

Competence overview: purchasing

	CATEGORY 1	CATEGORY 2	CATEGORY 3	CATEGORY 4	CATEGORY 5
JOB TITLE	<ul style="list-style-type: none"> Administrative assistant Planner Buyer Purchasing assistant 	<ul style="list-style-type: none"> Local purchaser with limited negotiation responsibility Strategic buyer (local) Purchasing coordinator 	<ul style="list-style-type: none"> Global/group buyer Lead buyer Category manager Strategic buyer (group) 	<ul style="list-style-type: none"> Purchasing manager with leadership responsibility Function developer 	<ul style="list-style-type: none"> Executive buyer CPO Group executive buyer
ASSIGNMENTS (May vary according to type of organisation and industry)	<ul style="list-style-type: none"> Order generation and fulfilment Exception management Document management Contract administration Data administration Preparation of reports on key figures, performance etc. of the function Process optimization IT coordinator for purchasing/ training of users Local internally and externally oriented collaboration 	<ul style="list-style-type: none"> Operational purchasing (as in category 1) varying in extent according to the size of the organisation and set-up Internal demand analysis Market analysis Possibly strategy formation Supplier analysis Negotiation Contract management Supplier assessment Local implementation of e.g. category 3 initiatives Process optimization Mostly national, but also inter-organisational contacts and networks. Not responsible for corporate or category contracts, but does typically participate in the implementation of these 	<ul style="list-style-type: none"> Purchasing at category level I a corporate set-up Internal demand analysis Market analysis Strategy development Supplier analysis Negotiation Contract management Supplier assessment Supplier development Change management Professional driving force/ active initiator and fulfilment Optimization of purchasing processes Network building and development internally and externally, interorganisational and international 	<ul style="list-style-type: none"> Management of strategic purchase functions laying the main emphasis on sourcing assignments but perhaps also transport, forwarding of goods, shipping, material planning, production and supply planning, depending on the organisation of the company Employer management and development Network management and development internally and externally Professional driving force Change management Determination of policies, principles, procedures, goals and strategies for operations and development of the function Practical fulfilment corporate plans and initiatives within own working area - implementation Performance management Optimization of business processes and systems for purchasing 	<ul style="list-style-type: none"> Form the team and represent the area Secure continuous balancing of purchasing according to production plan and launch plans Based on the commercial strategy to: Determine purchasing strategy Take part in the product portfolio strategy Determine IT-systems and data structures to support business processes Take part in the development of collaboration principles and processes with suppliers Take part in the election of product technology and structure Take part in the election of purchasing channels and determine the purchasing structure Performance management

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<p>FUNCTIONAL SKILLS</p>	<p>Knowledge</p> <ul style="list-style-type: none"> • Own organisation • Processes of own area • Product assortment within own working area • Supply chain • Understanding of technology • Basic purchasing economy <p>Cababilities</p> <ul style="list-style-type: none"> • The operational purchasing process in own organisation • Material planning and optimization • Warehouse management • Reporting <p>Tools</p> <ul style="list-style-type: none"> • Segmentation/portfolios • Purchase models • Price models • Process understanding • Employment of IT knowledge 	<p>Knowledge</p> <ul style="list-style-type: none"> • Own organisation • Processes within and outside own department • Product assortment • Supply chain • Understanding of technology • purchasing economy <p>Cababilities</p> <ul style="list-style-type: none"> • Material planning and optimization • Project management within own working area • Warehouse management and optimization • Reporting <p>Tools</p> <ul style="list-style-type: none"> • Segmentation/portfolios • Purchase models • Price models • Basic purchasing strategy • Logistics • Process optimization within own working area • Benchmarking • Stakeholder analysis • Cost models • Employment of IT 	<p>Knowledge</p> <ul style="list-style-type: none"> • Own organisation • Processes within and outside of own department • Product assortment • Supply chain • Strategic understanding of technology <p>Cababilities</p> <ul style="list-style-type: none"> • Process, system and concept development • Customer and supplier analysis • Cross functional project management • Strategic employment of data • Risk management at category level <p>Tools</p> <ul style="list-style-type: none"> • Segmentation/portfolios • Purchase planning/forecasting • Purchasing strategy • Logistics • Process development (BPR) • Benchmarking • Performance measurement • Stakeholder analysis • Cost models • Employment of IT 	<p>Knowledge</p> <ul style="list-style-type: none"> • Own organisation, value chain, processes and synergies • Purchasing structure in the industry • Product portfolio • Product development • Strategic understanding of technology <p>Cababilities</p> <ul style="list-style-type: none"> • Business development at SBU level • Cross functional process, system and concept development • Process and supplier development • Project management and project portfolio management • Strategic purchasing alliances • Shareholder analysis • Cross functional analysis • Risk management <p>Tools</p> <ul style="list-style-type: none"> • Strategic analysis tools • Value chain analysis and diagnosing • Purchasing concepts • Employment of IT 	<p>Knowledge</p> <ul style="list-style-type: none"> • Own organisation, value chain, processes and synergies • Purchasing structure in the industry • Product portfolio • Product development • Strategic understanding of technology <p>Cababilities</p> <ul style="list-style-type: none"> • Business development at group level • Innovation processes • Process development with customers and suppliers • Project portfolios management • Strategic purchasing alliances • Shareholder value analysis and optimization • Complexity reducing initiatives • Risk management strategy and politics • Election of management technology, e.g. lean, SCOR, BPR, etc. <p>Tools</p> <ul style="list-style-type: none"> • Strategic analysis tools • Value chain analysis and diagnosing • Purchasing concepts • Employment of IT • Project portfolio models
<p>EDUCATIONAL BACKGROUND (only intended as a guide)</p>	<ul style="list-style-type: none"> • High school • Clerk 	<ul style="list-style-type: none"> • Diploma (specialised business studies – merkonom) • Higher education (2 years): • Marketing Economist • Business Academy Diploma 	<ul style="list-style-type: none"> • BA • MA • BSc (HD) • MBA 	<ul style="list-style-type: none"> • BA • MA • BSc (HD) • MBA 	<ul style="list-style-type: none"> • MA • MBA
<p>EXPERIENCE BASED BACKGROUND (only intended as a guideline)</p>	<ul style="list-style-type: none"> • approx. 3 years of commercial experience 	<ul style="list-style-type: none"> • approx. 3-5 years relevant experience (technical/commercial) 	<ul style="list-style-type: none"> • 3- 5 years relevant experience (technical/commercial) 	<ul style="list-style-type: none"> • 3- 5 years experience in a leading position 	<ul style="list-style-type: none"> • 5-7 years experience in a leading position

		BUSINESS SKILLS	PERSONAL SKILLS	LEADERSHIP SKILLS
<p>GUIDELINES: ALL CATEGORIES – choose the competences of most relevance for the job and mark them. Follow up with a dialogue about the required competence level following the classification below. Classify the employee’s present level and thereby also the need for competence development.</p>		<p>Navigating skills – common dynamics</p> <ul style="list-style-type: none"> • Globalization • Politics, local, national, EU, international • Legislation, national, EU, international • Macro economics • Technology and IT development • Social responsibility • Environment • Ethics <p>Positioning skills – industry/company dynamics</p> <ul style="list-style-type: none"> • Industry structure, alliances and dependences • Business models • Customers and markets • Competitors and competition • Financial industry dynamics • Change and growth dynamics • Product and corporation life cycle • Business economics • Ownership • Internal politics • Media 	<p>Communication skills</p> <ul style="list-style-type: none"> • Presentation skills • Written communication skills • Verbal communication skills • Language skills <p>Relating skills</p> <ul style="list-style-type: none"> • Relationship management • Cross-cultural skills • Negotiation skills • Leading meetings <p>Push skills</p> <ul style="list-style-type: none"> • Drive for results • Change readiness • Decisiveness • Innovation skills <p>Interaction skills</p> <ul style="list-style-type: none"> • Contact skills • Persuasive skills • Initiative • Flexibility <p>Accommodating skills</p> <ul style="list-style-type: none"> • Routine tolerance • Compromising skills • Service mindedness • Cooperative skills <p>Diligence skills</p> <ul style="list-style-type: none"> • Methodical skills • Quality focus • Conscientiousness • Persistency 	<p>Leader skills</p> <ul style="list-style-type: none"> • Coaching • Leading change • Conflict management <p>Development skills</p> <ul style="list-style-type: none"> • Strategy development • Employee development • Organisational development <p>Performance skills</p> <ul style="list-style-type: none"> • Strategy deployment • Talent management • Performance management
<p>Level 5a – Developer Masters the competence and is capable of developing new concepts, methods and tools for further expansion of the competence and related knowledge.</p>	<p>5b – Coach Capable of teaching others the competence, including splitting up the competence in suitable elements and prioritize these for easy understanding and teach them to others.</p>			
<p>Level 4 – Masters Masters the competence in both familiar and new situations and is capable of applying the competence independently in situations which deviate from the norm.</p>				
<p>Level 3 – Applies Applies the competence independently in familiar settings, but needs guidance and support when confronted with new situations.</p>				
<p>Level 2 – Understands Understands the competence at a basic level, but needs guidance and support to apply the competence in several situations.</p>				
<p>Level 1 – Knows Knows of the competence, but needs extensive step by step guidance and support to apply the competence.</p>				

PERSONAL SKILLS	DEFINITION	
<p>Communication skills</p> <ul style="list-style-type: none"> • Presentation skills • Written communication skills • Verbal communication skills • Language skills <p>Relating skills</p> <ul style="list-style-type: none"> • Relationship management • Cross-cultural skills • Negotiation skills • Leading meetings <p>Push skills</p> <ul style="list-style-type: none"> • Drive for results • Change readiness • Decisiveness • Innovation skills <p>Interaction skills</p> <ul style="list-style-type: none"> • Contact skills • Persuasive skills • Initiative • Flexibility <p>Accommodating skills</p> <ul style="list-style-type: none"> • Routine tolerance • Compromising skills • Service mindedness • Cooperative skills <p>Diligence skills</p> <ul style="list-style-type: none"> • Methodical skills • Quality focus • Conscientiousness • Persistency 	<p>Communication skills</p> <ul style="list-style-type: none"> • Presents professional subjects with a logical flow and a clear message using the right methods tailored to the target group with an inspiring and convincing appearance • Expresses himself or herself briefly and concisely in writing in a usage tailored to the target group • Expresses himself or herself briefly and concisely verbally in a language tailored to the target group • Expresses himself or herself understandably and concisely in relevant foreign languages. Assessed in relation to written og verbal skills <p>Relating skills</p> <ul style="list-style-type: none"> • Creates, maintains and applies internal and external relations supporting business creation. Works actively and systematically with segmentation and development of relations • Involves the cultural perspective consciously and systematically in the project process, which implies international relations. Meets customs and manners of other cultures with respect • Prepares and carries out negotiations tailored to the negotiation partner as well as to the situation context. Acts according to the situation and applies different negotiation strategies. Works systematically with the development of the negotiation results • Prepares designs and leads meetings according to goals, participants, context and resources. Applies practical meeting tools, such as agendas, problem solving methods, preparation and minutes <p>Push skills</p> <ul style="list-style-type: none"> • Focuses on and aspires to reach set goals/results • Open to change • Courage and desire to make decisions • Thinks differently – finds new and different opportunities <p>Interaction skills</p> <ul style="list-style-type: none"> • Socially outreaching – creates relations • Convincing in 'sale' of ideas/solutions/messages - persuasive • Brings own ideas/solutions to the table on his/her own initiative – and gets going • Open when it comes to (new) people, assignments and surroundings – open to variations <p>Accommodating skills</p> <ul style="list-style-type: none"> • Acceptance of assignments with an element of routine/monotony • Looks for solutions which fit all parts (listens/asks questions) – compromises • Makes it a point of honour – and practises – helping and servicing others • Focuses on and creates solid cooperative relations – 'team player' <p>Diligence skills</p> <ul style="list-style-type: none"> • Systematic approach to work assignments/projects – plans and organises • Sets high standards for quality in the project process • Reliable – keeps time limits/deadlines • Doesn't give up when confronted with opposition/hardship – 'fighting spirit' – is persistent 	

LEADERSHIP SKILLS	DEFINITION	
<p>Leader skills</p> <ul style="list-style-type: none"> • Coaching • Leading change • Conflict management <p>Development skills</p> <ul style="list-style-type: none"> • Strategy development • Employee development • Organisational development <p>Performance skills</p> <ul style="list-style-type: none"> • Strategy deployment • Talent management • Performance management 	<p>Leader skills</p> <ul style="list-style-type: none"> • Uses coaching as a method for development. Plans and carries out coaching dialogues concerning specific development subjects • Plans and carries out changes. Leads change by balancing change pressure and motivating behaviour. Works actively with facilitation of the psychological change process which people go through in a changing environment • Handles and solves conflicts by intervention which in a dignified manner establishes the process from conflict to solution. Does not avoid conflicts, when conflict is necessary. Acts objectively in a conflict situation <p>Development skills</p> <ul style="list-style-type: none"> • Develops strategies based on data gathering and analysis. Involves key players in strategy development. Works structurally with the strategy development process • Identifies needs in dialogue with the employee and initiates concrete development activities with concrete development goals. Balances development wishes from the employees with development needs of the organization • Works actively with the development of the organisation’s competences, including structured identification of needs for resources, competences and organization in relation to the corporate strategy. Timely initiation of the necessary adjustments and development of the organization <p>Performance skills</p> <ul style="list-style-type: none"> • Breaks down the strategy to operational goals. Distributes goals in an involving process. Formulates specific criteria for success. Follows through in relation to factors of success and secures the chosen changes in processes • Establishes and carries out a continual talent covering process. Initiates concrete activities for developing important talents. Ensures development possibilities for employees and retains talents in own organization. • Establishes and carries out a performance measurement process. Initiates necessary adjustments. Works actively with positive feedback and correcting feedback. Carries out performance evaluations. 	

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