



national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

National Treasury Supply Chain Management Technical Competency Dictionary

December 2015

Supply Chain Management

Technical Knowledge + Skills

Competency Cluster	1. Legislative Environment			
Competency Title	1.1. Legislative Regulatory Framework			
Competency Definition	This is the ability to understand and implement relevant legislation, policies, regulations, frameworks, standards and guidelines			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
As per the Knowledge Requirements detailed in the Explanatory Note Compliance management	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	perform SCM activities in compliance with all relevant legislation, policies, regulations, frameworks, standards and guidelines	perform SCM activities in compliance with relevant legislation, policies, regulations, frameworks, standards and guidelines	monitor the performance of SCM activities in compliance with relevant legislation, policies, regulations, frameworks, standards and guidelines	manage the performance of SCM activities in compliance with relevant legislation, policies, regulations, framework, standards and guidelines

Competency Cluster	Legislative Environment			
Competency Title	1.2. Departmental policies and procedures			
Competency Definition	This is the ability to develop relevant departmental policies and procedures			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
Departmental Policies and Procedures Delegations of Authority Principles of internal control	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
		contribute to the development and review of departmental policies and procedures applicable to SCM	develop and review departmental policies and applicable to SCM	manage the development and review of departmental policies and procedures applicable to SCM

Competency Cluster	2. Supply Chain Strategy			
Competency Title	2.1. Planning and strategic supply chain alignment and integration			
Competency Definition	This is the ability to ensure that the SCM strategy is aligned and responsive to the departmental strategy			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
S 215 and 216 of RSA Constitution NTR 5 and 30 <i>Framework for Strategic Plans and Annual Performance Plans</i> <i>Framework for Managing Programme Performance Information</i>			Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
			develop SCM strategies aligned to the departmental strategy	manage the development of SCM strategies that are aligned to the departmental strategy
			review departmental strategies to ensure alignment to SCM strategies	manage the review of departmental Strategies to ensure alignment with SCM strategies
			develop SCM strategies aligned to the departmental strategy	align SCM strategies with the departmental strategy and align SCM structures, relationships and change processes accordingly

			analyze supply chain constraints that can impact on supply chain strategy	assess and develop strategies to minimize supply chain constraints and risk mitigation
			assess the various options in achieving supply chain trade-offs	oversee the identification and assessment of the trade-off analysis
			assess the various types of supply chains to determine the appropriate supply chain strategy	oversee the assessment of the various types of supply chains to determine the appropriate supply chain strategy
			assess the feasibility of strategic supply chain decisions	oversee development of alternative manage strategic supply chain decisions
			develop alternative sourcing strategies	oversee the development of alternative sourcing strategies

Competency Cluster	Supply Chain Strategy			
Competency Title	2.2. Demand planning and forecasting			
Competency Definition	This is the ability to perform long-term demand planning and forecasting			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
			Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
			assess the long-term needs and departmental requirements against the forecast and strategic goals	align and manage the long-term requirements of the department to the forecasts and strategic goals

Competency Cluster	Supply Chain Strategy			
Competency Title	2.3. Global supply chain			
Competency Definition	This is the ability to understand and develop appropriate strategies for managing global supply chains			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
Global trade patterns as drivers of global supply chains including the associated treaties			Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
			assess the impact of macro global treaties that may impact on supply chain strategy	manage the global supply chain in accordance with global trade agreements where relevant
			evaluate the impact of macro/external factors on globalized supply chains	manage the impact of macro/external factors on globalized supply chains
			recommend supply chain strategies that will contribute to achieving the department's strategy	implement and manage supply chain strategies that will contribute to achieving the department's strategy

Competency Cluster	3. Institutionalization			
Competency Title	3.1. Establishment of the supply chain management system			
Competency Definition	This is the ability to establish a supply chain management system within the Department and ensure effective and efficient systems of demand, acquisition, logistics, disposal, risk and performance review			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
PFMA S38 (1)(a)(iii) SCM		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
		implement the supply chain management system	develop and institutionalize the supply chain management system	manage the institutionalization of the supply chain management system

Competency Cluster	Institutionalization			
Competency Title	3.2. SCM governance			
Competency Definition	This is the ability to manage SCM compliance, abuse, complaints, enquiries, appeals and ethics management			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
PFMA S38 (1)(a)(iii) TR 16A.8 TR 16A.9 SCM Systems Principles of ethics and code of conduct Compliance management		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
Skill Requirements	perform SCM compliance testing	perform and support SCM compliance testing and institute remedial action	develop and institutionalize a SCM compliance management system	manage the institutionalization of a SCM compliance management system
		address SCM abuse, complaints, enquiries and appeals investigations. Implement mechanism to address SCM abuse complaints, enquiries and appeals.	develop and institutionalize the SCM abuse, complaints, enquiries and appeals mechanism and perform related assessments	manage the institutionalization of the SCM abuse, complaints, enquiries and appeals mechanism
		perform related activities to institutionalize SCM ethical and professional conduct	develop and institutionalize SCM ethical and professional conduct	manage the institutionalization of SCM ethical and professional conduct

		perform related activities to institutionalize SCM ethical and professional conduct	develop and institutionalize SCM ethical and professional conduct	manage the institutionalization of SCM ethical and professional conduct
			develop and institutionalize the SCM partnership of assurance providers, such as internal audit, risk management and external audit	manage the institutionalization of the SCM partnership of assurance providers, such as internal audit, risk management and external audit
			develop and institutionalize the governance structures and delegations	manage the institutionalization of the SCM governance structures and delegations
			develop and institutionalize the governance structures and delegations	manage the institutionalization of the SCM governance structures and delegations

Competency Cluster	Institutionalization			
Competency Title	3.3. SCM committee system			
Competency Definition	This is the ability to establish and manage the various SCM committees			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
PFMA S38 (1)(a)(iii) TR 16A.6.2 SCM Systems		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
		perform the related activities to the functioning of the SCM committee system	establish, compose and functionalise the SCM committee system	manage the establishment, composition and functioning of the SCM committee system

Competency Cluster	Institutionalization			
Competency Title	3.4. SCM Secretariat and Support Services			
Competency Definition	This is the ability to establish, monitor and manage SCM Secretariat Support Services			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
PFMA S38 (1)(a)(iii) TR 16A.6.2 SCM Systems		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	provide Secretariat and Support Services to the SCM Committees	provide Secretariat and Support Services to the SCM Committees	monitor Secretariat and Support Services of the SCM Committees	manage Secretariat and Support Services of the SCM Committees

Competency Cluster	Institutionalization			
Competency Title	3.5. Individual capacity development in the SCM system			
Competency Definition	This is the ability to develop SCM officials			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
Public Sector Human Resource Development Framework		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
			develop and institutionalize SCM education, training and development of the SCM officials	manage the institutionalization of SCM education, training and development solutions of the SCM officials

Competency Cluster	Institutionalization			
Competency Title	3.6. SCM advocacy and internal stakeholder relationship management			
Competency Definition	This is the ability to understand the needs of internal stakeholders and strategically position SCM as a strategic function within the business			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
		perform internal stakeholder management and advise internal stakeholders	develop and institutionalize SCM internal stakeholder engagement	manage the institutionalization of SCM internal stakeholder engagement
			develop a compelling vision to position SCM as a strategic function	position SCM as a strategic function within the organisation
			align SCM activities to the business needs and objectives	manage and monitor the alignment of SCM activities to the business needs and objectives

Competency Cluster	Institutionalization			
Competency Title	3.7. Sustainability, social and environmental factors in the SCM system			
Competency Definition	This is the ability to be responsive to the impact of sustainability, social and environmental factors on supply chains			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
			develop and institutionalize SCM that is responsive to sustainability, social and environmental factors	manage the institutionalization of SCM that is responsive to sustainability, social and environmental factors

Competency Cluster	Institutionalization			
Competency Title	3.8. Process ownership and management in the SCM system			
Competency Definition	This is the ability for SCM to take ownership of the supply chain processes to minimize "hand-over" gaps, duplication of efforts and alignment of SCM process drivers between divisions			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
			develop, review, improve and institutionalize SCM processes and promote ownership	manage the institutionalization of SCM process ownership

Competency Cluster	Institutionalization			
Competency Title	3.9. SCM master data management			
Competency Definition	This is the ability to manage SCM master data			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
		perform and support SCM master data management	develop and institutionalize a SCM master data management system	manage the institutionalization of a SCM master data management system
			develop and institutionalize vendor master data	manage the institutionalization of vendor master data
			develop and institutionalize materials master data that includes price index and specifications	manage the institutionalization of materials master data
			develop and institutionalize codification of goods and services data	manage the institutionalization of goods and services codification
			develop and institutionalize codification and classification of supplier data	manage the institutionalization of codification and classification of supplier data

Competency Cluster	Institutionalization			
Competency Title	3.10. Internal controls in the SCM System			
Competency Definition	This is the ability to develop an internal controls framework within the SCM system			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
		perform and support the implementation of the SCM internal control framework in collaboration with key stakeholders	develop and institutionalize a SCM internal controls framework in collaboration with key stakeholders	manage the institutionalization of a SCM internal controls framework in collaboration with key stakeholders

Competency Cluster	Institutionalization			
Competency Title	3.11. Technology in the SCM system			
Competency Definition	This is the ability to utilize technology as an enabler in SCM system			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
		perform and support SCM technology system	monitor and institutionalize an SCM technology system	manage the institutionalization of an SCM technology system

Competency Cluster	Institutionalization			
Competency Title	3.12. Performance management in the SCM system			
Competency Definition	This is the ability to develop performance management systems within the SCM			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
		perform and support the institutionalization of the SCM performance management system	develop and institutionalize a SCM performance management system	manage the institutionalization of a SCM performance management system, including the performance metrics

Competency Cluster	Institutionalization			
Competency Title	3.13. Supplier relationship management			
Competency Definition	This is the ability to classify and manage supplier relations.			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
		perform and support the institutionalization of the SCM supplier relationship management system	develop and institutionalize a SCM supplier relationship management system	manage the institutionalization of a SCM supplier relationship management system

Competency Cluster	4. Strategic Sourcing			
Competency Title	4.1. Analysis of the supply environment			
Competency Definition	This is the ability to analyse the supply environment			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
PFMA 38(1)(a)(iii) Treasury Regulation 16A	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
		research the supply chain environment and provide analysis	analyse the supply environment	manage the analysis of the supply environment

Competency Cluster	Strategic Sourcing			
Competency Title	4.2. Total cost of ownership (TCO)			
Competency Definition	This is the ability to perform TCO for goods and / or services			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
PFMA 38(1)(a)(iii) Treasury Regulation 16A	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
			develop a TCO model and implement a TCO for specific commodities	manage the TCO process from acquisition to disposal
			conduct and monitor a commodity lifecycle analysis	manage the commodity lifecycle analysis
			identify commodity cost elements	manage commodity cost elements
			obtain total cost of ownership model sign-off	manage the implementation of the sourcing strategy, incorporating the TCO model

Competency Cluster	Strategic Sourcing			
Competency Title	4.3. Conduct a market analysis			
Competency Definition	This is the ability to conduct a market analysis			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
PFMA 38(1)(a)(iii) Treasury Regulation 16A	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
			develop and implement a supply market analysis	manage the development and implementation of a supply market analysis

Competency Cluster	Strategic Sourcing			
Competency Title	4.4. Analyze products and services required			
Competency Definition	This is the ability to conduct a product or service analysis of commodities			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
PFMA 38(1)(a)(iii) Treasury Regulation 16A	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
			develop and execute a product/ or service analysis in terms of risk versus spend in the organisation and related commodity maps based on additional criteria related to the goods and services under review	Manage the development and execution of a product / or service analysis in terms of risk and spend in the organisation and related commodity maps based on additional criteria related to the goods and services under review

Competency Cluster	Strategic Sourcing			
Competency Title	4.5. Conduct a spend analysis			
Competency Definition	This is the ability to conduct a spend analysis			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
PFMA 38(1)(a)(iii) Treasury Regulation 16A	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
			identify all the expenditure items related to the delivery of the goods or services	manage the identification of all the expenditure items related to the delivery of the goods or services
			develop a spend analysis in relation to the goods or services	manage the development of a spend analysis in relation to the goods or services

Competency Cluster	Strategic Sourcing			
Competency Title	4.6. Supply base analysis			
Competency Definition	This is the ability to conduct and develop a supply base analysis for goods and services			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
PFMA 38(1)(a)(iii) Treasury Regulation 16A	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
			conduct and monitor supplier surveys to ascertain supplier perceptions and attractiveness by commodity	manage and evaluate the supplier surveys to ascertain supplier perceptions and attractiveness by commodity
			develop and monitor a supply base using relevant tools and cost models	manage and evaluate the development of a supply base using relevant tools and cost models

Competency Cluster	Strategic Sourcing			
Competency Title	4.7. Sourcing segmentation			
Competency Definition	This is the ability to understand and facilitate a process for strategic sourcing opportunities for a commodity			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
PFMA 38(1)(a)(iii) Treasury Regulation 16A	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
			identify and categorise various commodities according to supplier, commodity, supply chain and organizational opportunities	manage the identification and categorisation of various commodities according to supplier, commodity, supply chain and organizational opportunities
			develop and monitor a commodity prioritisation sourcing strategy	manage the commodity prioritisation sourcing strategy
			identify and monitor supply opportunities through a lean supply concept	manage and implement supply chain opportunities through a lean supply concept

Competency Cluster	Strategic Sourcing			
Competency Title	4.8. Supplier classification and positioning			
Competency Definition	This is the ability to classify and position suppliers according to their value and risk profile			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
PFMA 38(1)(a)(iii) Treasury Regulation 16A	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
			identify and develop a supplier classification and positioning model based on commodity value and risk profile	manage the identification and development of supplier classification and positioning model based on commodity value and risk profile

Competency Cluster	Strategic Sourcing			
Competency Title	4.9. Category and portfolio management			
Competency Definition	This is the ability to categorise commodities in their various families and/or groupings			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
PFMA 38(1)(a)(iii) Treasury Regulation 16A	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
			assess commodities and group them into various portfolios	manage the development of commodity portfolios
			develop and monitor hierarchies of categories for both direct and indirect expenditures that can be subjected to category management and strategic procurement	manage the development of hierarchies of categories for both direct and indirect expenditures that can be subjected to category management and strategic procurement
			evaluate and apply an appropriate methodology to achieve improved category and/or portfolio management	manage the evaluation of appropriate methodology to achieve improved category and/or portfolio management

		develop a category or portfolio management plan by analysing market factors	manage the development of a category or portfolio management plan by analysing market factors
--	--	---	---

Competency Cluster	5. Demand Management			
Competency Title	5.1. Needs analysis			
Competency Definition	This is the ability to collect data and analyse user requirements			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
Relevant SCM Practice Notes Strategic & Annual Performance Planning Treasury Regulations 16A	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	gather and capture information of end user requirements	conduct market and industrial analysis to categorise projects into the different industrial sectors	synergise the results of needs analyses to determine the requirements for goods and services	manage approval of resource requirements against budget and Strategic Plan of the department
			assess the validity, accuracy and completeness of the needs / demand plan for user-departments	manage the assessment of the validity, accuracy and completeness of the needs / demand plan for user-departments Ensure that demand plan fits available budget

Competency Cluster	Demand Management			
Competency Title	5.2. Confirmation of funding			
Competency Definition	This is the ability to ensure that sufficient funds are available			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
PFMA sec 38(2) Treasury Regulations 16A		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
		to monitor availability of funds for procurement	confirm the availability of funds, as per the budget	manage the confirmation process regarding the availability of funds

Competency Cluster	Demand Management			
Competency Title	5.3. Review and compilation of specifications and/or terms of reference			
Competency Definition	This is the ability to review and compile specifications and /or terms of reference			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
SCM: A Guide to Accounting Officers and Authorities Ch. 4 Treasury Regulations 16A	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	determine whether specifications for commodity exist and gather information required to review specifications or terms of reference	oversee gathering of information to review and compile specifications or terms of reference	monitor whether a proper specification / terms of reference has been compiled for each requirement	manage compliance with requirements for specifications / terms of reference and communicate recommendations to relevant authority

Competency Cluster	Demand Management			
Competency Title	5.4. Supplier database			
Competency Definition	This is the ability to manage a supplier database			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
PFMA 38(1)(a)(iii) Treasury Regulation 16A		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements		The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
		administer the supplier database	design and implement a supplier database	manage the supplier database

Competency Cluster	Demand Management			
Competency Title	5.5. Annual procurement plan			
Competency Definition	This is the ability to develop and implement an annual procurement plan			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
PFMA 38(1)(a)(iii) Treasury Regulation 16A		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
		Support the development of the departmental annual procurement plan	Develop the departmental annual procurement plan	manage the development of the departmental annual procurement plan
		Supervise the implementation of the departmental annual procurement plan	Monitor the implementation of the departmental annual procurement plan	Manage the implementation of the departmental annual procurement plan
Competency Cluster	Demand Management			
Competency Title	5.6. Compilation of bid documentation			
Competency Definition	This is the ability to understand, identify and compile bid documentation			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
SCM: A Guide to Accounting Officers and Authorities Ch. 4 Standard bidding and advertising formats Treasury Regulation 16A	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:

	compile bid documentation timeously utilising standard bidding and advertising forms	facilitate the compilation of bid documents and advertisements and the timeous issuing of all documents to bidders	oversee correctness and completeness of bid documentation and advertisement prior to issuing to prospective bidders	manage bid compilation, advertising and distribution process and identify potential risks and institute corrective action
--	---	---	--	--

Competency Cluster	6. Acquisition Management			
Competency Title	6.1. Receipt and opening of bids			
Competency Definition	This is the ability to receive, open and record bids			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
SCM: A Guide to Accounting Officers and Authorities Ch. 4 Treasury Regulation 16A	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	open bids in such a manner that bidding documents are not compromised and capture all bids received in the bid register	accurately communicate the name and price of each bidder in public and then process bids	oversee the opening and recording of bids received	manage the opening and recording of bids received

Competency Cluster	Acquisition Management			
Competency Title	6.2. Evaluation and adjudication of bids			
Competency Definition	This is the ability to direct, advise and provide support to evaluate and adjudicate bids			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
SCM: A Guide to Accounting Officers and Authorities Ch. 4 Treasury Regulation 16A	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	complete compliance checklist and verify preference point claims in respect of each bid	oversee compliance with checklist and verification of claims in respect of each bid	evaluate all bids against predetermined criteria and make appropriate recommendation	manage recommendations and act accordingly

Competency Cluster	Acquisition Management			
Competency Title	6.3. Compilation of a list of prospective service providers (quotations)			
Competency Definition	This is the ability to compile a list of prospective service providers			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
SCM: A Guide to Accounting Officers and Authorities Ch. 4 Procurement Plan		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
		collate and report on applications for listing onto supplier database and maintain database	monitor reporting and approve applications for listing onto supplier database and maintain database	manage the creation of application forms and criteria for suppliers/ service providers to be listed on database

Competency Cluster	Acquisition Management			
Competency Title	6.4. Analysis of procurement requests (quotations)			
Competency Definition	This is the ability to analyze requests received from clients for the procurement of commodities			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
SCM: A Guide to Accounting Officers and Authorities Ch. 4 Procurement Plan National Treasury practice notes Internal SCM policy	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	receive and record procurement requisitions	validate requisition forms for completeness and approval including the availability of funds	review and approve requisition forms in line with the departmental procurement plan	manage the approval process and approve requisition forms where required

Competency Cluster	Acquisition Management			
Competency Title	6.5. Sourcing and pre-qualifying suppliers			
Competency Definition	This is the ability to source and pre-qualify prospective suppliers			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
SCM: A Guide to Accounting Officers and Authorities Ch. 4 Procurement Plan National Treasury practice notes Preferential Procurement Policy Framework Act and regulations Delegations of authority Methods of product selection Treasury Regulation 16A National Treasury instruction notes	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
		administer the sourcing and pre-qualification of potential suppliers to comply with statutory requirements	manage and monitor the sourcing and pre-qualification of potential suppliers to comply with statutory requirements	oversee the sourcing and pre-qualification of potential suppliers to comply with statutory requirements

		administer the sourcing and pre-qualification of potential suppliers to comply with functional requirements	manage and monitor the sourcing and pre-qualification of potential suppliers to comply with functional requirements	oversee the sourcing and pre-qualification of potential suppliers to comply with functional requirements
--	--	--	--	---

Competency Cluster	Acquisition Management			
Competency Title	6.6. Negotiating with suppliers			
Competency Definition	This is the ability to negotiate effectively with the suppliers for the acquisition of goods or services			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	administer a negotiation process	Perform a negotiation with suppliers	manage the negotiation process with the suppliers	oversee and lead the negotiation process with suppliers
			prepare for negotiations	oversee the preparations for negotiations
			implement the negotiation strategies	oversee the implementation of negotiation strategies
			manage and ensure that the negotiation outcome is in line with the departmental requirements	oversee the negotiation finalization leading to the contractual agreement

Competency Cluster	Acquisition Management			
Competency Title	6.7. Contracting with organs of state			
Competency Definition	The ability to recognize, engage and procure goods or services under a contract secured by another organ of state			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
National Treasury Regulations on organs of state		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	administer process for participating in contracts arranged by other organs of state	implement process for participating in contracts arranged by other organs of state	manage the participating in contracts arranged by other organs of state	oversee the management of participation in contracts arranged by other organs of state, identify and mitigate potential risks
			assess the request by another organ of the state to participate in a contract arranged by the department	authorise the request by another organ of the state to participate in a contract arranged by the department

Competency Cluster	Acquisition Management			
Competency Title	6.8. Acquisition methods			
Competency Definition	This is the ability to implement the most effective and efficient acquisition method when receiving a procurement request			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
SCM: A Guide to Accounting Officers and Authorities Ch. 4 National Treasury practice notes Treasury Regulation 16A Departmental Delegations Departmental SCM System		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	administer emergency procurement activities	implement emergency procurement	manage emergency procurement policy	oversee the management of emergency procurement policy
	administer petty cash procurement activities	implement petty cash procurement process	manage petty cash procurement policy	oversee the management of petty cash procurement policy
	administer quotation procurement activities	implement quotation procurement process	manage quotation procurement (written and verbal) policy	oversee the management of quotation procurement (written and verbal) policy
	administer relevant form of bidding activities	implement relevant form of bidding	manage forms of bidding (competitive, limited, transversal and unsolicited) policy	oversee the management of forms of bidding (competitive, limited, transversal and unsolicited) policy

	administer relevant form of specialised procurement activities	implement relevant form of specialised procurement	manage forms of specialised procurement (consultants, IT, infrastructure/construction, roster, list of selected suppliers) policy	oversee the management of forms of specialised procurement (consultants, IT, infrastructure/construction, roster, list of selected suppliers) policy
--	---	---	--	---

Competency Cluster	7. Logistics Management			
Competency Title	7.1. Inventory management			
Competency Definition	This is the ability to manage the inventory management system			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
Treasury Regulation 16A SCM: A Guide for Accounting SCoA NT inventory management framework and guideline	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	administer inventory management activities	implement an inventory management system	develop and implement an inventory management system	manage an inventory management system

Competency Cluster	Logistics Management			
Competency Title	7.2. Requisition of goods and services			
Competency Definition	This is the ability to process a requisition			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
Treasury Regulation 16A SCM: A Guide for Accounting SCoA	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	compile and consolidate all requisitions	check requisitions for completeness	approve requisitions	manage the requisition process

Competency Cluster	Logistics Management			
Competency Title	7.3. Placing orders			
Competency Definition	This is the ability to issue a government order both electronically and manually			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
SCM: A Guide to Accounting Officers and Authorities Ch 4	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	capture approved procurement requisitions (including accounting allocation), and prepare order documents	verify and approve orders on system or issue manual orders in the case of an emergency	authorise paper copy of orders as per delegations	authorise paper copy of orders as per delegations

Competency Cluster	Logistics Management			
Competency Title	7.4. Receiving goods			
Competency Definition	This is the ability to receive and check goods in accordance with the order			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
Codification standards and principles Inventory management Treasury Regulation 16A	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
		perform and support the goods receiving process	monitor compliance with scheduled delivery dates and report non-compliance to the relevant authority	manage the goods receiving process
	receive deliveries and sign delivery note	verify goods received are in accordance with order in terms of quality and quantity	assess and resolve discrepancies'	oversee the management of any discrepancies in inventory quality and quantities
	capture goods received and relevant information on system	verify capturing of goods received and relevant information on system	assess and resolve deficiencies	oversee and manage the investigation of any inventory quality discrepancies

Competency Cluster	Logistics Management			
Competency Title	7.5. Returning goods			
Competency Definition	This is the ability to manage the returning of goods			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
Treasury Regulation 16A SCM: A Guide for Accounting SCoA NT inventory management framework and guideline	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	administer the return of goods activities	implement the return of goods	return goods and manage third party claims	manage the return of goods and related third party claims
			evaluate and integrate reverse logistics in the total logistics network	manage the reverse/return logistics in the logistics network
			evaluate and exploit the areas of synergies between normal and reverse logistics for cost-savings	manage the areas of synergies between normal and reverse logistics for cost savings
			evaluate and integrate planning for reverse logistics through interaction with transport operational scheduling	manage planning for reverse logistics through interaction with transport operational scheduling

Competency Cluster	Logistics Management			
Competency Title	7.6. Goods distribution			
Competency Definition	This is the ability to organise the delivery of goods in accordance with applicable prescripts			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
Occupation and safety legislation Treasury Regulation 16A Asset Management System	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	arrange for the delivery of goods (stock and non-stock) to designated recipient subject to applicable handling requirements	plan and manage the transportation of goods to be delivered	oversee delivery processes (including any contractual arrangements involved) and resolve discrepancies'	manage the goods distribution process

Competency Cluster	Logistics Management			
Competency Title	7.7. Warehouse management			
Competency Definition	This is the ability to design and manage the warehousing function (stores items)			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
Principles of warehouse design and management	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Inventory management				
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
		implement warehousing infrastructure	oversee implementation of warehousing infrastructure plan	manage and plan the design of warehousing infrastructure (layout, bin location, bin numbering)
		assess minimum and maximum stock levels and lead times	monitor and authorise minimum and maximum stock levels and lead times	manage stock levels and lead times
		verify and assess stock replenishment notice from system	oversee stock replenishment (considering budget implications)	manage stock replenishment
	retrieve goods in accordance with issue voucher and deliver goods to end user	monitor stock issuing procedures and follow up any errors or omissions identified	design stock issuing and control system	manage stock issuing and control system

Competency Cluster	Logistics Management			
Competency Title	7.8. Stock taking			
Competency Definition	This is the ability to perform a stock take			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
Treasury Regulation 16A SCM: A Guide for Accounting Officers and	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Authorities				
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	implement stock take plan (physical count)	assess deficiency / surplus list of stock take	assess and resolve deficiencies of stock take	compile a policy for stock take, develop stock take plan and review results of stock take

Competency Cluster	Logistics Management			
Competency Title	7.9. Matching documentation			
Competency Definition	This is the ability to match the goods received, issued and invoice documentation			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
Treasury Regulation 16A SCM: A Guide for Accounting Officers and	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Authorities				
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	consolidate order, issue vouchers, delivery notes and invoices	review payment vouchers for completeness and accuracy and report discrepancies	monitor the payment voucher matching process and resolve discrepancies	manage the payment voucher matching process

Competency Cluster	Logistics Management			
Competency Title	7.10. Preparation of documentation for payment/accounts payable			
Competency Definition	This is the ability to prepare applicable documentation for payment			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
Document preparation Finance policy for accounts payable Accounting policy & system rules	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	prepare payment vouchers for Accounts Payable	verify payment vouchers	create and manage the system for payment preparation	oversee and monitor the system for payment preparation
		prepare applicable documentation for payment	manage the documentation for payment process	monitor the documentation for payment process
			manage and resolve exceptions in documentation for payment and take remedial action where possible	monitor and resolve exceptions in documentation for payment and take remedial action where possible

Competency Cluster	8. Disposal Management			
Competency Title	8.1. Preparation for disposal			
Competency Definition	This is the ability to identify redundant, obsolete and unserviceable goods for disposal			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
Applicable regulations for the disposal of surplus stock	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Standard forms for disposal				
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	capture requests for disposals	verify disposal documentation	assess requests and arrange for technical inspection where appropriate	manage disposal process
			assess various disposal methods in line with the commodity characteristics, departmental policy as well as the applicable law	manage the disposal methods in line with the commodity characteristics, departmental policy as well as the applicable law

Competency Cluster	Disposal Management			
Competency Title	8.2. Disposal process			
Competency Definition	This is the ability to identify, obtain approval and dispose of goods			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
Asset management guidelines & system	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	create a disposal schedule taking into account supporting documentation	verify items on the disposal schedule	prepare submission for approval of disposal schedule in terms of disposal policy	approve disposals in terms of delegation of authority

Competency Cluster	9. Contract Management			
Competency Title	9.1. Contract initiation			
Competency Definition	This is the ability to initiate contracts			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
NTR 8.2.3 NTR15.10.1.2 NTR16.7.1 NTR17.2 General and Special Conditions of Contract			Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
			identify supply chain risks in relation to the project/ product or service	mitigate and implement supply chain risk strategies in relation to the project/ product or service
			evaluate General Conditions of Contract (GCC)	oversee the evaluation of General Conditions of Contract (GCC)
			evaluate special contractual conditions in relation to the project/product or service	oversee the evaluation of special contractual conditions to the project/product or service
			identify and evaluate the supplier key performance indicators as informed by the terms of reference (TOR)	oversee the evaluation of supplier key performance indicators as informed by the terms of reference (TOR)

Competency Cluster	Contract Management			
Competency Title	9.2. Contract Administration			
Competency Definition	This is the ability to administer contracts			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
NTR 8.2.3 NTR15.10.1.2 NTR16.7.1 NTR17.2 General and Special Conditions of Contract			Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
			monitor and report on contract administration	manage contract administration
			evaluate applications for price adjustments or invoking penalty clauses	manage price adjustments and / or invoking penalty clauses
			evaluate applications for variations, amendments, expansions, cancellations and transfers	manage contract variations, amendments, expansions, cancellations and transfers
			implement mechanism for dispute resolution and ensure all documentation is prepared and available to resolve any disputes	manage the development of mechanism for dispute resolution

			implement contract management standards, templates and toolkits	manage contract management standards, templates and toolkits
--	--	--	--	---

Competency Cluster	Contract Management			
Competency Title	9.3. Management of contract performance			
Competency Definition	This is the ability to manage the contract throughout its lifecycle, including supplier performance.			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
NTR 8.2.3 NTR 15.10.1.2 NTR 16.7.1 NTR 17.2		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
		execute contract service level agreement (SLAs)	implement contract service level agreement (SLA)	oversee and monitor contract service level agreement (SLA)
		implement contracts	recognition, measurement and disclosure of contracts	manage contract during its entire contract life cycle
		collate data for contract performance and relations	monitor contract performance and relations	manage contract performance and relations
		identify contract performance risks	monitor and mitigate contract performance risks	oversee management of contract performance risk
	execute contract payments	compile contract payments aligned to contract value	process contract payments aligned to contract value	manage contract value
		execute contract close-out	monitor and manage the contract close-out with the supplier	oversee the contract close-out with the supplier

	Contract Management			
Competency Title	9.4. Legal aspects of contracts			
Competency Definition	This is the ability to understand and apply requirements for legally binding contracts			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
NTR 8.2.3 NTR 15.10.1.2 NTR 16.7.1 NTR 17.2		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
			analyze the impact of legal aspects of contracts in contracting with suppliers	manage the impact of legal aspects of contracts in contracting with suppliers
			facilitate the engagement with legal services	manage the engagement and relationship with legal services

Competency Cluster	Contract Management			
Competency Title	9.5. Managing and resolving disputes with suppliers			
Competency Definition	This is the ability to apply various methods for dispute resolution			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
NTR 8.2.3 NTR 15.10.1.2 NTR 16.7.1		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
			analyze and ascertain the validity of the dispute with a supplier	oversee the analysis and ascertainment of the validity of the dispute with a supplier
			identify different supplier dispute resolution options and mechanisms	manage and monitor the identification of different supplier dispute resolution options and mechanisms
			implement and manage the supplier dispute resolution mechanism	monitor the implementation and management of the supplier dispute resolution mechanism

Competency Cluster	10. Risk Management			
Competency Title	10.1. Management of risk in the SCM System			
Competency Definition	This is the ability to maintain a risk management system in relation to the departmental SCM System			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
Treasury Regulation 16A AOG Requirements	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	assist in conducting an annual SCM risk assessment, developing a SCM universe and implementing a risk response plan	conduct the annual SCM risk assessment, develop the SCM risk universe and risk response plan	supervise the annual SCM risk assessment, development of the SCM risk universe and risk response plan	manage the annual SCM risk assessment, development of the SCM risk universe and risk response plan
			design the SCM risk management processes	oversee the SCM risk management processes
			manage the integration of the SCM risk management process into the departmental processes	oversee the integration of the SCM risk management process into the departmental processes
			identify and manage risks associated with the sourcing process	oversee the management of risks associated with the sourcing process

Competency Cluster	Risk Management			
Competency Title	10.2. Fraud prevention in the SCM System			
Competency Definition	This is the ability to maintain a fraud prevention system in relation to the departmental SCM System			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
Treasury Regulation 16A AOG Requirements	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
			develop SCM fraud prevention plan	manage the development of the SCM fraud prevention plan
			implement the SCM fraud prevention plan	manage the implementation of the SCM fraud prevention plan

Competency Cluster	11. Performance Management			
Competency Title	11.1. SCM performance review			
Competency Definition	This is the ability to review the performance of the SCM System			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
Treasury Regulation 16A		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
			design a SCM system and baseline for reviewing performance incorporating departmental strategic goals, value for money, programme delivery and government policy objectives	monitor the design of a SCM system and baseline for reviewing performance incorporating departmental strategic goals, value for money, programme delivery and government policy objectives
			implement a SCM system for reviewing performance incorporating departmental strategic goals, value for money, programme delivery and government policy objectives	manage the implementation of SCM system for reviewing performance incorporating departmental strategic goals, value for money, programme delivery and government policy objectives
			review a SCM system for reviewing performance incorporating departmental strategic goals, value for money, programme delivery and government policy objectives	monitor the review of SCM system for reviewing performance incorporating departmental strategic goals, value for money, programme delivery and government policy objectives

Competency Cluster	Performance Management			
Competency Title	11.2. Supplier performance management			
Competency Definition	This is the ability to manage supplier performance			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
Treasury Regulation 16A		Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
		implement mechanisms for monitoring supplier performance	establish and maintain mechanisms for monitoring supplier performance	manage the establishment and maintenance of mechanisms for monitoring supplier performance
		Monitor the implementation of supplier performance metrics	develop and implement supplier performance metrics	manage supplier performance metrics

Competency Cluster	12. System utilization			
Competency Title	12.1. Optimal system utilization			
Competency Definition	This is the ability to utilize the SCM system optimally			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	capture transactions on SCM system	review transactions on SCM system	monitor and review transactions on SCM system, identify potential risks and institute mitigating actions	manage the optimal utilization of the SCM system. Manage potential risks and institute mitigating actions

Competency Cluster	13. SCM Information Management			
Competency Title	13.1. Reporting of SCM information			
Competency Definition	This is the ability to report on supply chain management information			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
Treasury Regulation 16A		Requires a working knowledge with a good understanding to be	Requires a thorough knowledge with an in-depth understanding to	Requires an expert knowledge with a comprehensive understanding to
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
			assess the appropriate methods for reporting SCM information disclosure	manage the various methods for reporting SCM information disclosure
	compile SCM information required for reporting	review and collate SCM information for reporting	prepare SCM reports	manage the SCM reporting process

Competency Cluster	SCM Information Management			
Competency Title	13.2. Safeguarding of SCM information			
Competency Definition	This is the ability to adequately safeguard SCM information			
Specific Knowledge Requirements	Occupational Role 1	Occupational Role 2	Occupational Role 3	Occupational Role 4
	Requires a working knowledge with a practical understanding to be applied in straightforward circumstances	Requires a working knowledge with a good understanding to be applied in circumstances of limited complexity	Requires a thorough knowledge with an in-depth understanding to be applied in complex circumstances	Requires an expert knowledge with a comprehensive understanding to be applied in highly complex circumstances
Skill Requirements	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:	The incumbent should be able to:
	support the implementation of the safeguarding process of SCM information	implement the process for safeguarding of SCM documentation	monitor and review the process for safeguarding of SCM information	manage the adequate safeguarding of SCM information