



NAEP Competencies for Procurement Professionals

Professional Position Level

		Advanced		Mid-Level						Entry-Level		
		Chief Procurement Officer / Vice President / Assistant Vice President / Director	Associate Director / Assistant Director	Strategic Procurement Specialist / Manager / Category Lead	Supplier Diversity Manager / Commodity Manager / Senior Buyer	Procurement Systems Manager	Pcard Administrator	Procurement Analyst	Buyer	Buyer	Procurement Analyst	Procurement Assistant (non-exempt)
Increase Performance	Ethics & Values	●	●	●	●	●	●	●	●	●	●	●
	Functional/Technical Skills											
	Ability to explain value concepts, e.g., Total Cost of Ownership (TCO)	●	●	●	●							
	Best Practices knowledge	●	●	●	●							
	Commodity knowledge and technical expertise	●	●	●	●			●	●	●	●	
	Promotes sustainability in the institution's processes and systems	●	●	●	●	●	●	●	●	●	●	●
	Supplier relationship management skills	●	●	●	●	●			●			
	Technology skills (e.g., eprocurement, search tools, MS Office suite)	●	●	●	●	●	●	●	●	●	●	●
	Understands and engages strategic sourcing principles	●	●	●	●							
	Understands fundamentals of contract law, contracting authority, working with counsel	●	●	●	●				●	●		
	Organizational Agility	●	●	●	●				●			
	Planning	●	●	●	●	●	●		●			
	Priority setting	●	●	●	●	●	●	●	●	●	●	
	Self-Development	●	●	●	●	●	●	●	●	●	●	●
Build Relationships	Communication	●	●	●	●	●	●	●	●	●	●	●
	Conflict Resolution	●	●	●	●	●	●	●	●	●	●	
	Customer Focus	●	●	●	●	●	●	●	●	●	●	●
	Negotiating	●	●	●	●				●			
	Valuing Diversity	●	●	●	●	●	●	●	●	●	●	●
Drive Results	Action Oriented	●	●	●	●							
	Creativity	●	●	●	●				●	●		
	Drive for Results (drives accountability, responsibility & ownership)	●	●	●	●							
	Problem Solving	●	●	●	●	●		●	●	●	●	●
	Process Management	●	●	●	●		●	●	●	●	●	●
	Risk Management	●	●	●	●	●	●		●			
	Strategic Agility	●	●	●	●							
Lead Others	Building Effective Teams	●	●	●	●				●			
	Change Agent	●	●	●								
	Decision Making	●	●	●	●	●	●	●	●	●	●	
	Developing Others	●	●	●	●			●	●			
	Hiring & Staffing (HRM skills including recruitment strategy, onboarding, succession planning)	●	●									
	Integrity & Trust	●	●	●	●	●	●	●	●	●	●	●

What are competencies?

Competencies are the skills, behaviors, and attitudes that lead to high performance.¹

How can Members use the NAEP Competency Model?

Competency models are used throughout the stages of the employee lifecycle.

1. **Workforce Planning:** While identifying the needs of the future, leadership can ensure that competencies align with the institution's strategic goals. The desired competencies can be used to determine which positions are needed and develop corresponding job descriptions.
2. **Recruitment & Selection:** Questions regarding desired competencies can be incorporated into the structured interview.
3. **Onboarding/Training & Development:** An ongoing professional development plan should be created for each individual based upon competencies for his/her position. Individuals that do not demonstrate a desired competency can receive coaching, mentoring, on-the-job training, outside training, etc. Leadership development programs can be based upon the competencies needed of current and future leaders.
4. **Performance Management:** Individuals should consistently be observed, evaluated, coached and provided feedback based upon desired competencies.
5. **Career Planning:** The competency model offers guidance for individuals looking to make a vertical or lateral move.
6. **Transition:** As a transition decision is made, leadership can assess the current competencies of the position and determine if changes should be made for the future. The competencies can also assist the individual who is transitioning as he/she makes decisions regarding a new position and/or organization.



NOTE: It is recommended that Members align the NAEP competencies with their institution's mission, vision, values, and strategic goals.

¹ Source: *The Art and Science of Competency Modeling: Best Practices in Developing and Implementing Success Profiles*, Korn/Ferry Institute, 2010.

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The NAEP Model is based upon *NAEP Traits, Knowledge and Skill Set Requirements for Procurement Professionals*, developed by NAEP Professional Development Committee, 2012 – 2013. Competencies and key behaviors adapted from Lombardo, M.M., and Eichinger, R.W. (2006). *FYI For Your Improvement 4th Edition, A Guide for Development and Coaching*. Lominger International: A Korn/Ferry Company.

About the Model

Each competency in this model includes a list of key behaviors. The key behaviors are examples of observable actions that demonstrate an individual is using this competency.

The following competencies are expected to be demonstrated by procurement professionals within the following levels and positions.

Entry-Level - an individual just beginning a purchasing career who may have one to three years of purchasing experience. Positions that may be included in this level:

- Procurement Assistant (non-exempt)
- Procurement Analyst
- Buyer

Mid-Level - more advanced procurement professional with five to eight years of experience in purchasing. Positions that may be included in this level:

- Buyer
- Procurement Analyst
- Pcard Administrator
- Procurement Systems Manager
- Senior Buyer
- Commodity Manager
- Supplier Diversity Manager
- Category Lead
- Strategic Procurement Specialist/Manager

Advanced - experienced procurement professional with more than eight years of experience in purchasing and/or management responsibility. Positions that may be included in this level:

- Associate Director
- Assistant Director
- Director
- Assistant Vice President
- Vice President
- Chief Procurement Officer

Competency Wheel



This competency wheel is based upon the University of Florida's Competency Model.

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NAEP Competency Model

Competencies and Key Behaviors – Increase Performance

Competency	Key Behaviors
Ethics and Values	<ul style="list-style-type: none"> ○ Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times ○ Acts in line with those values ○ Rewards the right values and disapproves of others ○ Practices what he/she preaches
Functional/Technical Skills	<ul style="list-style-type: none"> ○ Has the functional and technical knowledge and skills to do the job at a high level of accomplishment that includes: <ul style="list-style-type: none"> ▪ Ability to explain value concepts, e.g., Total Cost of Ownership (TCO) ▪ Best Practices knowledge ▪ Commodity knowledge and technical expertise ▪ Promotes sustainability in the institution’s processes and systems ▪ Supplier relationship management skills ▪ Technology skills (e.g., eprocurement, search tools, MS Office suite) ▪ Understands and engages strategic sourcing principles ▪ Understands fundamentals of contract law, elements of a contract, and contracting authority and working with counsel
Organizational Agility	<ul style="list-style-type: none"> ○ Interdisciplinary knowledge ○ Facilitates collaboration across the institution; Understands and navigates political landscape ○ Knowledgeable about how organizations work ○ Knows how to get things done both through formal channels and the informal network ○ Understands the origin and reasoning beyond key policies, practices, and procedures ○ Understands the culture of the organization
Planning	<ul style="list-style-type: none"> ○ Accurately scopes out length and difficulty of tasks and projects ○ Sets objectives and goals ○ Breaks down work into the process steps ○ Develops schedules and task/people assignments ○ Anticipates and adjusts for problems and roadblocks ○ Measures performance against goals ○ Evaluates results
Priority setting	<ul style="list-style-type: none"> ○ Spends his/her time and the time of others on what is important ○ Quickly zeros in on the critical few and puts the trivial many aside ○ Can quickly sense what will help or hinder accomplishing goals ○ Eliminates roadblocks ○ Creates focus
Self-Development	<ul style="list-style-type: none"> ○ Is personally committed to and actively works to continuously improve him/herself ○ Understands that different situations and levels may call for different skills and approaches ○ Works to deploy strengths ○ Works on compensating for weakness and limitations

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NAEP Competency Model

Competencies and Key Behaviors – Build Relationships

Competency	Key Behaviors
Communication	<ul style="list-style-type: none"> ○ Is effective in a variety of formal presentation settings: one on-one, small and large groups, with peers, direct reports, and bosses ○ Is effective both inside and outside the organization, on both cool data and hot and controversial topics ○ Handles controversial topics diplomatically/tactfully ○ Commands attentions and can manage group process during the presentation ○ Can change tactics midstream when something isn't working ○ Is able to write clearly and succinctly in a variety of communication settings and styles ○ Can get messages across that have the desired effect ○ Practices attentive and active listening
Conflict Resolution	<ul style="list-style-type: none"> ○ Steps up to conflicts, seeing them as opportunities ○ Reads situation quickly ○ Good at listening ○ Can hammer out tough agreements and settle disputes equitably ○ Can find common ground and get cooperation with minimum noise
Customer Focus	<ul style="list-style-type: none"> ○ Is dedicated to meeting the expectations and requirements of internal and external customers ○ Gets first hand customer information and uses it for improvements in products and services ○ Acts with customer in mind ○ Establishes and maintains effective relationships with customers and gains their trust and respect
Negotiating	<ul style="list-style-type: none"> ○ Can negotiate skillfully in tough situations with both internal and external groups ○ Can settle differences with minimum noise ○ Can win concessions without damaging relationships ○ Can be both direct and forceful as well as diplomatic ○ Gains trust quickly of other parties to the negotiations ○ Has a good sense of timing
Valuing Diversity	<ul style="list-style-type: none"> ○ Deals effectively with all races, nationalities, cultures, disabilities, ages, and both sexes ○ Supports equal and fair treatment and opportunity for all ○ Builds relationships and provides opportunities with diverse vendors ○ Manages all kinds and classes of people equitably ○ Seeks and encourages diversity in staffing at all levels of the organization

NAEP Competency Model

Competencies and Key Behaviors – Drive Results

Competency	Key Behaviors
Action Oriented	<ul style="list-style-type: none"> ○ Enjoys working hard ○ Is action oriented and full of energy for the things he/she sees as challenging ○ Not fearful of acting with a minimum of planning ○ Seizes more opportunities than others
Creativity	<ul style="list-style-type: none"> ○ Comes up with a lot of new and unique ideas ○ Easily makes connections among previously unrelated notions ○ Tends to be seen as original and value added in brainstorming settings
Drive for Results (drives accountability, responsibility, and ownership)	<ul style="list-style-type: none"> ○ Can be counted on to exceed goals successfully ○ Is constantly and consistently one of the top performers ○ Very bottom-line oriented ○ Steadfastly pushes self and other for results
Problem Solving	<ul style="list-style-type: none"> ○ Uses rigorous logic and methods to solve difficult problems with effective solutions ○ Probes all fruitful sources for answers ○ Can see hidden problems ○ Is excellent at honest analysis ○ Looks beyond the obvious and doesn't stop at the first answers
Process Management	<ul style="list-style-type: none"> ○ Good at figuring out the processes necessary to get things done ○ Knows how to organize people and activities ○ Understands how to separate and combine tasks into efficient work flows ○ Knows what to measure and how to measure it ○ Can see opportunities for synergy and integration where others can't ○ Can simplify complex processes ○ Gets more out of fewer resources
Risk Management	<ul style="list-style-type: none"> ○ Foresees risks and allows for contingencies when planning ○ Identifies and analyzes risk and its impact ○ Develops and implements strategies for risk mitigation ○ Tracks risk and communicates to all necessary individuals
Strategic Agility	<ul style="list-style-type: none"> ○ Sees ahead clearly ○ Can anticipate future consequences and trends accurately ○ Has broad knowledge and perspective ○ Is future oriented ○ Can articulately paint credible pictures and visions of possibilities and likelihoods ○ Can create competitive and breakthrough strategies and plans

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Competencies and Key Behaviors – Lead Others

Competency	Key Behaviors
Building Effective Teams	<ul style="list-style-type: none"> ○ Blends people into teams when needed ○ Creates strong morale and spirit in his/her team ○ Shares wins and successes ○ Fosters open dialogue ○ Lets people finish and be responsible for their work ○ Defines success in terms of the whole team ○ Creates a feeling of belonging in the team
Change Agent	<ul style="list-style-type: none"> ○ Can effectively cope with change ○ Can shift gears comfortably ○ Communicates vision and need for change ○ Implements change initiatives ○ Serves as a personal model of change
Decision Making	<ul style="list-style-type: none"> ○ Makes good decisions based upon a mixture of analysis, wisdom, experience, and judgment ○ Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure ○ Most of his/her solutions and suggestions turn out to be correct and accurate when judged over time ○ Sought out by others for advice and solutions
Developing Others	<ul style="list-style-type: none"> ○ Mentoring skills ○ Provides challenging and stretching tasks and assignments ○ Holds frequent development discussions ○ Is aware of each person's career goals ○ Constructs compelling development plans and executes them ○ Encourages people to accept developmental moves and seek professional development opportunities ○ Will take on those who need help and further development ○ Cooperates with the developmental system in the organization ○ Is a people builder
Hiring & Staffing (HRM skills including recruiting, onboarding, & succession planning)	<ul style="list-style-type: none"> ○ Has a nose for talent ○ Hires the best people available from inside or outside ○ Is not afraid of selecting strong people ○ Assembles talented staffs
Integrity & Trust	<ul style="list-style-type: none"> ○ Is widely trusted ○ Seen as a direct, truthful individual ○ Can present the unvarnished truth in an appropriate and helpful manner ○ Keeps confidences ○ Admits mistakes ○ Doesn't misrepresent him/herself for personal gain

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