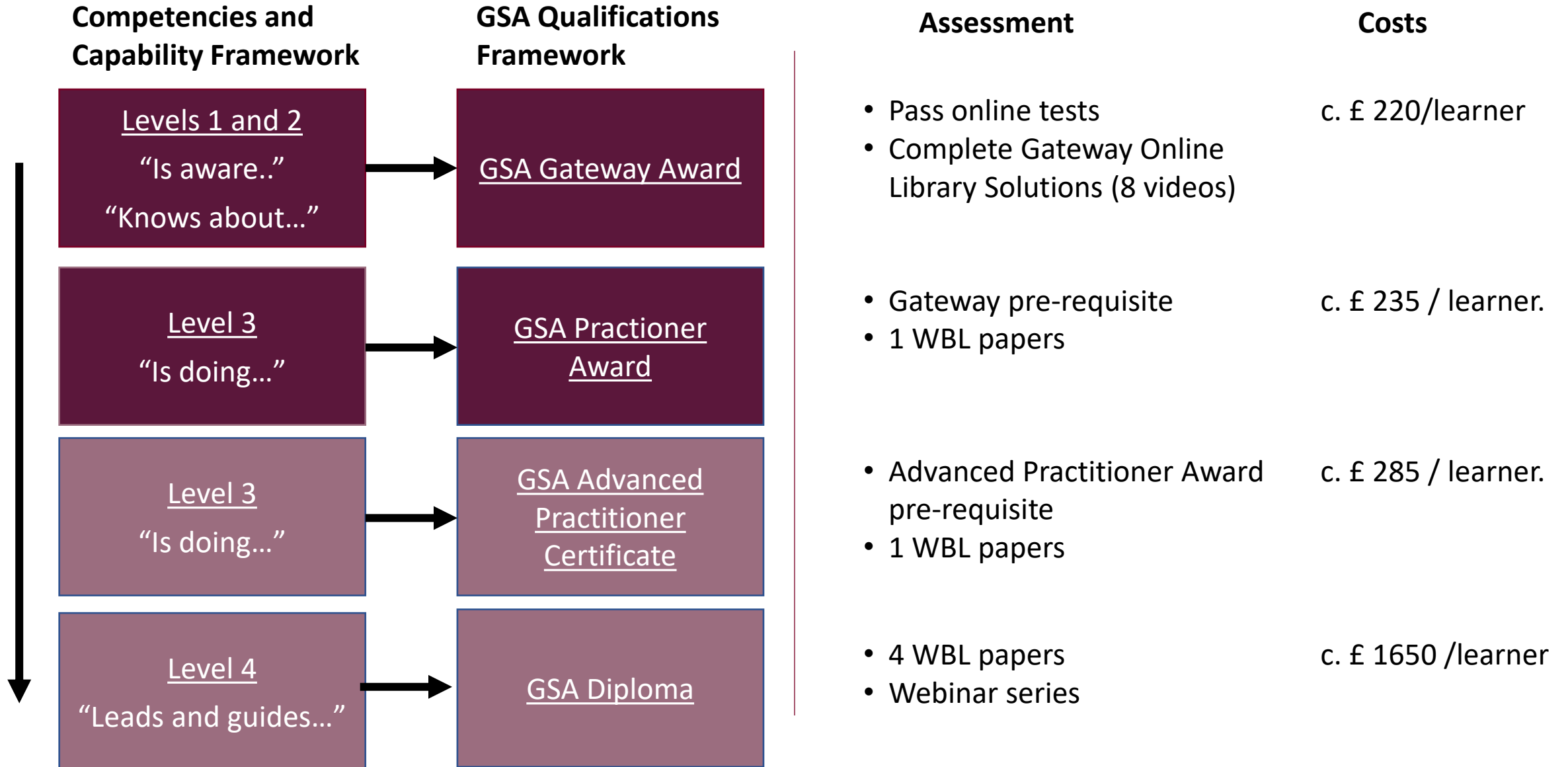| Both buy- and supply-side	Buy-side	Supply-side
• People management • Project management • Risk management • Cost/value management • Commercial management • Systems and technology • Knowledge/data management	• Market Knowledge • Spend/data analysis • Sourcing strategies • Business case development • 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	• 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

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.

There are short multiple choice tests embedded within each video to measure learning.

The video library provides an understanding of the fundamentals of strategic sourcing for those new to sourcing and validation for those who are more experienced.

- **Introduction to Strategic Sourcing**
- **Introduction to Governance**
- **Managing Risk in Strategic Sourcing**
- **Contracts and Commercial Models**
- **Performance Management**
- **Designing Governance Structures**
- **Transition and Exit Management**
- **Supplier Selection**
- **Commercial Negotiation**
- **Regulatory Risk and Compliance**
- **Supplier Relationship Management**
- **Sustainable Procurement Practices**

GSA Performance Certification Framework

Competencies and Capability Framework	GSA Qualifications Framework	Assessment	Costs
Levels 1 and 2 "Is aware.." "Knows about…"	**GSA Gateway Award**	• Pass online tests • Complete Gateway Online Library Solutions (8 videos)	c. £ 220/learner
Level 3 "Is doing…"	**GSA Practioner Award**	• Gateway pre-requisite • 1 WBL papers	c. £ 235 / learner.
Level 3 "Is doing…"	**GSA Advanced Practitioner Certificate**	• Advanced Practitioner Award pre-requisite • 1 WBL papers	c. £ 285 / learner.
Level 4 "Leads and guides…"	**GSA Diploma**	• 4 WBL papers • Webinar series	c. £ 1650 /learner

Coming Soon

- Global Commonality of language
- Global approach to best practice
- Global evaluations of social value work
- A standard for leading global strategic sourcing functions