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Development of a Master Learning Curriculum for Supply Chain Management in the Public Sector

REFERENCE: CNP/OAG/FMIPIII/005

First draft for discussion

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Introduction

Background and process

This aim of this document is to facilitate discussion around the unique and specific Supply Chain Management (SCM) competencies to be developed in the public sector.

Based on the brief from the National Treasury Project team, the following principles were applied:

- The Master Curriculum (MC) must primarily be based on the Occupational Qualifications. For more information on the Quality Council for Trade and Occupations (QCTO): www.qcto.org.za
- The Western Cape Accounting Officer SCM Operating System (AOSCMOS) will provide an excellent benchmark to be used to highlight shortcomings in the Occupational Qualifications
- The CIPS Global Standard will be very useful as a final check of completeness
- Provide as much guidance to the learning institutions as possible in respect of the programme content

The following qualifications were the starting point of the design process:

- Supply Chain (SC) Practitioner (OFO: 333905) - NQF 5 (Occupational Certificate);
- SC Officer (Purchasing Officer) (OFO: 332302) – NQF 6 (Occupational Certificate: Purchasing Officer); SAQA ID 91788
- SC Manager (OFO: 132401) – NQF 7 -(Occupational Certificate: Supply and Distribution Manager); SAQA ID 93544
- NQF level 8 qualifications - SAQA ID: 14796, 15341, 81083, 81087

In the absence of complete and detailed information resources in the public sector SCM learning environment, we envisage the following consultation process to ensure the final deliverable meet the needs of the stakeholders:

- The reference group (Representing National Treasury and all Provincial Treasury Departments will meet to discuss the competencies in this document on 24-25 July 2014.
- Inputs from the reference group will be incorporated and circulated for further inputs
- The final deliverable will be presented to a core group representing the reference group, on 15 August 2014

In addition to the competencies from the QCTO submissions and the alignment to the CIPS Global Standard, an extract from each Occupational profile from the QCTO submission is also included.

Annexure A contains a draft list of the job outputs that were identified in the available literature. This list should be matched with the final curriculum to ensure the opportunities to demonstrate workplace competence that are practically implementable in the context of the workplace.

Annexure B contains the Job Descriptions provided by National Treasury.

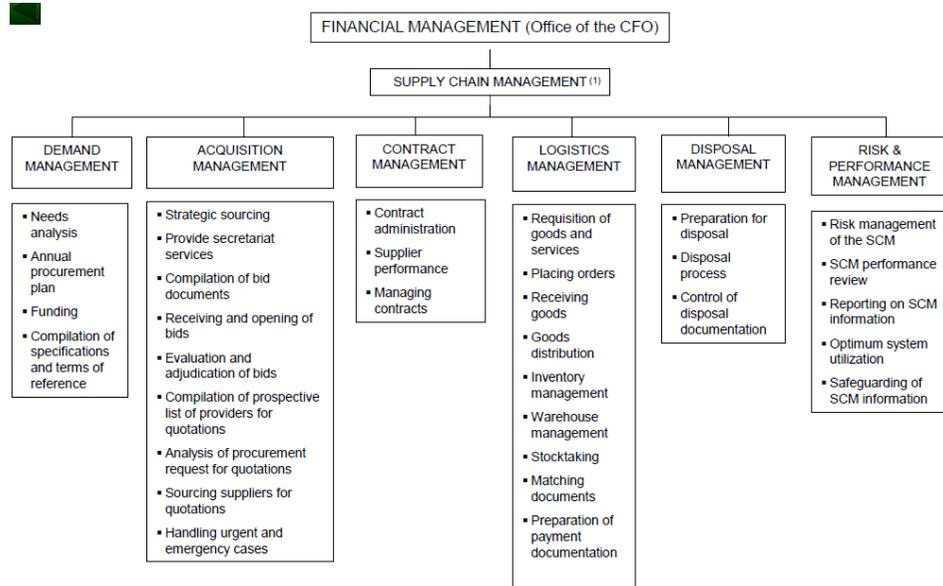
Introduction

MLC competence clusters

The clusters of competence are based on the following:

1. GENERIC STRUCTURE FOR THE FINANCIAL MANAGEMENT FUNCTION (Supply Chain Management) (Office of the CFO) and the

This makes it easier to invite comments from specific groups of people. It will also facilitate workplace or on-the-job learning. Please note that this does not represent the sequence of learning.



2. Information gathered in the first stages of this project including national and international benchmarking with various qualifications and short learning programmes.

3. Phases of Supply Chain Management stipulated in the PRO - FORMA ACCOUNTING OFFICER'S SYSTEM FOR SUPPLY CHAIN AND MOVABLE ASSET MANAGEMENT.
 - Demand Management;
 - Acquisition Management;
 - Contract Management;
 - Logistics Management;
 - Asset Management;
 - Disposal Management;
 - Compliance Monitoring, Risk Management and Control;
 - Reporting of SCM Information; and
 - Regular Assessment of SCM Performance.

4. The identified clusters also assist in comparing and aligning the qualifications that form part of this MLC (on NQF levels 5 to 8) with each other. This is an important consideration for transferability and career progression. It will also assist in designing a learning ladder to support the career ladder through the various stages in the career of an employee in the public sector SCM.

It is clear from this draft MLC (based on the QCTO) that the content and scope of the competence clusters differ between the three occupations. This is based on the different job outputs as stipulated in the Job descriptions and most probably reflect the career progression, e.g. first logistics, then procurement and later on demand management; and finally the strategic focus (also clear from the expanded version of the clusters on level 8).

Introduction

High level overview of competence clusters

An example of one of the curricula at high level illustrates the proposed competence cluster used for identifying the curriculum components and alignment purposes:

A THE SUPPLY CHAIN ENVIRONMENT	B DEMAND	C ACQUISITION	D LOGISTICS	E PERFORMANCE & CONTROL	F SUPPLY CHAIN RELATIONSHIP MANAGEMENT
Supply chain principles in South Africa Supply chain infrastructure and institutionalisation Legislative requirements and policies of the public sector supply chain Ethics	Demand and supply principles Operational planning, needs analysis and user requirements Marketing in the supply chain: alignment of marketing strategy with supply and demand Specifications and terms of reference	Sourcing Principles of procurement and negotiations Acquisition processes Supplier database and management Public procurement: tenders and the bid committee system Contract management (incl. Public Private Partnerships)	Inventory management principles Warehousing and material management Transport and distribution Asset management Disposal management	Performance monitoring and control Risk and compliance Information management (technology & documentation) Financial management in the supply chain Quality and improvement of the supply chain	Effective communication Internal stakeholder management External stakeholder management

Please note:

- This document contains a detailed breakdown of each curriculum component based on the QCTO submissions for 3 registered qualifications (NQF levels 5 to 7).
- Numbers refer to the QCTO submission, e.g. KT0303, IAC0304, PA0102
- After sign-off of the content at the workshop of 24 – 25 July 2014, the flow and sequence of the modules will be finalised.
- Challenges and recommendation regarding learning programme design, development and delivery will be presented as a separate discussion document, based on the curriculum decisions taken at the workshop of 24 – 25 July 2014.

Introduction

Sequencing and flow

Based on our initial research and the aim to ensure outcomes based learning resulting in occupational competence and improvement in the performance of individuals, the following sequence and flow of modules are proposed. This will only be finalised in consultation with the reference group.

The overall aim is to generate opportunities for contextually demonstrated competence on-the-job, during workplace learning components/modules. To achieve this, we need to move away from traditional topic based training, towards a more outcomes based approach aligned with job outputs.

This implies that the 'cross-functional' competencies should be practiced and assessed while doing their own job, e.g. performance, ethics, risk, SC relationships, compliance, information management. The impact on the curriculum design is depicted in the diagram below.

Competence clusters (varying in scope, depth and assessment level between occupations and qualifications).

A	B	C	D	E	F
THE SUPPLY CHAIN ENVIRONMENT	DEMAND	ACQUISITION	LOGISTICS	PERFORMANCE & CONTROL	SUPPLY CHAIN RELATIONSHIP MANAGEMENT

Example of sequencing in a curriculum:

A	B	C	D	E	F
THE SUPPLY CHAIN ENVIRONMENT	DEMAND	ACQUISITION	LOGISTICS	PERFORMANCE & CONTROL	SUPPLY CHAIN RELATIONSHIP MANAGEMENT
+	Including contextually demonstrated (and assessed) on the appropriate competence level:	Including contextually demonstrated (and assessed) on the appropriate competence level:	Including contextually demonstrated (and assessed) on the appropriate competence level:	Consolidation of learning related to this cluster	Consolidation of learning related to this cluster
Introduction to e.g.: Managing performance, Ethics, Managing risk, Managing SC relationships, Compliance, Information management	Managing performance, Ethics, Managing risk, Managing SC relationships, Compliance, Information management	Managing performance, Ethics, Managing risk, Managing SC relationships, Compliance, Information management	Managing performance, Ethics, Managing risk, Managing SC relationships, Compliance, Information management	+ Audit and review and Continuous improvement thereof	+ Audit and review and Continuous improvement thereof

This flow can be discussed and adapted for each level when the content has been agreed. It will also contribute to simplifying the materials development process and institutionalising the principles and practices required to achieve SCM goals.

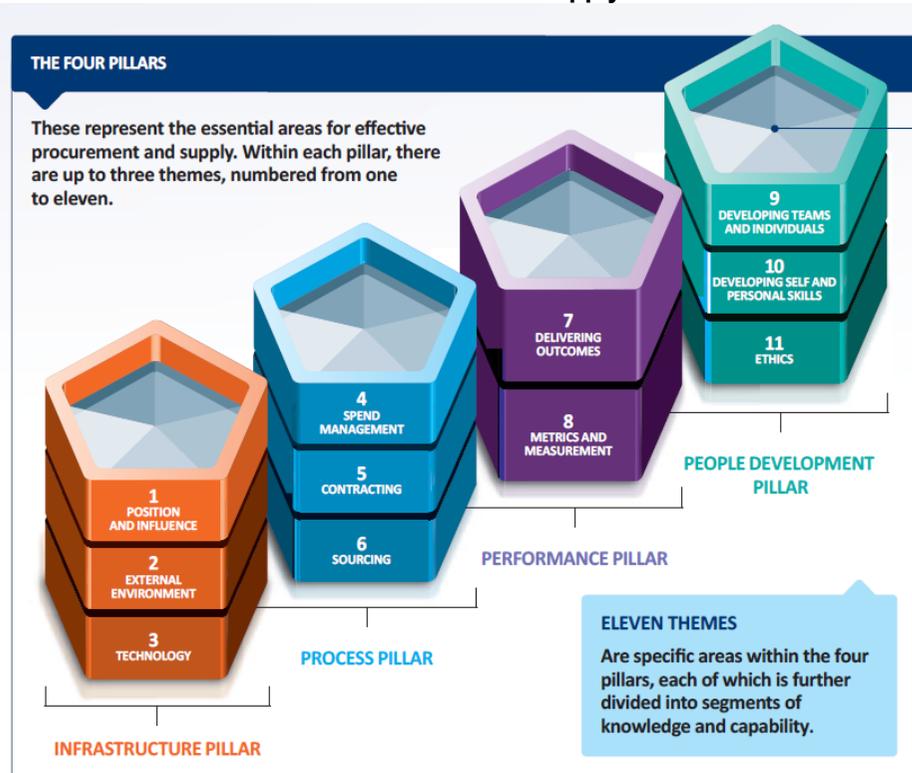
A first step will be to identify of the cross-functional standards/practices and formulate competence standards for each level. This information is often already documented in policy manuals but not institutionalised (i.e. established or embedded as a norm or standard practice). Extracting this information from operational documentation and making it part of the way the training is designed, developed, delivered and assessed will greatly enhance the insitutionalisation process.

Introduction

Alignment with CIPS Global Standard and qualifications

The brief from the project team was to align the proposed curriculum with the CIPS Global Standard. (Available from <http://www.cips.org/en-ZA/Careers/Global-Standard-for-Procurement-and-Supply/>).

CIPS Global Standard for Procurement and Supply



The aim of this alignment is to ensure that the Master Learning Curriculum (MLC) is comparable with international best practice.

Please note that if a learner wants to apply for study unit exemption with CIPS based on prior certified learning, a mapping document for the relevant CIPS unit must be submitted, detailing the existing (SA) qualification and the alignment with the CIPS study units.

This mapping can only be completed in the final stages of the development process, i.e. after the content has been finalised and the material has been packaged by a training service provider. Specific content references are required and between the design and development stages refinement of the curriculum will take place. This might lead to different titles, numbering and sequence of modules. It is recommended that this alignment is completed by the provider that develops the learning material based on this MLC.

Information provided by CIPS indicated that the SA qualifications should be aligned with the CIPS qualifications as follows:

- Professional diploma in procurement and supply = NQF level 8
- Advanced diploma in procurement and supply = NQF level 7
- Diploma in procurement and supply = NQF level 6
- Advanced certificate in procurement and supply operations = NQF level 5
- Certificate in procurement and supply operations = NQF level N.a.

The alignment with CIPS Global standard therefore has a different aim (quality of MLC), and will not provide the information needed to apply for exemption of units with CIPS.

First impressions regarding alignment:

- Alignment between the curriculum components contained in this document and the CIPS Global Standard is estimated at between 75% and 90%
- Instances where there are gaps are often due to the nature of the job at the particular level, e.g. specialization in one particular occupational focus area
- Refer to the section titled *Management and soft skills* for a discussion on the alignment of the People Development Pillar

An alignment matrix has been drafted and is available on request. The following summary attempts to make this information more digestible.

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The following table illustrates the high level alignment of competence clusters with CIPS Global Standard, using Segment numbers.

NQF 5					
Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6
The supply chain environment	Demand	Acquisition	Logistics	Performance & control	Supply chain relationship management
Supply chain principles in South Africa	Demand and supply principles	Principles of procurement and negotiations	Inventory management principles	Performance monitoring & control	Effective communication
2.1, 2.3, 2.2	8.1, 5.3, 3.1	1.1, 8.2, 6.6	4.3, 4.2		6.3
Supply chain infrastructure and workflow	Operational planning and needs analysis	Acquisition processes	Warehousing & material management (including stores & distribution)	Risk & compliance	Internal stakeholder management
		1.2, 3.2, 4.1, 6.1, 6.4, 7.1, 7.2, 7.3, 7.4, 7.5			9.1, 9.2
Legislative requirements and policies of the public sector supply chain	Marketing in the supply chain	Supplier database and management		Information management (technology & documentation)	External stakeholder management
		6.5			9.3
Ethical code of conduct	Specifications and terms of reference	Public procurement: tenders and the bid committee system	Asset management	Financial management in the supply chain	Personal development plan (self as a stakeholder)
11.1		6.2		4.4	10.1
		Contract management (incl. Public Private Partnerships)	Disposal management	Quality and improvement of the supply chain	
		5.1, 5.2, 7.1		1.4	
NQF 6					
Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6
The supply chain environment	Demand	Acquisition	Logistics	Performance & control	Supply chain relationship management
Supply chain principles in South Africa	Demand and supply principles	Principles of procurement and negotiations	Inventory management principles	Performance monitoring & control	Effective communication
1.5 & 2.4		7.7 & 6.8		8.5	
Supply chain infrastructure and workflow	Operational planning and needs analysis	Acquisition processes	Warehousing & material management (including stores & distribution)	Risk & compliance	Internal stakeholder management
4.5	4.5			8.4	9.6 & 9.4

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Legislative requirements and policies of the public sector supply chain	Marketing in the supply chain	Supplier database and management		Information management (technology & documentation)	External stakeholder management
2.4 & 5.4		6.7		3.3	
Ethical code of conduct	Specifications and terms of reference	Public procurement: tenders and the bid committee system	Asset management	Financial management in the supply chain	Personal development plan (self as a stakeholder)
11.4					10.1
		Contract management (incl. Public Private Partnerships)	Disposal management	Quality and improvement of the supply chain	
				8.6	
NQF 7					
Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	Cluster 6
The supply chain environment	Demand	Acquisition	Logistics	Performance & control	Supply chain relationship management
Supply chain principles in South Africa	Demand and supply principles	Principles of procurement and negotiations	Inventory management principles	Performance monitoring & control	Effective communication
2.5 & 1.7		2.6			
Supply chain infrastructure and workflow	Operational planning and needs analysis	Acquisition processes	Warehousing & material management (including stores & distribution)	Risk & compliance	Internal stakeholder management
		6.9		5.6	9.7
Legislative requirements and policies of the public sector supply chain	Marketing in the supply chain	Supplier database and management		Information management (technology & documentation)	External stakeholder management
				3.4	

The alignment of NQF level 8 is depicted in the Knowledge component of the curriculum.

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Comments regarding CIPS alignment:

Certain clusters on NQF 6 and NQF 7 do not include knowledge or practical learning components, e.g. NQF 6 & 7: Demand and logistics management. Does this mean the job output does not require competencies in these knowledge areas? If some job descriptions do then the qualification needs to have elective modules to cover these two sections in detail on this level. In the first module "SC environment" the introduction to demand and logistics is to be included in the curriculum despite the absence of content in QCTO.

NQF 5: Marketing in the supply chain is included in QCTO, but not in CIPS. CIPS has a stronger focus on contract management on operational level, recommended to be included in the final programme, not evident in QCTO. Disposal systems in QCTO is not included in CIPS at this level. According to QCTO, the learner does not need to be competent in controlling of expenditure and attention to improvement of procurement in the supply chain is also not included in the QCTO, but included in CIPS. Personal development included in CIPS but not in QCTO, to be included in final MLC.

NQF 6: CIPS includes *the effect of globalization on the supply chain* and provides more information on legislation and ethical conduct. CIPS does not support the QCTO knowledge area of theory and concepts associated with external suppliers, specifications, key performance indicators and sourcing from suppliers. QCTO has a strong focus on compliance issues, contracts and principles of negotiations, which is not evident at this level of CIPS. Risk management, people development and personal development is included in the CIPS themes but not represented in QCTO.

NQF 7: QCTO includes the international trade arena, not evident in CIPS. Commitment to ethical practices is better represented in CIPS than in QCTO. Goal setting in the supply chain is in the QCTO qualification but not in CIPS. Marketing in the supply chain is not included in QCTO or CIPS and it is recommended to include this in the qualification. In the QCTO qualification there is emphasis on maximising competitiveness among suppliers, but CIPS focuses on global suppliers. The absence of tenders, public procurement and contract management in CIPS and QCTO is a concern and should be included in the MLC. QCTO adequately represents inventory and logistics management, not included in CIPS at this level. Maximising competitiveness of suppliers and managing supplier performance is adequately addressed in QCTO. Personal development in CIPS, is not evident in QCTO.

NQF 8: Information not complete, e.g. lacking information on Kinds of supply chains, Operations management, Specification and Bids. During further consultation this will be resolved and added to the curriculum.

The alignment exercise illustrated that there is not a direct relationship between one CIPS level and one NQF level. A QCTO qualification on a particular level includes segments on more than one CIPS level, e.g. on operational and managerial levels. It is recommended that the MLC follow an more integrative approach in aligning to CIPS standards to reflect occupational responsibilities.

NQF level 5: Supply Chain Practitioner

NQF level 5: Supply Chain Practitioner

Job title	Supply Chain Practitioner AKA Procurement Clerk/Administrator/Coordinator/Officer; Supply Chain Assistant/Buyer/Clerk	OFO code*: 333905
Job outcome	Perform administrative functions within the supply chain management function including; Demand/Acquisition/Logistics/Disposal Management	
Purpose of qualification	The purpose of this qualification is to prepare a learner to operate as a Supply Chain Practitioner, plan, organise, execute, control and coordinate the activities and interrelationships across the supply chain	

This qualification is made up of the following modules:

Knowledge Modules	Practical Skill Modules	Work Experience Modules
KM-01, Supply Chain Environments, L5, Cr10 KM-02, Supply Chain Operations, L5, Cr10 KM-03, Supply Chain Workflow, L5, Cr10 KM-04, Inventory and Logistics Operations, L5, Cr10 KM-05, Optimising Supply Chain Relationships, L5, Cr15	PM-01, Scan environment for impact on supply chain, L5, Cr5 PM-02, Execute supply chain operational activities, L5, Cr15 PM-03, Analyse and interpret supply chain workflow processes, L5, Cr5 PM-04, Perform inventory and logistics operations, L5, Cr5 PM-05, Optimise supply chain relationships, L5, Cr10	WM-01, Operational/divisional planning processes and procedures, L5, Cr3 WM-02, Procedures and processes for sourcing products and services from external suppliers, L5, Cr8 WM-03, The organisations logistics systems and procedures, L5, Cr8 WM-04, Organisational client and supplier relationship policies and procedures, L5, Cr8 WM-05, Organisational contract implementation, monitoring and controlling procedures, L5, Cr4 WM-06, Organisations performance and risk awareness processes and procedures, L5, Cr8 WM-07, Stores and stock administration processes within the supply chain, L5, Cr4 WM-08, Distribution systems and procedures within the supply chain, L5, Cr4

* For more information on OFO codes: www.dhet.gov.za/Publications/OFO%20Guideline%20-%202012.pdf

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NQF level 5: Supply Chain Practitioner

A The Supply Chain Environment					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>KM01-KT01: The role and scope of supply chain in different economic sectors (25%)</p> <p>KT0101 The role and scope of supply chain in the private sector</p> <p>KT0102 The role and scope of supply chain in the public sector</p> <p>KT0103 The role and scope of supply chain in the not for profit or third sector</p>	<p>IAC0101 Identify and define various organisations</p> <p>IAC0102 Explain the size and scope of the private sector in different economies</p> <p>IAC0103 Describe the functions of private sector organisations such as profit, growth, market share, share price, other financial measures, corporate and social responsibility</p> <p>IAC0104 Analyse the role and scope of the supply chain in the private sector</p> <p>IAC0105 Explain the size and scope of the public sector, national, provincial and local government</p> <p>IAC0106 Describe the functions of the public sector, national, provincial and local government</p> <p>IAC0107 Analyse the role and scope of the supply chain in the public sector, national, provincial and local sphere.</p> <p>IAC0108 Explain the size and scope of the not for profit or third sector</p> <p>IAC0109 Describe the functions of the not for profit or third sector</p> <p>IAC0110 Analyse the role and scope of the supply chain in the not for profit or third sector</p>				
<p>KM01-KT02: Theories market forces that impact on the supply chain (25%)</p> <p>KT0201 The implications of different types of competitive markets on the supply chain</p> <p>KT0202 The principles of market demand and supply and how these impact on the supply chain</p> <p>KT0203 The impact of market factors on organisations</p>	<p>IAC0201 Define markets</p> <p>IAC0202 Discuss the difference between perfect competition, imperfect, oligopolistic, duopolistic and monopolistic markets</p> <p>IAC0203 Analyse the impact of market competition on the procurement and movement of supplies and services</p> <p>IAC0205 Discuss demand and supply curves</p> <p>IAC0206 Identify and analyse shifts in demand and supply</p> <p>IAC0207 Describe the elasticity of demand and supply</p> <p>IAC0208 Explain market change</p> <p>IAC0209 Analyse the impact of demand and supply on pricing and availability</p> <p>IAC0210 Investigate the impact of product life cycles on demand</p>	<p>PM01-PS01: Analyse application of economy and the use of global economic indicators on supply chain operational aspects</p> <p>PA0101 Analyse main economy factors affecting supply chain performance</p> <p>PA0102 Use global indicators to project local economic performance</p> <p>PA0103 Analyse the dominant form of market and production in the economy</p>	<p>IAC0101 Analysis of economy is provided to accurately reflect supply chain performance</p> <p>IAC0102 Global indicators are used to project current and future performance of the company and supply chain following principles of economics</p>		

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NQF level 5: Supply Chain Practitioner

A The Supply Chain Environment					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
KM01-KT03: Approaches to external environment and its impact on the supply chain (25%) KT0301 Analytical tools to explain the impact of the external environment on the supply chain KT0302 Economic criteria that impact on the supply chain KT0303 Political and legislative criteria that impact on the supply chain KT0304 Environmental and ethical criteria that impact on the supply chain KT0305 Social criteria that impact on the supply chain	IAC0301 Explain the use of environmental scanning to determine the impact of the external environment on the supply chain, with specific reference to PEST/STEEPLE and the Five Forces Model IAC0302 Discuss macroeconomic criteria such as interest rates, inflation, exchange rates, level of economic activity (GDP/GNP) that impacts on organisations IAC0303 Define micro economic criteria such as demand and supply that impacts on organisations IAC0304 Identify political criteria such as stability and instability that impacts on organisations, different economic sectors and on countries IAC0305 List legislation that impacts on organisations such as on standards, health and safety, environmental standards and employment law IAC0306 Identify environmental criteria such as natural risks, waste emissions, pollution and energy efficiency that impact on organisations IAC0307 Categorize ethical and social criteria such as employment rights, community benefits, working conditions and standards that impact on organisations IAC0308 Discuss changing societal preferences, tastes and fashions, demographics, labour and fairtrade standards and how these can impact on organisations	PM01–PS02: Use analytical tools to assess the impact of the external environment on supply chain PA0201 Use environmental scanning PA0202 Utilize the PEST/STEEPLE analytical tool PA0203 Apply the five forces model	IAC0201 Analysis of the impact of demand and supply curves, shifts and elasticity on the supply chain is explained to demonstrate impact of market factors on organisation IAC0202 Comparative analysis of the role of supply chain in the various economic sectors is conducted in relation to the market forces IAC0203 Environmental scanning is used to evaluate the impact of supply chain on the external environment IAC0204 PEST/STEEPLE is used to evaluate the impact of supply chain on the external environment IAC0205 Five forces model is to evaluate the impact of supply chain on the external environment	WM-01-WE01: Prepare for operational planning session of the division WA0101 Assess performance of an organisation/ division against the strategic or operational plan WA0102 Compile audit report on organisational/ division performance against the set targets and goals WA0103 Evaluate the current environmental scan (SWOT) for the organisation/ division	SE0101 Authenticated organisational or divisional performance assessment report prepared by the learner SE0102 A report signed off by the supervisor indicating the preliminary SWOT analysis report by the learner
				WM-01-WE02: Participate in the operational planning processes and procedures of the organisation WA0201 Input into the performance assessment of the organisation/ division WA0202 Participate in providing new strategic goals for the organisation/ division during	SE0201 Signed copies of the organisations strategic and operational plans for the future. SE0202 A document proving that the recommendations have been reviewed by the relevant senior individual within the organisation with their comments on the recommendations made by the learner

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NQF level 5: Supply Chain Practitioner

A The Supply Chain Environment					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
KM01-KT04: Ethics and the supply chain (25%) KT0402 Ethics and the supply chain KT0403 Ethical standards and decisions KT0404 Legal fundamentals of public disclosure KT0405 Unethical Behaviour	IAC0401 Define what business ethics is and identify how it is relevant to your business IAC0402 Discuss the ethical considerations and commitments in the formulation of a transparent and clear policy on business ethics IAC0403 Analyse philosophical approaches to professional and ethical behaviour against own beliefs so as to determine an appropriate framework of behaviour and practice IAC0404 Discuss the value of regularly enforcing and monitoring standards regarding gifts and entertainment IAC0405 Describe various strategies that can improve the code of ethics and its implementation in an organisation IAC0406 Identify the benefits of public disclosure to the individual, the organisation and the community at large IAC0407 Discuss how to ensure ethical behaviour and describe the characteristics of an ethical manager IAC0408 Identify unethical behaviour and discuss preventative and punitive measures to address unethical behaviour IAC0409 Evaluate a code of ethics as applicable to the operational environment against internationally accepted principles of codes of ethics and gaps	PM-01-PS03: Review compliance to ethical operational practices in the organisation PA0301 Identify ethical practices within the supply chain environment PA0302 Report on ethical conduct aligned to operational requirements PA0303 Identify the potential sources of unethical conduct PA0304 Propose remedial action	IAC0301 Potential conflicts between organisational demands and professional or ethical standards are identified and described in accordance with ethical standards for supply chain practitioners IAC0302 Assessment report on supply chain compliance to ethical standards IAC0303 Assessment report on organisational compliance to ethical standards is compiled IAC0304 Unethical practices and potential triggers within the organisation are identified IAC0305 Professional boundaries are assessed in accordance with current legislation and codes of practice applicable to the area of operation IAC0306 Assessment report is compiled proposing remedial actions to instil improved ethical conduct within the supply chain division and the organisation		

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NQF level 5: Supply Chain Practitioner

B Demand					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
KM02-KT01: Main techniques for added value through supply chain operations (30%) KT0101 Obtain supplies to the organisation's requirements KT0102 Secure competitive pricing KT0103 Achieve quality supplies KT0104 Secure required quantities at required timescales	IAC0101 Describe the five rights of supply chain IAC0102 List sources of added value IAC0103 Define value for money IAC0104 Describe how best to obtain quotations on prices through the use of competition, and historical price analysis IAC0105 Describe suppliers' approaches to pricing IAC0106 Discuss the link between costs and prices IAC0107 Describe the approach to negotiating improved prices IAC0108 Discuss the process of securing competitive pricing through competition or collaboration with suppliers IAC0109 Identify the most appropriate technique of measuring achieved savings IAC0110 Define quality standards, processes and procedures IAC0111 Discuss the use of quality assurance in the supply chain IAC0112 Distinguish between internal, external and total lead time IAC0113 Discuss techniques to expedite and measure delivery performance IAC0114 Consider the role of scheduling, planning milestones and activities and its impact on the supply chain IAC0115 Identify techniques to optimize value add through effective inventories and low costs			WM-02-WE01: Procedures for drafting request for information/ proposal/ quotation WA0101 Compile analysis of the market for the product and services WA0102 Compile data of expenditure on suppliers and budget availability WA0103 Conduct commodity pricing and specifications WA0104 Draft specifications for request for information/ proposal/ quotation WA0105 Obtain approval of specifications by the Specifications Committee	SE0101 Authenticated analysis report on products, market and pricing SE0102 Authenticated draft request for information/ proposal/ quotation
				WM-02-WE02: Processes for assessment of quotations for tenders WA0201 Assess the supplier's proposals WA0202 Use weighted points systems for assessment WA0203 Compile a report recommending sources of supply WA0204 Compile a report on the award by the Adjudication Committee	SE0201 Authenticated report compiled by the learner indicating assessment of the suppliers, use of weighted point system and recommendations

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NQF level 5: Supply Chain Practitioner

B Demand					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
KM02-KT02: Main tasks associated with stages of the sourcing process (30%) KT0201 Supply needs identified KT0202 Criteria for creating specifications KT0203 Sourcing of supplies KT0204 Formation of agreements with external organisations	IAC0201 Describe the process of identifying supply needs from customers as a basis for the make or buy decision IAC0202 Describe the importance of specifications for products and services in contracts with external customers and suppliers, with specific reference to conformance and output based approaches and the role of key performance indicators (KPIs) IAC0203 Discuss the role of surveying the market and its relevance to the supply chain function IAC0204 Explain the use of e-sourcing technologies IAC0205 Discuss the relevance of measuring supplier performance to the supply chain function IAC0206 Illustrate the potential impact of queries and clarifications on the supply chain IAC0207 Identify the possible impact of mistakes and delays on the supply chain IAC0208 Discuss the use of reverse auctions/e-auctions IAC0209 List the key elements of forming agreements with customers and suppliers IAC0210 Discuss the context of transition and mobilization arrangements				

A Master Learning Curriculum for Supply Chain Management in the Public Sector

NQF level 5: Supply Chain Practitioner

B Demand					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
KM03-KT02: Data interpretation of the supply chain workflows (30%) KT0201 Forecasting demand KT0202 Pricing of goods and services KT0203 Financial data analysis	IAC0201 List sources of data on historic demand IAC0202 Describe the difference between qualitative and quantitative forecasts IAC0203 Explain how to extrapolate historic data to form forecasts of demand IAC0204 Discuss the importance of revising forecasts and establishing reasons for variances IAC0205 Discuss the use of data that relates to the pricing of goods or services (direct or indirect costs, break even analysis, margin and mark ups, estimating whole life costs) IAC0206 List the sources of financial information that can be used to gauge the financial standing of organisations IAC0207 Identify the impact on the supply chain of analysing the operation of financial budgets				

A Master Learning Curriculum for Supply Chain Management in the Public Sector

NQF level 5: Supply Chain Practitioner

C Acquisition					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
KM03-KT01: Supply chain agreement workflows (20%) KT0101 Details of a requisition KT0102 Quotations process for goods or services KT0103 Implications of contractual provisions	IAC0101 Explain the use of requisitions to secure goods or services IAC0102 Discuss the process for receiving quotations, information and proposals IAC0103 Describe the relevance of dealing with queries and ensuring equality and fairness IAC0104 Describe preferential procurement systems and broad based black economic empowerment IAC0105 Explain the implications of different contractual provisions included in quotations for the supply chain	PM-02-PS01: Comply with regulatory and legislative requirements PA0101 Apply legislation and rules applicable to supply chain PA0102 Identify legislative non-compliance regarding the movement of freight internationally, storage of freight and contractual obligations PA0103 Advise management on compliance status of supply chain practices and required improvements	IAC0101 Legal obligations for the supply chain are identified and evaluated for compliance against statutory requirements IAC0102 The implications of compliance and non-compliance are analysed and the advantages and disadvantages listed as per industry best practice	WM-05-WE02: Participate in procedures for contract administration WA0201 Participate in planning and governance of supplier contract administration WA0202 Maintain contract documentation for specific supplies	SE0201 Copies of the organisations contract administration SE0202 Record of organisations engagement with suppliers indicating participation of the learner
				WM-05-WE01: Assess supplier compliance to contractual obligations WA0101 Evaluate performance and identify areas of conformance WA0102 Develop or update organisation procedures on implementation, monitoring and controlling liability, procedures for conflict management, termination recommendation process	SE0101 Organisational report compiled by the learner, authenticated by workplace mentor, indicating the contributions of the learner in assessment and conformance of suppliers to contractual obligations SE0102 Organisational report compiled by the learner, authenticated by workplace mentor, indicating the contributions of the learner in updating organisational procedures

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NQF level 5: Supply Chain Practitioner

D Logistics					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
Inventory and Logistics Operations KM04-KT01: Main implications of procurement and supplying inventory (30%) KT0101 Main types of inventory KT0102 Costs of holding inventory KT0103 Monitoring and control of inventory KT0104 Future demand of inventory	IAC0101 Define inventory and inventory stock management and discuss its importance in the supply chain IAC0102 Discuss the impact of inventory management of the organisation as a whole IAC0103 Define opening stock, work in progress and finished goods IAC0104 Describe the principle of safety stocks IAC0105 Identify and describe the types of costs involved in holding stock IAC0106 Explain the main techniques for the monitoring and control of inventory IAC0107 Analyse the main techniques for calculating the future demand of inventory	PM-04-PS01: Determine logistical systems for supply chain operational system PA0101 Identify role of logistics and inventory in the broader supply chain PA0102 Evaluate performance of the existing logistics systems within the business PA0103 Measure and control the costs of the logistics function	IAC0101 Logistics systems are analysed to determine their role within the supply chain IAC0102 The alignment between an integrated approach to logistics and reduced total cost to company is evaluated IAC0103 Financial ratio's are analysed and resulting unacceptable management practices identified IAC0104 Key logistics performance indicators are evaluated to reflect their uses in monitoring performance	WM-03-WE01: Evaluate logistics environment within the supply chain environment WA0101 Compile analysis report on performance of logistics within the organisation WA0102 Conduct a desktop benchmark analysis of the market practices	SE0101 Authenticated analysis report on performance of logistics within the organisation

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NQF level 5: Supply Chain Practitioner

D Logistics					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
KM04-KT02: Storage and movement of inventory methods (40%) KT0201 Stores and warehouse design KT0202 Product coding in inventory operations KT0203 The use of warehousing equipment	IAC0201 Describe the principles of stores and warehouse design in terms of its location, layout, flow, space utilisation and flexibility IAC0202 List and describe the different types of storage facilities indicating what type of commodity would be stored within such a facility IAC0203 List the systems used for product coding and order tracking IAC0204 List and describe warehousing equipment IAC0205 Discuss bin and rack numbering in the warehouse IAC02056 Discuss the environmental standards for packaging IAC0207 Analyse the use of automation in warehousing	PM-04-PS02: Assess the inter-relationships between logistics and the other elements on the supply chain PA0201 Ensure customer satisfaction PA0202 Support the transport function PA0203 Support the warehouse function PA0204 Plan inventory and support procurement and supply PA0205 Manage the order processing function	IAC0201 Internal and external customer service audits are executed through questionnaires, meetings, interviews with management, departments, suppliers and clients, to establish areas of improvement in supply chain relationships IAC0202 The impact of business interruptions and customer reactions to out-of-stock situations on customer satisfaction and propose solutions to enhance customer service are analysed IAC0203 Transport carrier selected according to carrier characteristics consistent with organisational policies, regulations and standards IAC0204 The planning of inter-modal transportation routes is calculated by the evaluation of all route and product characteristics, resulting in the most cost-effective route being selected IAC0205 Warehouse functions are consistent with organisational needs for product movement, storage and information transfer IAC0206 Warehouse handling equipment is selected based on the consideration of physical dimensions, financial implications, flexibility required and maintenance requirements IAC0207 Computer technology is utilised to maximise flow of information between respective business units IAC0208 Inventory is controlled in line with customer service standards prescribed by management and organisational policies IAC0209 Unacceptable inventory management practices are identified and improvements proposed as per organisational requirements IAC0210 The impact of inventory investment on organisational profit performance is analysed IAC0211 Flaws identified in the order processing system and corrective action implemented lead to improved logistics performance IAC0212 Ordering lead time analysis improves overall performance of the order cycle IAC0213 The process for and implications of returning goods are followed in accordance with company procedures	WM-03-WE02: Compile a report recommending improvements WA0201 Draft a report on logistics environment WA0202 Discuss the report with reference group for inputs WA0203 Draft and submit a final report for management approval	SE0201 Authenticated report compiled by the learner indicating assessment of the logistics environment, areas of improvement and recommendations

A Master Learning Curriculum for Supply Chain Management in the Public Sector
NQF level 5: Supply Chain Practitioner

D Logistics					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
KM04-KT03: Principles of transportation in logistics (30%) KT0301 Main modes of transportation in logistics KT0302 Logistics transport documentation KT0303 International logistics KT0304 Freight transport planning	IAC0301 Define logistics and transportation IAC0302 Describe the infrastructure that would be required to distribute commodities from the various storage facilities IAC0303 List and describe the various modes of freight transportation IAC0304 Discuss the relevance of transport planning and modelling to logistics IAC0305 Explain the term reverse logistics IAC0306 List and discuss the various documents relating to transport in logistics IAC0307 Explain the role of the International Chamber of Commerce in international logistics IAC0308 Clarify the development of Incoterms and its classification system IAC0309 Discuss the rules for sea and inland waterway transport IAC0310 Explain the role of freight forwarders and customs agents IAC0311 Analyse and describe the key concepts in distribution	PM-04-PS03: Implement optimal inventory activities against the organisational inventory system PA0301 Evaluate the application of inventory PA0302 Implement an inventory system	IAC0301 The concept of inventory is analysed to determine why they are required and ways in which they are maintained for optimal inventory strategies IAC0302 The nature and importance of inventories are evaluated to determine optimal utilisation and availability of stock. IAC0303 The difference between independent and dependent demand are illustrated to ascertain how inventories are managed IAC0304 The concept of balancing supply with demand is examined to ensure sustainable supply chains. IAC0305 Inventory planning models are identified in order to determine the conditions under which each should be used IAC0306 Inventory planning is conducted using appropriate inventory models given different scenarios. IAC0307 Statistical models are used to calculate inventory levels and solve inventory problems such as safety stock levels, aggregate inventory and lean principles. IAC0308 The requirements for effective inventory management are verified to ensure optimal customer satisfaction of inventory availability IAC03	WM-07-WE01: Inventory administration processes throughout the supply chain WA0101 Identify the type of commodities handled by the organisation WA0102 Identify the type of storage utilised for storing the commodities WA0103 Evaluate the stock management system and supply chain network WA0104 Make recommendations on how to improve the stock control system	SE0101 Documented evidence the role of the learner in clarifying the type of commodities handled by the organisation. SE0102 Documented evidence endorsed by the relevant mentor or senior of the recommendation made to revise the stock control system so as to improve stock control efficiencies and reduce stock holding costs.
				WM-08-WE01: Control and management processes for distribution WA0101 Identify the type of commodities handled and system for distribution WA0102 Evaluate the adequacy of the distribution network for improved supply chain management	SE0101 Documented evidencing the role of the learner in identifying the type of commodities handled by distribution SE0102 Documented evidence endorsed by the relevant mentor or senior of the recommendation made to revise the distribution system so as to improve efficiencies the distribution network
Disposal systems		PM-04-PS04: Develop and recommend optimal disposal systems PA0401 Plan and develop a disposal system PA0402 Manage disposal records PA0403 Distinguish between redundant, obsolete and unserviceable stock.	IAC0401 Legislative and regulative aspects for the disposal of stock are complied with IAC0402 Procedures for the preparation of stock for disposal are followed in relation to the type of stock to be disposed of IAC0403 The correct procedures for recording disposed stock are implemented following applicable protocols IAC0404 Procedures for the effective control of documentation related to the disposal of stock are implemented correctly IAC0405 Procedures to do away with redundant, obsolete and unserviceable stock.	WM-07-WE02: Disposal systems and processes for supply chains WA0201 Evaluate adequacy of disposal of stock processes and procedures WA0202 Determine compliance with the legislative and regulative aspects for the disposal of stock	SE0201 A report compiled by the learner detailing the adequacy and recommendation for stock disposal processes and procedures SE0202 A report compiled by the learner detailing a list of commodities and assets for disposal with description of the legislative and regulative criteria for the disposal of the items (Environmental protection).

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NQF level 5: Supply Chain Practitioner

E Performance & Control					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
KM02-KT04: Integration of supply chain information (20%) KT0401 Information parameters impacting the effectiveness of the supply chain KT0402 Decision making processes regarding supply chain information systems KT0403 Effectiveness of supply chain information systems	IAC0401 Discuss the need for integrated supply chain information within the organisation IAC0402 List the information requirements linked to the different supply chain processes IAC0403 Explain information parameters as a basis to measure the effectiveness of the supply chain IAC0404 Describe the process of effective decision making regarding supply chain information systems IAC0405 List the stakeholders involved in the decision making process IAC0406 List the criteria for effective information systems in accordance with needs and stakeholder requirements IAC0407 Explain how the effectiveness of the information system will be measured against these criteria IAC0408 List the tools used to effectively determine and introduce improvements				
KM02-KT03: Technology and supply chain operations (20%) KT0301 Electronic procure to pay (P2P) systems and the supply chain KT0302 Internet technologies and supply chain operations	IAC0301 List the stages of the sourcing process from identification of needs to the award of agreements IAC0302 Discuss the process of creating approvals and their timescales IAC0303 Define procure to pay (P2P) systems and the impact on the supply chain, (Automating requisitions, purchase orders and invoices) IAC0304 Discuss the impact on the supply chain of the integration of systems between organisations IAC0305 Discuss the importance of web based solutions such as e-requisitioning, e-sourcing, e-ordering, e-invoicing to the supply chain function			WM-02-WE03: Electronic systems and procedures for electronic sourcing of suppliers WA0301 Evaluate the use of electronic systems for supply of products and services WA0302 Compile documentation for E-tendering or E-requisitioning and purchase ordering systems WA0303 Compile a report recommending the use of electronic systems for acquisition of goods and services	SE0301 Authenticated report recommending the use of electronic systems for acquisition of goods and services SE0302 Authenticated documentation E- tendering or E-requisitioning and purchase ordering systems

A Master Learning Curriculum for Supply Chain Management in the Public Sector
NQF level 5: Supply Chain Practitioner

E Performance & Control					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>KM03-KT03: Customer service and improved supply chain workflow (20%)</p> <p>KT0301 Customer service and supply chain workflow improvements</p> <p>KT0302 Stakeholder communication and the supply chain workflow</p> <p>KT0303 Technology and stakeholder communication</p>	<p>IAC0301 Discuss the role of supply chain in customer service</p> <p>IAC0302 Define effective customer service</p> <p>IAC0303 Consider the importance of managing expectations and achieving customer service excellence</p> <p>IAC0304 Describe the stakeholder communication process of the supply chain in relation to verbal and non-verbal communication, person to person and group communication, telephonic and written communication</p> <p>IAC0305 Explain how technology impacts on communications in supply chain (supplier and customer networks, plans and information on intranets and web-pages, electronic newsletters and catalogues, messaging technology, sending data to external suppliers or customers)</p>	<p>PM-02-PS02: Identify risks, assess the impact on the supply chain and recommend contingency plans</p> <p>PA0201 Identify operational risks and assess the impact on the supply chain</p> <p>PA0202 Recommend contingency plans for mitigating operational risk</p>	<p>IAC0201 Potential operational risks are identified and documented in line with organisational risk management policies and procedures</p> <p>IAC0202 The impact on and likelihood of each risk within the division/element are analysed and prioritized according to importance</p> <p>IAC0203 Contingency plan developed to reduce risk impact on supply chain according to organisational procedures</p>	<p>WM-06-WE01: Audit supply chain risks profile</p> <p>WA0101 Use existing data to evaluate supply chain operational and performance risks</p> <p>WA0102 Evaluate the adequacy of the contingency measures to existing risks</p> <p>WA0103 Review the findings and make possible recommendations to the risk profiles</p> <p>WM-06-WE02: Evaluate supplier performance risks</p> <p>WA0201 Use existing supplier profile to audit performance risks</p> <p>WA0202 Evaluate the adequacy of the contingency measures to existing supplier risk profile</p> <p>WA0203 Review the findings and make possible recommendations to the risk profiles of the supplier</p>	<p>SE0101 A report compiled by the learner indicating their risk profile findings and possible recommendations</p> <p>SE0201 A report compiled by the learner indicating the supplier risk profile findings and possible recommendations</p>
<p>KM03-KT04: Inter-related supply chain division/element workflows (30%)</p> <p>KT0401 The workflow requirements of a successful supply chain.</p> <p>KT0402 The principles of demand and supply management.</p> <p>KT0403 The role and functions of procurement and supply</p> <p>KT0404 The lean principles and importance of effective inventory management</p> <p>KT0405 The operational aspects of supply chains</p> <p>KT0406 The disposal systems.</p> <p>KT0407 Principles of distribution networks</p> <p>KT0408 The role of logistics in the supply chain</p>	<p>IAC0401 Describe the inter-relationship between the workflows of demand, supply, production, procurement, inventory, operations, distribution, disposal and logistics management in relation to the factors that influence the modern supply chain practices</p> <p>IAC0402 Discuss the importance of effective inventory management on the supply chain, giving examples of lean and safety stock requirements</p> <p>IAC0403 Explain the role of logistics in the supply chain in accordance with best practices</p>	<p>PM-02-PS03: Monitor and control operational activities</p> <p>PA0301 Use division/element documentation</p> <p>PA0302 Maintain quality standards</p> <p>PA0303 Ensure alignment of activities</p> <p>PA0304 Interpret terms and conditions of SLAs and maintain company performance standards</p> <p>PA0305 Maintain effective communication with relevant supply chain stakeholders</p> <p>PA0306 Identify and propose value add interventions within the supply chain</p> <p>PA0307 Use technology to improve operational effectiveness within the supply chain</p>	<p>IAC0301 Documentation used correctly as per organisational quality management system</p> <p>IAC0302 Quality standards maintained during the execution of operational activities</p> <p>IAC0303 Activities performed in cross-functional teams to ensure leaner operations</p> <p>IAC0304 Effective communication maintained with supply chain partners</p> <p>IAC0305 Suggestions made to management in line with operational and strategic key performance indicators (KPIs)</p> <p>IAC0306 Technological systems used to capture and share supply chain information</p>		

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NQF level 5: Supply Chain Practitioner

F Supply Chain Relationship Management					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
KM05- KT01: Internal and external supply chain relationships (25%) KT0101 Internal supply chain relationships KT0102 External supply chain relationships KT0103 Cross-functional teams in relation to the supply chain function	IAC0101 Describe the relationship between supply chain and other functions within the organisation IAC0102 Explain organisational buying behaviour IAC0103 Discuss account management in relation to supply chain IAC0104 Define external stakeholders in relation to the supply chain IAC0105 Explain how the RACI (responsible, accountable, consulted, informed) model can be used as a classification tool with internal and external relationships IAC0106 List the most effective communication methods in supply chain relationships IAC0107 Identify the added value supply chain provides to cross functional working and internal marketing IAC0108 List the barriers to effective team working IAC0109 Identify the stages of team formation IAC0110 Specify the characteristics of successful teams IAC0111 Define supply chain IAC0112 Provide at least 3 examples of supply chains IAC0113 Describe the concept of supply chain networks IAC0114 Explain stakeholder involvement in supply chains IAC0115 Compare the management of individual contract to the management of supplier relationships	PM-05-PS01: Interpret the organisational strategy and identify issues and focus areas to be included in relationship building strategies PA0101 Interpret the organisational strategy to identify issues and focus areas to be included in relationship building interventions PA0102 Analyse various supply chain components and the direct impact of supply chain relationships on achieving business objectives PA0103 Identify internal and external stakeholders to determine their role in the supply chain	IAC0101 Various internal and external stakeholders are identified to determine their role in the supply chain IAC0102 Relationship issues and focus areas are identified that could impact on the organisational strategy IAC0103 The importance of the various supply chain components are identified and their impact on the organisational strategy is analysed	WM-04-WE01: Identify the role of government within the organisation's supply chain WA0101 Determine organisational activities for supply chain that are impacted by government. WA0102 Identify compliance measures and activities within the supply chain environment	SE0101 Provide copies of documentation clarifying the role of government within the organisation's supply chain system SE0102 The submission of the document clarifying the advantages and disadvantages of the role of the government within the organisation's supply chain.

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NQF level 5: Supply Chain Practitioner

F Supply Chain Relationship Management					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
KM05- KT02: Marketing and customer and supplier relationships (25%) KT0201 Marketing principles KT0202 Marketing techniques KT0203 Marketing and competitive advantage KT0204 Relevance of marketing to the supply chain	IAC0201 Define the marketing concept IAC0202 Compare market driven approaches to product or sales led approaches IAC0203 Discuss the 4ps and 7ps approaches to marketing IAC0204 Explain the marketing mix technique IAC0205 Define market segmentation and –targeting IAC0206 Identify and discuss the sources of competitive advantage IAC0207 Discuss the relevance of competitor profiling and analysis to the supply chain IAC0208 Explain relevant of organisation buying behaviour to the supply chain	PM-05-PS02: Build efficient operational relationships within the supply chain PA0201 Evaluate the impact of supplier relationships on operational supply chain relationships and vice versa PA0202 Analyse the value add of operational relationships to supply chain information PA0203 Evaluate the link between operational relationships and supply chain process improvement PA0204 Assess the impact of operational relationships on supply chain performance	IAC0201 Impact of supplier relationships on operational supply chain relationships and vice versa, are evaluated and suggestions made on improvements IAC0202 Value add of operational relationships to supply chain information generation and sharing is analysed IAC0203 The link between operational relationships and supply chain process improvement is evaluated IAC0204 The impact of operational relationships on supply chain performance is assessed	WM-04-WE02: Identify the organisation’s marketing strategy and marketing plan WA0201 Review the organisation’s marketing strategy in relation to the supply chain processes. WA0202 Use existing organisational documents to evaluate impact on marketing on supply chain environment	SE0201 A copy of the organisation’s marketing strategy with written notes made during the review. SE0202 A copy of the organisation’s marketing plan with the written recommendations made by the learner and endorsed by the workplace mentor or organisation’s senior
KM05- KT03: Classification and types of commercial relationships between supply chain partners (25%) KT0301 Profiling of purchasers and suppliers KT0302 Information exchange KT0303 Impact of technology on the commercial relationship	IAC0301 Explain the portfolio analysis matrix and its relevance to the commercial relationships in supply chain management IAC0302 Describe the application of the supplier perceptions and other matrices to supply chain IAC0303 List the types of information that can be exchanged between supply chain parties (scheduling difficulties, demand forecasts, trends in costs and availability, designs and innovations and new product development) IAC0304 Explain how customer and supplier networks function IAC0305 Describe the advantages and disadvantages of applying the intranet and internet in commercial relationships IAC0306 List the benefits of using electronic catalogues IAC0307 Analyse the use of technology to exchange data	PM-05-PS03: Analyse the relationship between supply chain partners, and adhering to contractual terms and conditions PA0301 Analyse the need for improved post-contract implementation and control and propose improvements to the processes PA0302 Build effective supply chain relationships to improve turn-around times as per contract terms and conditions PA0303 Monitor and control effective supply chain relationships	IAC0301 The need for improved post-contract implementation and control measures is analysed and process improvements are suggested IAC0302 Turn-around times are improved through effective supply chain relationships IAC0303 Supply chain relationships are monitored and controlled as per organisational policies and procedures IAC0304 Analyse relational governance (delegation of powers) within the supply chain and its impact on the supply chain relationships	WM-04-WE03: Identify the organisation’s mechanisms for managing pricing of products and services WA0301 Assess the organisation pricing strategy WA0302 Complete pricing calculations using the organisation’s procedures	SE0301 A report by the learner assessing the pricing strategy of the organisation SE0302 Copies of at least ten calculations completed so as to determine pricing for products and/or services offered by the organisation.

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NQF level 5: Supply Chain Practitioner

F Supply Chain Relationship Management					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
KM05- KT04: Effective supply chain relationships (25%) KT0401 Assistance to supply chain partners to maximise contributions KT0402 Effective customer relationship processes	IAC0401 Explain the ways in which supply chain partners can be assisted to reflect how they could maximise their effective contributions within the supply chain IAC0402 Discuss customer service policy and procedures relating to the supply chain IAC0403 Describe the benefits of building long-term relationships to the supply chain	PM-05-PS04: Build and maintain good customer relationships PA0401 Contribute to supplier development PA0402 Manage perceptions and expectations of supply chain partners PA0403 Ensure Service Level Agreements are signed PA0404 Maintain performance against SLA PA0405 Obtain feedback from supply chain partners against terms and conditions PA0406 Propose improvements to processes to ensure long-term relationships	IAC0401 Ways identified to develop suppliers to ensure maximum efficiency against contract terms and conditions IAC0402 Practical processes followed to ensure performance against SLAs through effective supply chain relationships IAC0403 Feedback from supply chain partners obtained and improvements proposed to ensure long-term relationships		
		PM-05-PS05: Analyse ethical and professional issues relating to supply chain relationships PA0501 Examine ethical and professional dilemmas PA0502 Investigate ethical and professional benchmarks PA0503 Recommend areas of improvement to enhance relationships within ethical parameters	IAC0501 Ethical dilemmas are examined to ensure compliance to the Ethical Code of Conduct IAC0502 Benchmarks regarding the establishment of policies and procedures are analysed to ensure ongoing ethical and professional conduct IAC0503 Ethical and professional issues are investigated to reflect their relationship to corporate governance and legal compliance IAC0504 Recommendations are made to reflect actions that will enhance relationships within ethical parameters		

NQF 6: Purchasing Officer

NQF level 6: Purchasing Officer

Job title	Supply Chain Officer (AKA Buyer, Procurement Officer, Purchasing and Logistics Officer, Administrative Officer: Supply Chain, etc)	OFO code: 332302
Job outcome	To render a logistics and disposal service through the requisition of goods and services, the receipt, distribution, ware housing and, stock control, payment for goods and services and physical disposal.	
Purpose of qualification	To prepare and process orders for goods and services, monitor stock levels and supply sources and maintain stock and inventory levels, record and coordinate the flow of materials between departments and prepare production schedules, and administer and coordinate storage and distribution operations within organisations. (QCTO)	

This qualification is made up of the following modules:

Knowledge Modules	Practical Skill Modules	Work Experience Modules
KM-01, Business Needs in the Supply Chain, L6, Cr 20 KM-02, Sourcing in Supply Chain, L6, Cr 9 KM-03, Negotiations and Contracting in Supply Chain, L6, Cr 15 KM-04, Managing Contracts and Relationships in the Supply Chain, L6, Cr 15	PM-01, Devise a business case for requirements to be sourced from external suppliers, L6, Cr16 PM-02, Collect and manage information to assess sourcing options available to organisations, for procuring goods, services or works from suppliers L6, Cr 20 PM-03, Prepare for negotiations and contracting with suppliers, L6, Cr 16 supply chain PM-04, Manage contracts and supplier relationships in the supply chain environment, L6, Cr 12 supply chain	WM-01, Processes of collaboration to provide negotiation strategies and plans, L6, Cr 16 WM-02, Contract management collaboration processes, L6, Cr 10 WM-03, Continuous improvement processes for supply chain, L6, Cr 12

A Master Learning Curriculum for Supply Chain Management in the Public Sector

NQF 6: Purchasing Officer

A The Supply Chain Environment					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>KM-01: Business Needs in the Supply Chain KM-01-KT01: Theory and concepts associated with sourcing requirements from external suppliers (20%) KT0101 Business Needs and Supply Chain Decisions KT0102 Cost and prices estimations for supply chain activities KT0103 Criteria for devising a business case KT0104 Operation of financial budgets for the control of supply chain</p>	<p>Identify and evaluate the types of purchases. List the implications of the business needs on the types of procurement. Describe Procurements and Supply Chain's role in building a business case. Discuss the types of market data that can provide information on costs and prices. Define direct and indirect costs. Explain the different approaches to total costs of ownership/total life cycle costing. List examples of criteria typically used in the production of a business case. Define the purpose of financial budgets in relation to the performance and control of budgets.</p>				
<p>KM-01-KT02: Fundamentals of specifications and contractual key performance indicators (20%) KT0201 Specifications and the Supply Chain. KT0202 Content of Specifications. KT0203 Contractual Key Performance Indicators.</p>	<p>Define the concept 'specifications', listing examples of the various types of specifications. Compare conformance based specifications to output or outcome based specifications Describe the use of standards in specifications. List the typical sections of specifications. Discuss the standardisation of requirements as opposed to increasing the range of products. Explain the need for social and environmental criteria in specifications. Define contractual performance measures. Discuss the use of service level agreements.</p>				
<p>KM-01-KT03: Main clauses in formal contracts (20%) KT0301 Theories and concepts associated with the sources of contractual terms for contracts with external organisations. KT0302 Typical contractual terms for contracts with external organisations. KT0303 Main types of pricing arrangements in commercial agreements.</p>	<p>Discuss the use of express terms, standard terms of business and the use of model form contracts. Explain the main terms in contracts for indemnities and liabilities, sub-contracting, insurance, guarantees and liquidated damages. Define the terms that apply to labour standards and ethical sourcing. Discuss the main types of pricing arrangements to be included in commercial agreements</p>				
<p>KM-01-KT04: Implications of outsourced work or outsources services for the supply chain (20%) KT0401 Outsourcing vs other types of procurement KT0402 Impact of outsourcing on the supply chain KT0403 Procurement plan for outsourced work or services</p>	<p>Define make or buy decisions. Define outsourcing, referring to non-core and core services or work. Describe the costs and benefits of outsourcing List the risks of outsourcing Discuss the regulations affecting employees' terms of employment. Discuss the procurement process and build a business case for outsourcing. Express contract provisions and establish exit plans for outsourcing.</p>				

NQF 6: Purchasing Officer

B Demand					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence

A Master Learning Curriculum for Supply Chain Management in the Public Sector

NQF 6: Purchasing Officer

C Acquisition					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>Sourcing</p> <p>KM-02-KT01: Theories and main options for sourcing of requirements from suppliers (20%)</p> <p>KT0101 Sourcing process and supply chain</p> <p>KT0102 Main approaches to sourcing requirements from suppliers</p> <p>KT0103 Selection and award criteria</p> <p>KT0104 Main consequences on supply chains</p>	<p>Define the relevance of sourcing the correct requirements from suppliers.</p> <p>List possible supplier prequalification or criteria for supplier appraisal.</p> <p>Describe the difference between strategic and tactical sourcing</p> <p>Describe the role of cross-functional sourcing teams.</p> <p>Discuss the importance of vendor and supplier performance management.</p> <p>List the main approaches to sourcing requirements from suppliers.</p> <p>Identify the implications of international sourcing.</p> <p>List the typical selection and award criteria.</p> <p>Explain how to balance commercial and technical award criteria.</p> <p>Discuss the main consequences when sourcing: internally, from SMMEs, third sector organisations.</p> <p>Describe the impact of supplier tiering and supply chain networks on effective sourcing.</p>				
<p>KM-02-KT02: Elements of the sourcing plan (20%)</p> <p>KT0201 Selection criteria.</p> <p>KT0202 Commercial and technical award criteria</p> <p>KT0203 Structure of the Sourcing Plan.</p>	<p>Describe the structure of a Sourcing Plan, with specific reference to typical selection criteria and award criteria.</p>				

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C Acquisition					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
KM-02-KT03: Criteria for financial stability of potential suppliers (20%) KT0301 Potential sources for suppliers' financial performance. KT0302 Financial stability calculations. KT0303 Financial performance of potential suppliers	List and discuss the main sources of information on potential suppliers' financial performance. Calculate measures of financial stability from relevant financial data on potential suppliers. Discuss the methods to evaluate financial performance of potential suppliers.				
KM-02-KT04: Main processes for sourcing of requirements (20%) KT0401 Commonly used sources of market data. KT0402 Main processes for obtaining quotations and tenders. KT0403 Assessment criteria to evaluate quotations and tenders. KT0404 Sourcing and electronic systems.	Discuss the importance of analysing markets. List commonly used sources of information on market data that can impact on the sourcing of requirements from external suppliers. List and explain the main processes for obtaining quotations and tenders. Describe the assessment of suppliers' proposals and the use of weighted points systems. Explain the use of electronic systems to help the sourcing of requirements from external suppliers.				

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C Acquisition					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>KM-02-KT05: Compliance issues when sourcing from suppliers (20%)</p> <p>KT0501 Legislative, regulatory and organisational requirements for private, public and not-for-profit sectors.</p> <p>KT0502 Legislative, regulatory and organisational requirements for international sourcing.</p>	<p>Discuss the use of competitive tendering processes.</p> <p>Explain the impact of timescales on tendering.</p> <p>Outline the procedures for contract award.</p> <p>List the regulatory bodies that can impact on the private sector.</p> <p>List organisations that can impact on product and safety standards.</p> <p>List documentation relating to imports.</p> <p>Describe import duties and tariffs.</p> <p>Explain the payment mechanisms for international trade.</p> <p>Discuss the use of Incoterms.</p> <p>Describe the relevance of customs control and clearance.</p> <p>Examine the relevance of ethical sourcing.</p>				
<p>KM-03-KT01: Legal issues relating to the formation of contracts (25%)</p> <p>KT0201 Documentation comprising a commercial agreement for the supply of goods or services.</p> <p>KT0202 .Main elements of legal issues assessments</p> <p>KT0203 .Main types of contractual agreements</p>	<p>List and explain five types of documentation that can comprise a commercial agreement for the supply of goods or services.</p> <p>Differentiate between invitations to treat and invitations to negotiate.</p> <p>Discuss the typical rules to be included in commercial agreements.</p> <p>Explore the concepts 'battle of the forms' and 'precedence of contract terms'</p> <p>List typical risks presented by contracting with suppliers.</p> <p>Discuss how misrepresentation by suppliers impact pre-contract award.</p> <p>List and discuss the main types of contractual agreements between customers and suppliers.</p>				

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C Acquisition					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>KM-03-KT02: Theory and concepts associated with appraising and selecting effective approaches to negotiation (25%)</p> <p>KT0201 Understanding the application of commercial negotiations by the supply chain</p> <p>KT0202 Types of approaches pursued in commercial negotiations</p> <p>KT0203 Theories and concepts associated with the balance of power during negotiations</p> <p>KT0204 Theories and concepts associated with the impact of relationships on commercial negotiations.</p>	<p>Define commercial negotiation.</p> <p>Draw a comparison between negotiation and the stages in the sourcing process.</p> <p>Explore the sources of conflict that can arise during the negotiation process.</p> <p>Discuss team management and the influence of the various stakeholders in the negotiation process.</p> <p>Compare the types of approaches that can be pursued in commercial negotiations.</p> <p>Consider the importance of power in commercial negotiations, referring to sources of personal – and organisational power.</p> <p>Analyse the different types of relationships that impact on commercial negotiations.</p>	<p>PM-01: Prepare for negotiations with suppliers</p> <p>PM-01-PS01: Develop a structured approach to the negotiation process</p> <p>PA0101 Establish the bargaining position of the supplier.</p> <p>PA0102 Determine the objectives and strategies for negotiation meetings.</p> <p>PA0103 Analyse the key elements of effectively managed, resourced and timed negotiation</p>	<p>A supplier analysis is done for the purchasing of one commodity and one service using Porter's Five Forces Framework.</p> <p>The distributive and integrative approaches to negotiation for the above, are utilised and the implications of the types of questions that the parties could ask on the negotiation process, are evaluated.</p> <p>The objectives and strategies for the negotiations for one commodity and one service, are determined.</p> <p>The risk assessments for these negotiations are concluded as per the Political, Economic, Social, Technological, Legal, Environmental (PESTLE) framework.</p> <p>Resources are allocated to a distributive and an integrative negotiation.</p> <p>The alternatives to reaching agreement with a specific supplier and the impact on the negotiations are evaluated.</p> <p>The process of determining positions in a negotiation is followed accurately.</p> <p>At least two supplier tenders are analysed for the one commodity and one service in preparation for negotiations.</p>	<p>WM-01-WE01: Prepare and plan for negotiations in different settings and requirements</p> <p>WA0101 Indicate the impact of the relationship that you have with your suppliers on the decision to negotiate.</p> <p>WA0102 Demonstrate how you would develop more effective communication for the collaborative and competitive approaches to the negotiation process.</p> <p>WA0103 Undertake a comprehensive PESTLE and SWOT analysis for your organisation to support the planning process for negotiating.</p>	<p>SE0101 Impact analysis document, submitted that clearly defines the impact of relationships on decisions to negotiate within your specific organisation.</p> <p>SE0102 Communication strategy developed outlining the collaborative and competitive approaches to negotiation in the your organisation</p> <p>SE0103 PESTLE and SWOT analyses signed off by your supervisor</p>
<p>KM-03-KT03: Processes and procedures related to the preparation for the negotiation process (25%)</p> <p>KT0301 Evaluation processes and procedures of costs and prices of commercial negotiations.</p> <p>KT0302 Economic factors impacting commercial negotiations</p> <p>KT0303 The main variables that can be used during the negotiation</p> <p>KT0304 Resources required for commercial negotiations</p>	<p>List the types of costs and costing methods applied during preparation for commercial negotiations.</p> <p>Identify and calculate elements of fixed and variable costs to prepare for negotiation.</p> <p>Provide a brief explanation of the supplier's view of their costs during a recent negotiation you have participated in. Elaborate on the evidence you collected in support of your analysis of this view.</p> <p>Specify at least four advantages and disadvantages associated with open book costing.</p> <p>Describe the impact of monopoly and oligopoly power on costs and prices.</p>	<p>PM-01-PS02: Select a range of persuasion methods in negotiating supply chain contracts</p> <p>PA0201 Establish the leverage (level of influence) of the supplier.</p> <p>PA0202 Evaluate a range of persuasion methods and tactics used in negotiation (threat, emotion, logic, compromise and bargaining, tactics, creating negotiation leverage, the psychology of concessions).</p>	<p>The impact of using leverage on outcomes a recent negotiation is discussed.</p> <p>Three techniques for influencing in negotiations are identified and briefly described.</p> <p>Develop a strategy for dealing with entrenchment and intractability (turning no into yes)</p> <p>Three different types of negotiating power are evaluated and the most suitable used during negotiations for one commodity and one service.</p> <p>The contribution of game theory to understanding negotiations is discussed in the context of a service negotiation.</p>	<p>WM-01-WE03: Use financial tools for negotiations</p> <p>WA0301 Evaluate how pricing approaches used by different suppliers for the same product will affect your approach to negotiating a longer term contract with each of them.</p> <p>WA0302 Identify at least three potential scenarios for price changes from your supplier and calculate how it will impact on demand, identified through market research.</p>	<p>SE0301 Impact analysis of pricing approaches to negotiating longer term contracts signed off by supervisor.</p> <p>SE0302 Price index changes and impact on demand – analysis signed off by supervisor</p>

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C Acquisition					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
	<p>Discuss the impact a 10% increase in price may have on the profitability of a supplier's product range.</p> <p>Briefly describe four different financial measures that may be used in preparing for negotiations</p> <p>Discuss the advantages and disadvantages of quantity order on both the supplier and the organisation.</p> <p>Define break even analysis.</p> <p>Discuss volumes, margins, mark ups and their impact on pricing.</p> <p>Explain the impact of micro- and macro-economic factors on commercial negotiations.</p> <p>List potential sources of information on micro- and macro-economics.</p> <p>Explain the main variables that can be used in commercial negotiations.</p> <p>List the resources required for a negotiation.</p>	<p>PM-01-PS03: Appraise the supplier organisation and its market position</p> <p>PA0301 Analyse market information related to PESTLE to support negotiations.</p> <p>PA0302 Analyse market information related to Strength, Weaknesses, Opportunities and Threats (SWOT) support negotiations.</p> <p>PA0303 Analyse market information related to supply and demand to support negotiations.</p>	<p>The impact of competitive rivalry in the supply chain on dealings with customers is evaluated.</p> <p>A PESTLE analysis is executed of the purchasing situation.</p> <p>Current supplier account management structures are considered and the process of allocating resources for typical kinds of negotiations regarding pre-contract, main contract negotiations and post contract and relationship review are reviewed.</p>		
		<p>PM-01-PS04: Apply appropriate supplier data and information gathering techniques in advance of the negotiation</p> <p>PA0401 Identify and evaluate information required to understand the supplier organisation.</p> <p>PA0402 Assess any legal information and implications for the purchase and supply of goods that might impact on negotiations.</p> <p>PA0403 Undertake a risk assessment of conditions that might impact on the negotiation process.</p>	<p>The models of risk are evaluated in the context of own organisation in order to categorise supplies.</p> <p>The SWOT tool is applied to a specific negotiation situation.</p> <p>The terms and conditions used and the impact on negotiations, are explained.</p>	<p>WM-01-WE02: Assess and manage key risks in negotiations</p> <p>WA0201 Use Kraljic's risk model to classify the products in your organisation and specify how this model influences the negotiation process for each class of the product identified; semi-manufactured products where there are few suppliers and components of a commoditised product; finished products where there is considerable technical expertise involved in the supplier's production for the purchaser and there is a solid relationship between the two parties; a support service.</p> <p>WA0202 Provide evidence of three instances where you have assessed and managed risks during negotiations.</p>	<p>SE0201 Risk management model developed for your organisation and signed off by supervisor.</p> <p>SE0202 Risk evaluation and contingency plans signed off by supervisor.</p>

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C Acquisition					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>KM-03-KT04: Concepts and principles of negotiations in commercial settings (25%)</p> <p>KT0401 Stages of commercial negotiations.</p> <p>KT0402 Main influences on outcomes of negotiations.</p> <p>KT0403 Communication and effective negotiation.</p> <p>KT0404 Process and outcome impact analysis.</p>	<p>Explain the stages of commercial negotiations and discuss how behaviours should change during the different stages.</p> <p>Discuss the use of persuasion methods during commercial negotiations.</p> <p>Evaluate the types of main communication skills that will promote successful negotiations.</p> <p>Explain how to analyse the process and outcomes of the negotiations to inform future practice.</p>			<p>WM-01-WE04: Appraise and select effective behavioural styles for negotiations</p> <p>WA0401 During your participation in at least two negotiation sessions at your organisation, you should apply at least four of the negotiation behaviours, i.e. scene setting, specifying, social, initiating, reacting, clarifying, summarising. Provide documentary proof upon completion.</p> <p>WA0402 Examine how performance and common beliefs perceptions of trust will influence the communication process within your organisation.</p> <p>WA0403 Identify which conflict handling style is most effective when dealing with your specific tier of suppliers and why.</p> <p>WA0404 Describe your behavioural approach when negotiating with individuals from different cultural backgrounds, focusing on personal and telephonic interaction.</p>	<p>SE0401 Documentary proof of participating in at least two negotiations, applying at least four negotiation behaviours</p> <p>SE0402 Impact analysis of performance and common belief perception of trust on communication</p> <p>SE0403 Supervisor observes most effective conflict handling style and sign off on motivations why.</p> <p>SE0404 Learner describes behavioural approach when dealing with diverse backgrounds and is observed by supervisor during personal and telephonic interaction.</p>
		<p>PM-02-PS01: Develop and select appropriate contracts terms and conditions</p> <p>PA0101 Analyse contract terms and determine their impact on any breach of contract.</p> <p>PA0102 Apply implied terms as defined by key legislative requirements.</p> <p>PA0103 Analyse the use of express contractual terms.</p> <p>PA0104 Analyse standard contract terms for indemnity.</p> <p>PA0105 Analyse the use and content of contractual terms for purchased goods and services.</p>	<p>The necessity of implying terms into contracts that have already been agreed to by the party is discussed.</p> <p>The criteria applied to decide whether express terms are permitted to exclude or limit liability, are evaluated.</p> <p>Exclusion and limit liability clauses used by organisations and its suppliers are identified.</p> <p>Common law and statutory tests applicable to limitation/exclusion clauses are identified and evaluated.</p> <p>The meaning and the implications of the term indemnity clauses and the situations that they are designed to cover, are discussed.</p> <p>The benefits of a written contract are discussed.</p> <p>A condition, a warranty and an inordinate term are verbally defined.</p> <p>The classification of implied terms is applied.</p> <p>The court's interpretation of the terms incorporated and contra, proferentem, is discussed.</p>	<p>WA0101 Submit an evaluation report on the effectiveness of one of your supply agreements.</p> <p>WA0102 State which steps are taken to manage contracts in your organisation.</p> <p>WA0103 Assess the contracting process within your organisation and list the changes you would implement to improve it.</p> <p>WA0101 Submit an evaluation report on the effectiveness of one of your supply agreements.</p> <p>WA0102 State which steps are taken to manage contracts in your organisation.</p> <p>WA0103 Assess the contracting process within your organisation and list the changes you would implement to improve it.</p>	<p>SE0101 Procedure for monitoring and evaluation of supply agreements followed and evaluation report signed off by supervisor.</p> <p>SE0102 At least one contract managed successfully, report signed off by supervisor.</p> <p>SE0103 Continuous improvement plan developed for contracting process in own organisation</p>

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C Acquisition					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
		<p>PM-02-PS02: Compile and prepare contract documentation in accordance with the scope</p> <p>PA0201 Analyse the legal requirements for the formation of a contract in relation to the offer, acceptance and the distinction between framework and call-off contracts.</p> <p>PA0202 Analyse the legal requirements for the formation of a contract in relation to consideration, intention to create legal relations, capacity and the contractual promise.</p>	<p>The terms offer, the legal requirements thereof, termination of an offer and what is not a legal offer are verbally explained.</p> <p>The difference between acceptance and counter-offers are explained.</p> <p>The considerations when evaluating contracts is discussed.</p> <p>Various supply chain agreements are evaluated to identify which agreements are contracts.</p> <p>Any framework or call-off contracts are evaluated and the differences between them identified.</p> <p>Involvement with third parties and identify areas where difficulties may arise in future are evaluated.</p> <p>The process communication of acceptance, relevant facts and the legal principles involved is applied for at least one contract.</p>	<p>WM-02-WE02: Develop and compile contractual agreements with the terms and conditions</p> <p>WA0201 Develop at least two contractual agreements within your organisation, one for IT equipment and one for cleaning services. Explain why you would include the following four clauses in the contract for maintenance and servicing equipment which is critical for the business: Liquidation damages clause; Time is of the essence clause; Indemnity clause; Dispute resolution cause.</p> <p>WA0202 Detail at least two methods you will use to specify requirements for a project that is key to the core function of your organisation.</p> <p>WA0203 Provide at least three examples of acceptance and counter-offer that you have encountered in your day-to-day activities.</p> <p>WA0204 Implement practical steps to determine who has authority to act in contractual and associated matters to avoid problems with capacity.</p> <p>WA0205 Explain what steps you follow within your work environment to enter into e-contracts.</p> <p>WA0206 Develop terms and conditions for the contracts developed under (1), and identify the uses in the contract. Evaluate whether your contracts will withstand the three tests applied by the courts when considering contract terms.</p>	<p>SE0201 Contractual agreement procedures followed.</p> <p>SE0202 Sufficient evidence of signed contracts signed off by supervisor.</p> <p>SE0203 E-contracts procedure developed and implementation signed off by supervisor.</p>

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C Acquisition					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
		PM-02-PS03: Consult and solicit inputs and agreement by receiving departments, customers and other stakeholders PA0301 Analyse different types of products and customer requirements. PA0302 Analyse the effectiveness of a supply agreement.	Feedback from the purchasing function's internal customers is gathered in different ways to determine the most effective way of gathering feedback. The customers of each tier of the supply chain as well as the ultimate end-consumer are identified. Information and feedback are solicited on an effective - and non-effective agreement. The key requirements of the consumer and the concerns of a consumer watchdog are identified. The various sources of customer feedback and consultation are identified and discussed. The services provided by the purchasing function to other functional areas within an organisation are identified. The process to evaluate supply agreements in an organisation and the role of different stakeholders are discussed.		
		PM-02-PS04: Review, manage and close out contracts PA0401 Make provision for amendments and incorporate change, review and renewal into contracts. PA0402 Review outcomes of contracts and respond to identified problems.	At least one contract for the purchasing of goods and one for services are evaluated, and alternative dispute resolution methods are proposed. The procedures on managing and reviewing contracts in an organisation are discussed. The terms of contracts that the organisation uses, are evaluated and any alternative dispute resolution, variation, renewal or termination clauses are proposed. The improvement of the contracting process is explained and changes to be implemented for improvement are identified.		

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D Logistics					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence

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E Performance & Control					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>AK0101 Organisational strategy.</p> <p>AK0102 Supply chain operations structures.</p> <p>AK0103 Development and implementation of performance management systems.</p>		<p>PM-03-PS01: Develop performance indicators</p> <p>PA0101 Analyse the types and categories of key performance measures available to organisations with regard to contributions to profitability including savings, service and inventory.</p> <p>PA0102 Analyse the types and categories of key performance measures available to organisations with regard to basic workload control.</p> <p>PA0103 Analyse the types and categories of key performance measures available to organisations with regard to infrastructure and competency.</p>	<p>The KPI targets set by corporate management is analysed in relation to the contribution from the supply chain function.</p> <p>KPIs are identified and set for the core supply chain function in support of the organisational strategy.</p> <p>A plan of action is prepared to achieve direct cost savings/service improvements in a business operation and achievable targets are set that can be measured over time.</p> <p>A review is done of an existing structure of a supply chain function during which recommendations were made in order to reduce transactional purchasing costs.</p>		
<p>AK0201 International industry standards.</p> <p>AK0202 Performance management systems.</p>		<p>PM-03-PS02: Monitor and measure performance</p> <p>PA0201 Analyse and explain a range of measures which may be used to develop sustained improvement of supplier performance.</p> <p>PA0202 Measure supplier achievement of service level in terms of costs on initial purchasing measure.</p> <p>PA0203 Measure supplier achievement of service level in terms of on-going levels of performance, in carrying out the service including quality, after-sales service, price and consistency of performance.</p> <p>PA0204 Analyse qualitative supplier performance measures including research and developmental activity, conformance to international industry standards and benchmarks and cultural adaptation.</p>	<p>Simple vendor rating processes and systems and perception-based rating are identified and applied to the purchasing of goods/services.</p> <p>Third party involvement and testing procedures are discussed in relation to the purchasing of goods/services.</p> <p>A checklist of ways to assess a key supplier are drafted and utilised.</p> <p>A procedure is followed to draft a checklist that suggests issues or points of action that can give the audit team a useful role(s) in supplier performance management activities.</p> <p>The benefits of using weighted measurements are evaluated.</p> <p>The supplier business is evaluated against a set of measurement criteria for contract award and management processes.</p> <p>Internal and external commercial relationships are critically evaluated and the differences are discussed.</p> <p>Joint performance measurement initiatives are developed and utilised in the purchasing of goods/services.</p> <p>The concept of benchmarking and all its elements are discussed in relation to the purchasing of goods/services.</p>		

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E Performance & Control					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
AK0301 Communication mechanisms. AK0302 Supplier selection criteria. AK0303 Reporting framework within the supply chain function.		PM-03-PS03: Compile reports and manage records PA0301 Integrate the key areas associated with supplier selection. PA0302 Compile reports in order to reflect the importance of close and frequent buyer-supplier communication and impact on supplier performance.	The potential types of communication mechanisms are applied within the context of purchasing goods/services. Internal and external supplier feedback is sourced and utilised and corrective action determined.		
AK0401 IT systems and software.		PM-03-PS04: Use technological systems for the extraction of performance related information and data PA0401 Analyse and use information technology to help in the acquisition of purchase and supply performance data. PA0402 Use a range of measures to develop sustained improvement of supplier performance.	The main elements of a corporate business IT system and the links to the supply chain process and systems are identified. A process/flow diagram of a purchasing and IT supply system with identified corporate interfaces is evaluated. The distinction between qualitative and quantitative measures of performance is evaluated. Added value issues and linked performance indicators for managing the purchasing function are identified for the purchasing of any goods/service. Added value issues and processes in managing the performance of suppliers and buyers are clearly identified for the purchasing of any goods/service. Key performance measures for the purchasing of goods/services are identified through desk-based activities, meetings and consultations and supplier visits.		

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E Performance & Control					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
				<p>WM-03-WE01: Utilise the performance measurement process</p> <p>WA0101 Recommend new targets for, and report key performance indicators for your department to the board. The report should have a clear introduction of the issues, and should detail the performance indicators for each buyer in your team and should conclude on your recommendations to ensure continuous improvement.</p> <p>WA0102 Prepare a 6-slide PowerPoint presentation on "total cost of acquisition" and how it relates to cost and performance within your organisation.</p> <p>WA0103 Identify KPIs for your supply chain function, and indicate how these KPIs interface with corporate plans.</p> <p>WA0104 Calculate the real cost of stock-holding and describe how you will manage the stores and stock control performance indicators for the future.</p>	<p>SE0101 Board presentation delivered and signed off by supervisor.</p> <p>SE0102 "Total cost of acquisition" slide show developed and signed off by supervisor.</p> <p>SE0103 Purchasing performance agreements developed and signed off by supervisor.</p> <p>SE0104 Warehouse performance indicators developed and signed off by supervisor.</p>

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E Performance & Control					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
	<ul style="list-style-type: none"> • 			<p>WM-03-WE02: Identify opportunities in buyer performance and continuous improvement</p> <p>WA0201 Prepare an information bulletin for issue to staff that highlights the positive benefits that both they and the department will gain from having a performance review scheme in place.</p> <p>WA0202 Determine the essential elements for clear objectives in the performance management system for buyers. Describe four common elements found in typical simple objectives. Classify the five key principles used when writing objectives. Demonstrate the application of the elements and principles you have identified by writing one objective for each of the following activities: Achieving purchasing savings; improving the quality of the product; Writing objectives for members of your team; Producing a departmental newsletter.</p> <p>WA0203 Discuss the advantages and disadvantages of the different levels of formality and administration, and demonstrate the practicality of involving other parties than the line manager.</p> <p>WA0204 Introduce a training needs analysis (TNA), demonstrate the reasoning behind it, and classify a selection of potential training solutions that might be used once the outputs of the TNA are available.</p> <p>WA0205 Evaluate the effect of your suppliers on your buying team's performance, and the issues that might occur if suppliers are brought into the measurement process of buyers.</p>	<p>SE0201 "Benefits of performance review" – bulletin developed and submitted as evidence.</p> <p>SE0202 Performance management system for buyers developed.</p> <p>SE0203 Training needs analysis completed and signed off by supervisor</p> <p>SE0204 Impact of suppliers on buyer performance evaluated and issue management sheet populated.</p>

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E Performance & Control					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
	<ul style="list-style-type: none"> 			<p>WM-03-WE03: Use techniques for improving and measuring purchasing performance</p> <p>WA0301 Write a report for your board to demonstrate how introducing systems for measuring supplier performance might impact on different aspects of the five basic "rights" of supply chain . Analyse the particular impact it might have on solving your quality problems. Make brief recommendations for consideration by the board.</p> <p>WA0302 Evaluate the merits of the different kinds of tools that are available for supplier performance management, and classify the base through which they could be applied.</p> <p>WA0303 Prepare a report for your manager outlining the generic post-award performance measurement systems that could be used to monitor your suppliers, with examples. Make recommendations on which system might be most appropriate, and give your reason why.</p> <p>WA0304 Classify the communication links and relationships that can be established across the different levels in the business, appraise the nature of disputes and conflicts that may occur, and select some appropriate ways for helping to resolve these disputes and conflicts.</p> <p>WA0305 Evaluate the implementation of joint performance measurement initiatives with a number of your key suppliers and the impact on your supply chain performance</p>	<p>SE0301 Board report written and signed off by supervisor</p> <p>SE0302 Comparative analysis on supplier performance management tools concluded for your own organisation.</p> <p>SE0303 Report on post-award measurement system signed off by supervisor.</p> <p>SE0304 Communication strategy to streamline conflict resolution developed and signed off by supervisor.</p> <p>SE0305 Implementation of joint performance measurement initiatives evaluation concluded for own organisation and signed off by supervisor.</p>

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F Supply Chain Relationship Management					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>KM-04-KT01: The dynamics of commercial relationships in supply chains (25%)</p> <p>KT0101 Types of commercial relationships in supply chains.</p> <p>KT0102 Portfolio analysis techniques to assess relationships in supply chains.</p> <p>KT0103 Competitive forces impacting supply chain relationships.</p> <p>KT0104 Sources of added value achieved through supply chain relationships.</p>	<p>Define the various types of relationships within the supply chain. Discuss the relationship life cycle.</p> <p>Describe the probability and impact assessment of risks.</p> <p>Explore the matrices used to identify the positioning of supply, supplier and purchaser and discuss the variables relating to these.</p> <p>Classify the competitive forces that impact on supply chain relationships.</p> <p>Discuss how STEEPLE factors impact on the supply chains.</p> <p>Explore the link between relationships as a process and the achievement of added value outcomes.</p> <p>List and analyse the sources of added value that can be achieved through supply chain relationships.</p>	<p>PM-04-PS01: Effectively manage existing relationships</p> <p>PA0101 Analyse the natural life cycle of supply relationships and determine position of specific relationships in their life cycle.</p> <p>PA0102 Identify the causes of conflict in supply relationships and select appropriate methods for their resolution.</p> <p>PA0103 Review the circumstances in which supply relationships end, and select appropriate methods for their termination and/or determine ways of retrieving and retaining the relationship.</p>	<p>The objectives of the organisation are managed and continuously reviewed over the life of the contract with regard to on time implementation, uninterrupted supply of service and satisfied people.</p> <p>The learner uses the relationship life cycle to position different kinds of suppliers.</p> <p>The learner uses performance measures in outsourcing.</p> <p>The role of conflict in a supply chain relationship is discussed and suggestions are made on how to resolve conflict in a specific supplier relationship.</p> <p>The hidden costs are evaluated as potential risks for the purchasing of a commodity/service and the indicators are identified of how they would be avoided during the life of the outsourcing contract.</p> <p>The reasons to terminate a relationship are briefly explained.</p> <p>The differences in relationships with outsourced departments and where they fit in the relationship spectrum are identified.</p>		
<p>KM-04-KT02: Legal aspects relating to the performance of contracts (25%)</p> <p>KT0201 Elements of a legally binding agreement.</p> <p>KT0202 Implied and express terms affecting performance issues.</p> <p>KT0203 Recourses for non-performance.</p> <p>KT0204 Main approaches to conflict resolution in commercial contracts.</p>	<p>Discuss contract terms that regulate commercial agreements and relationships.</p> <p>Explore the relevance of model form contracts.</p> <p>Evaluate the successful use of standard contracts viz-a-vie negotiated/bespoke contracts.</p> <p>Define express terms.</p> <p>Explain implied terms through legislation, case law and custom.</p> <p>Explore the implications of international law.</p> <p>Explain the various recourses for non-performances in contracts.</p> <p>List and discuss the main approaches to conflict resolution in commercial contracts.</p>				

A Master Learning Curriculum for Supply Chain Management in the Public Sector

NQF 6: Purchasing Officer

F Supply Chain Relationship Management					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
KM-04-KT03: Main approaches to management of contracts (25%) KT0301 Main types of contractual risks. KT0302 Financial, technical and performance data relating to contract performance. KT0303 Responsibilities for contract management. KT0304 Main responsibilities of a contract manager.	List main types of contractual risks and discuss the assessment of these risks. Discuss the role of contract administration in performance against the contract. Explore how the correct interpretation of financial, technical and performance data can contribute to effective performance against the contract performance indicators. Define the responsibilities of supply chain and non-supply chain staff for contract management. Discuss the governance requirements for effective contract management and the importance of contract implementation plans. List and explain the main responsibilities of the contract manager.				

A Master Learning Curriculum for Supply Chain Management in the Public Sector

NQF 6: Purchasing Officer

F Supply Chain Relationship Management					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>KM-04-KT04: Principal techniques in management of contracts and suppliers (25%)</p> <p>KT0401 Contract – and supplier relationship management defined.</p> <p>KT0402 Techniques for management of supplier relationships, supplier development and relationship improvement</p>	<p>Compare contract management and supplier relationship management.</p> <p>Explain the main techniques of supplier relationship management.</p> <p>List and explore the main techniques for supplier development</p> <p>Discuss the main components and techniques for relationship improvement.</p>	<p>PM-04-PS03: Develop new supply chain relationships</p> <p>PA0301 Evaluate a range of techniques to develop stronger relationships between purchasers and suppliers.</p> <p>PA0302 Identify where supplier development, supplier relationship management and relationship development have been used in the development of new supply chain relationships.</p>	<p>Supplier preference and how it relates to market management are discussed.</p> <p>Disadvantageous tactical situations are identified and improved.</p> <p>The role strategic relationships play in market management in the relation to the interaction between buyers and sellers are explained.</p> <p>Ways are identified in which the purchasing professional and his organisation could work with suppliers on development projects to help them to improve their service levels.</p> <p>The process and reasons for undertaking supplier development are evaluated.</p> <p>By using the Supply Positioning Model, the process for relationship development is evaluated, the issues in relationship development are examined and the ways in which relationship development can be improved are identified.</p> <p>Three sub-points are identified as costs that may be incurred by the purchasing organisation against the four aspects of 'cost of quality'</p>	<p>WM-04-WE01: Identify and implement appropriate supply chain relationships</p> <p>WA0101 Within your organisation, identify five stakeholders engaged in the supply chain process and determine what each of them would seek from the process of purchasing.</p> <p>WA0102 Describe how buyers and sellers are engaged in an adversarial relationship, with specific examples from your organisation.</p> <p>WA0103 Compare and contrast a "partnership relationship" with an "arms-length relationship" from a buyer's point of view.</p> <p>WA0104 Explain the benefits of your supply chain function proactively working with your suppliers on supplier development projects.</p> <p>WA0105 Compare and contrast the difficulties presented to the supply chain practitioner when establishing relationships within "laid back" and "aggressive" cultures.</p> <p>WM-04-WE02: Develop and utilise mechanisms for effective supply chain relationships</p> <p>WA0201 Differentiate the activities of the buyer and the seller in the initiation part of the relationship life cycle model and apply it to your current work environment.</p> <p>WA0202 Identify and briefly describe three e-purchasing tools, indicate in which type of relationship you would use the given tool, and two benefits that the tool would bring to the purchasing organisation.</p> <p>WA0203 Identify four areas of risk for your supply chain function to consider when changing suppliers.</p> <p>WM-04-WE03: Monitor supply chain relationships</p> <p>WA0301 Identify the issues to be considered by a buyer within your organisation when planning a supplier appraisal process.</p> <p>WA0302 Condition a supplier on the supplier appraisal process.</p> <p>WA0303 Explain the objective of monitoring supplier performance. Identify principles that you would use to steer your approach to measuring and monitoring the performance of a supplier.</p> <p>Evaluate the difficulties when monitoring supply chain relationships with suppliers in different parts of the world.</p>	<p>SE0101 Analysis of five stakeholders and their needs from the supply chain function signed off by your supervisor.</p> <p>SE0102 Various types of relationships forged with suppliers of your organisation, signed off by your supervisor.</p> <p>SE0103 Evidence of supplier development within your organisation provided.</p> <p>SE0201 Successful relationship built with at least two buyers.</p> <p>SE0202 E-purchasing tool analysed and benefits applied to current organisation.</p> <p>SE0203 Supplier risk analysis conducted and signed off by your supervisor</p> <p>SE0301 Supplier prepared for the appraisal process.</p> <p>SE0302 Supplier appraisal concluded and signed off by supervisor.</p> <p>SE0303 At least two suppliers successfully</p>

NQF level 7: Supply Chain Manager

NQF level 7 Supply Chain Manager

Job title	Supply and Distribution Manager, AKA Acquisitions Manager; Procurement Manager; Purchase Manager	OFO code: 132401
Job outcome	Planning and managing all activities involved in sourcing and procurement and all logistic management activities. It includes coordination and collaboration with partners that can be suppliers and customers. In essence, the Supply Chain Manager integrates supply and demand management within and across boundaries.	
Purpose of qualification	To operate as a Supply and Distribution Manager.	

This qualification is made up of the following Modules:

Knowledge Modules	Practical Skill Modules	Work Experience Modules
132401000-KM-01, Supply Chain Management Theory, L7, Cr 10 132401000-KM-02, Risks and Supply Chain Vulnerability Theory, L7, Cr 10 132401000-KM-03, Supply Chain Performance Measurement Theory, L7, Cr 10 132401000-KM-04, Storage and Distribution Theory, L7, Cr 10 • 132401000-KM-05: International Trade Theory, L 7, Cr 5	132401000-PM-01, Manage the supply chain function effectively and efficiently, L7, Cr 10 132401000-PM-02, Use risk assessment tools and techniques within supply chain management, L7, Cr 10 132401000-PM-03, Improve supply chain efficiency and effectiveness, L7, Cr 10 132401000-PM-04, Manage storage and distribution, L7, Cr 10 132401000-PM-05: Implement international trade and counter trade system, L7, Cr 5	132401000-WM-01, Business planning - and decision-making techniques for supply chain in a variety of economic sectors, , L7, Cr 10 132401000-WM-02, Effective risk processes and procedures within supply chain, , L7, Cr 10 132401000-WM-03, Tools in improving supply chain performance, , L7, Cr 10 132401000-WM-04, Stores and distribution management processes throughout the supply chain, L7, Cr 10 132401000-WM-05: International trade processes within the supply chain. NQF level 7 (Credits: 5)

A Master Learning Curriculum for Supply Chain Management in the Public Sector

NQF level 7: Supply Chain Manager

A The Supply Chain Environment					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>KM-01: Supply Chain Management Theory</p> <p>KM-01-KT01: Theories and challenges of management (20%)</p> <p>KT0101 The challenges facing managers in dynamic and changing organisations</p> <p>KT0102 The characteristics of different organisational structures and cultures</p> <p>KT0103 Management decisions</p>	<p>Identify the key stakeholder groups who impact directly on the supply chain function, analyse their potential impact and explain how to manage their expectations effectively</p> <p>Evaluate the key roles and functions of managers in the supply chain function</p> <p>Compare the diverse supply chain management practices of the private and public sectors</p> <p>Create a set of rules for ethical behaviour</p> <p>Propose ways of reporting effectively to senior management and securing top level support and sponsorship for initiatives and implementation of plans</p> <p>Define the challenges of management</p> <p>Identify the key stakeholder groups who impact directly on the supply chain function, analyse their potential impact and explain how to manage their expectations effectively</p>	<p>PM-01-PS02: Identify and implement initiative to effectively manage the supply chain function</p> <p>PS0201 Conduct a critical evaluation on the work environment for examples of management- as opposed to leadership practices and implement corrective measures to introduce the correct leadership style</p> <p>PS0202 Identify the key stakeholder groups who impact directly on the supply chain function, analyse their potential impact and explain how to manage their expectations effectively</p> <p>PS0203 Evaluate the key roles and functions of managers in the supply chain function</p> <p>PS0204 Compare and contrast the diverse supply chain management practices of the private and public sector</p> <p>PS0205 Create a set of rules for ethical behaviour</p> <p>PS0206 Propose ways of reporting effectively to senior management and securing top-level support and sponsorship for initiatives and implementation of plans</p>	<p>The difference between managing and leading are clearly explained.</p> <p>The basic activities in the management process are discussed and their relationship explained</p> <p>Ethical conduct is clearly defined, with specific focus on the learner's own organisation, identifying areas for improvement</p> <p>The roles and responsibilities of Supply and Distribution Managers in both private and public sector organisations are analysed</p> <p>During simulated meetings, the learner interacts with various stakeholders within the organisation, specifically addressing areas of potential conflict</p> <p>During simulation the learner engage the support of their immediate line manager for an idea or initiative that they would like adopted or implemented in their department</p> <p>The extent to which the people in your organisation are managed towards the pursuit of functional and organisational objectives, are evaluated</p> <p>An organisation is critically evaluated, clearly specifying the reason for its existence</p> <p>Organisational behaviour and its impact on supply chain performance are critically evaluated and suggestions made on possible interventions for improved performance</p> <p>The effect that the various stakeholders might have on decisions made within the supply chain function, is identified</p> <p>The impact of a Code of Ethics on organisational operational activities is discussed</p> <p>The various forms of communication and reporting within your organisation are briefly explained</p>		

A Master Learning Curriculum for Supply Chain Management in the Public Sector
NQF level 7: Supply Chain Manager

A The Supply Chain Environment					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
KM-01-KT02: Principles and concepts of organisation structures and culture (20%) KT0201 The principles and concepts of organisation structures and culture KT0202 Management decision techniques KT0203 Cross-cultural efficiency in supply chain	Evaluate the importance of organisational structure to the development and performance of organisations Evaluate the nature and scope of organisational structures and the implications of such structures for the supply chain function Assess and evaluate methods of job design for purchasing roles Define the term culture and assess different models of culture which may exist within organisations Evaluate methods and formulate plans for managing effectively in international or cross-cultural organisations	PM-01-PS01: Create an organisational structure in line with company strategy and culture PA0101 Evaluate the importance of organisational structure to the development and performance of organisations PA0102 Evaluate the nature and scope of organisational structures and the implications of such structures for the supply chain function PA0103 Assess and evaluate methods of job design for supply chain roles PA0104 Define the term culture and assess the different models of culture which may exist within organisations PA0105 Evaluate methods and formulate plans for managing effectively in international or cross-cultural organisations	The importance of structure and culture in organisations are accurately explained The strengths and weaknesses of the learner's organisational structure are compared to others, suggesting suitable recommendations for improvement The skills and attributes needed for managing internationally are explained within the context of a global organisation The extent to which the organisation's structure serves to maximise both departmental and organisational performance are critically evaluated and appropriate measures are introduced to improve them The impacts (both positive and negative) that formal and informal structures might have on an organisation's employees are critically evaluated The value chain of the learner's own organisation is unpacked and each area where costs could be reduced and value added, are recommended The variables that can affect the span of management and control are briefly explained The job of the incumbent is critically evaluated and suggestions are made for redesign to increase job satisfaction with specific focus on the importance of professional development <ul style="list-style-type: none"> The pro's and con's of managing culture are clearly defined 		

A Master Learning Curriculum for Supply Chain Management in the Public Sector

NQF level 7: Supply Chain Manager

A The Supply Chain Environment					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
KM-01-KT03: Principles of management decision making (20%) KT0301 The principles of management decision making KT0302 Problem and decision making processes KT0303 Operational plan alignment with strategic organisational objectives	Evaluate and apply a range of tools to make effective management choices and decisions Explain how to formulate, implement and monitor operational plans for the purchasing and supply function to achieve organisational objectives Evaluate the resource requirements for the implementation of operational plans for the purchasing and supply function	PM-01-PS05: Set goals and targets aligned with the business objectives PA0501 Evaluate and implement a range of tools to ensure effective management choices and decisions PA0502 Formulate, implement and monitor operational plans for the supply chain function to achieve organisational objectives PA0503 Evaluate the resource requirements for the implementation of operational plans for the supply chain function •	The terms 'decision making' and 'styles of decision making' are clearly defined in the context of the supply chain function The five key objectives of the supply chain function in an organisation are accurately listed The four advantages of centralised procurement are identified and applied to their own organisation The five advantages of integrating the purchasing function into the overall operations planning process are accurately listed The tools for positioning an organisation are critically evaluated, specifically referring to PESTLE, SWOT, Porter's Five Forces of Industry Analysis, the Boston Consulting Group Matrix, and the Balanced Scorecard • The advantages and disadvantages of cost-benefit analysis are accurately discussed		

A Master Learning Curriculum for Supply Chain Management in the Public Sector
NQF level 7: Supply Chain Manager

A The Supply Chain Environment					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>KM-01-KT04: Theories of managing work groups and teams (20%)</p> <p>KT0401 The theories of managing work groups and teams</p> <p>KT0402 Key concepts: taking ownership, decision making, empowerment and responsibility</p> <p>KT0403 Teams and stages of team development</p>	<p>Evaluate the concept of authority, delegation and accountability when managing the purchasing and supply function</p> <p>Assess techniques for building, motivating and managing successful teams within the purchasing and supply function</p> <p>Assess the sources of conflict which may arise within the purchasing and supply function</p> <p>Explain how to build relationships and encourage integration with other parts of the business</p> <p>Assess the benefits of a systematic approach to recruitment, appraisal, training and development</p>	<p>PM-01-PS04: Manage work groups and teams within the supply chain function</p> <p>PA0401 Develop and implement and effective RACI model for the supply chain function</p> <p>PA0402 Assess and implement the most effective techniques for building, motivating and managing successful teams within the supply chain function</p> <p>PA0403 Assess the sources of conflict which may arise within the supply chain function</p> <p>PA0404 Build effective relationships and encourage integration with other parts of the business</p> <p>PA0405 Evaluate techniques to deal with conflict within teams and between individuals in the supply chain functions</p> <p>PA0406 Assess the benefits of a systematic approach to recruitment, appraisal, training and development</p> <ul style="list-style-type: none"> • 	<p>The difference between 'power' and 'authority', and 'team' and 'group' are defined</p> <p>The advantages of delegating to both the manager and the employee are accurately listed</p> <p>The advantages of forming autonomous groups within the supply chain function are evaluated</p> <p>The five potential problems associated with employee appraisals and its impact on the supply chain function is critically evaluated</p> <p>During simulated meetings the learner applies the different approaches to conflict, i.e. avoidance, accommodation, compromise, competition and collaboration</p> <p>The different perspectives on conflict are evaluated</p> <p>The potential sources of conflict within organisations are identified with suggestions made re conflict resolution within the learners own organisation</p> <p>The importance of conflict management is critically evaluated</p> <p>The advantages and disadvantages of the different methods used to recruit employees for the supply chain function is clearly listed</p> <p>The importance of training in relation to professionalising procurement and supply chain employees is analysed</p>		

A Master Learning Curriculum for Supply Chain Management in the Public Sector
NQF level 7: Supply Chain Manager

A The Supply Chain Environment					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
KM-01-KT05: Theories and processes of managing change (20%) KST0501 Theories and processes of managing change KT0502 Organisational change and the impact on the organisation KT0503 Change management plans	Evaluate the causes of organisational change and analyse their potential impact on the organisation Differentiate between the need for fundamental and incremental change in organisations Formulate plans to overcome human resistance to change and to implement change successfully within the purchasing and supply function Identify and analyse the current legislation relating to employment and equality of opportunity in organisations Evaluate the impact of e-commerce and technology on the management of organisations and people, and in particular the benefit to the purchasing and supply function Identify ways to monitor and control the impact of the change process on the performance of the supply chain and assess their effectiveness Assess the importance of managing continuity of performance whilst implementing change and explain how to do this	PM-01-PS03: Manage change PA0301 Evaluate the causes of organisational change and analyse their potential impact on the organisation PA0302 Identify ways to monitor and control the impact of the change process on the performance of the supply chain and assess their effectiveness PA0303 Differentiate between the need for fundamental and incremental change in organisations PA0304 Formulate plans to overcome human resistance to change and to implement change successfully within the supply chain function PA0305 Assess the importance of managing continuity of performance whilst implementing change and explain how to do this PA0306 Evaluate the impact of e-commerce and technology on the management of organisations and people, and in particular the benefit to the supply chain function	The five possible drivers of change is accurately identified and explained The possible reasons for resistance to change are clearly listed The benefits of e-commerce to the organisation are clearly defined The benefits of intranet and internet to the supply chain function are accurately listed The benefits of e-procurement to an organisation are discussed in detail The different components of a change plan are evaluated and its nature defined The skills a manager should possess to drive change is critically evaluated The difference between a planned- or incremental approach to change within the supply chain function is accurately discussed		

A Master Learning Curriculum for Supply Chain Management in the Public Sector
NQF level 7: Supply Chain Manager

A The Supply Chain Environment					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
				<p>WM-01-WE01: Liaise with various stakeholders, suppliers and customers over a period of three months</p> <p>WA0101 Develop an ethical code of conduct for your organisation, with specific reference to: Accepting gifts from a supplier. Accepting an invitation for dinner. Engaging in a personal friendship with a supplier sales representative. Extending the deadline for a competitive bid to one of your suppliers. Giving the right of first refusal to your current supplier</p> <p>WA0102 Produce a monthly report for your purchasing manager, production manager and logistics manager. Reflect which areas being reported on would be the same and which would be different</p> <p>WA0103 Assess the validity of the assumption that companies involved in the supply chain are willing to work closely together and are willing to develop partnership relationships</p> <p>WA0104 Evaluate how culture affects the way in which business is conducted today using Hofstead's model of national culture and a nationality of your choice</p> <p>WA0105 Use practical examples in your evaluation of the view that effective knowledge management can provide organisations with the key source for competitive advantage by enabling themselves to customers and stakeholders</p>	<p>SE0101 Ethical code of conduct</p> <p>SE0102 Comparative monthly reports to the purchasing manager, production manager and logistics manager</p> <p>SE0103 Cultural assessment against Hofstead's model</p> <p>SE0104 Knowledge management study proving to be a competitive edge to customers and suppliers</p>

NQF level 7: Supply Chain Manager

A The Supply Chain Environment					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
				WM-01-WE02: Set performance indicators and Set performance indicators and manage service, team and individual performance over a period of three months over a period of three months WA0201 Identify the purchasing and supply chain function's core and non-core activities within your organisation and illustrate how purchasing and supply chain policies and procedures adds value to your company WA0202 Illustrate how employees can increase their level of power within your organisation and identify how conflicts arising within the organisation are as a result of poor communication WA0203 Discuss how group cohesiveness affects your organisation's performance and the effect employee turnover as a cost to the business	SE0201 Supply chain evaluation in terms of core- and non-core activities and value add analysis to company SE0202 Employee levels of power identified SE0203 Conflicts identified resulting from poor communication SE0204 Employee turnover analysis in organisation

A Master Learning Curriculum for Supply Chain Management in the Public Sector
NQF level 7: Supply Chain Manager

B Demand					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
KM-05: International Trade Theory KM-05-KT01: The fundamentals of international trade (25%) KT0101 The objectives and scope of international trade KT0102 The current and past direction of international capital flows KT0103 Balance of payments basics KT0104 South African current international trade situation	List the scope and objectives of international trade Analyse the points of departure of traditional and modern trade theories Examine the current and future needs for international trade Define the barriers to international trade Define the INCO terms such as FOB, FOR, FAS, CIF, counter trade and forward cover on pricing Define international portfolio investments and how are they distributed throughout the world economy Discuss foreign exchange markets Examine the impact of exchange rates on the flows of capital and trade Define balance of payments. Explore the role that balance of payments plays in international trade. Analyse the impact of long- and short term capital transactions on international trade. Explain the concept of balance of payments equilibrium. Discuss the economic interpretations of the balance of payments.	PM-05-PS01: Analyse the concept of international trade PA0101 Determine the scope and objectives of international trade PA0102 Conduct a trend analysis on the current and past direction of international capital flows PA0103 Evaluate the impact of fluctuating exchange rates on international trade PA0104 Apply balance of payments accounting in international trade PA0105 Write a research report of at least 700 words on the impact of the SA trade policy on economic growth and the challenges SA face in terms of international trade	The role of international trade within the economy is explained The networks that are necessary for an effective storage and distribution function are developed and implemented A trend analysis is conducted on the current and past direction of international capital flows The impact of fluctuating exchange rates on international trade is evaluated Balance of payments accounting is applied in international trade A research report of at least 700 words is submitted on the impact of the SA trade policy on economic growth and the challenges SA face in terms of international trade	WM-05-WE01: International trade systems, policies and procedures WA0101 Develop an international trade strategy that aligns to the strategic plan of the organisation and meet customer service needs WA0102 Identify at least three key strategic role players WA0103 Propose improvements to ensure an effective and efficient international trade and counter trade system	SE0101 International trade strategy developed and signed off by top management SE0102 Three strategic role-players listed SE0103 Continuous improvement strategy developed and signed off by top management

A Master Learning Curriculum for Supply Chain Management in the Public Sector
NQF level 7: Supply Chain Manager

B Demand					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>KM-05-KT02: The role of trade policy in facilitating or inhibiting international trade (25%)</p> <p>KT0201 The impact of current SA trade policy</p> <p>KT0202 The impact of trade policy on economic growth</p>	<p>Evaluate the impact of the SA Trade Policy on current and future international trade</p> <p>Discuss the role of trade policy and its impact on economic growth</p> <p>Examine the impact of volume restriction on trade and its impact on economic growth</p> <p>Define "internal – and external economies of scale.</p> <p>Discuss the concept of the mobility of production factors across international borders.</p> <p>Define the concept protectionism.</p> <p>Explore the relationship between protection and welfare in an international trade context.</p> <p>Provide a description of an optimum tariff.</p> <p>List the fundamental principles associated with export tax.</p> <p>Define export subsidy.</p> <p>Discuss voluntary export restraints.</p> <p>Describe the concept of export and import quotas.</p> <p>List the concepts of external economies of scale and competitive position.</p> <p>Discuss the need and benefits of having a strategic trade policy.</p> <p>List the fundamentals of the SA trade policy.</p> <p>Explore the various market forms could influence trade policy.</p> <p>Discuss the implications of regionalisation on trade policy.</p>	<p>PM-05-PS02: Evaluate the impact of South Africa's trade policy on international trade and economic growth</p> <p>PA0201 Conduct an impact analysis on the role of the South African trade policy on international trade and economic growth</p> <p>PA0202 Develop a strategic trade policy</p>	<p>An impact analysis is conducted, outlining, the role of the SA trade policy on international trade and economic growth</p> <p>A strategic trade policy is developed to maximise profitability and minimise risk</p>	<p>WM-05-WE02: Conducting a trade policy analysis and determine its impact on the South African economy and international trade</p> <p>WA0201 Assess the role of trade policy, indicating how current SA trade policy is impacting on current and future international trade</p> <p>WA0202 Evaluate fundamental concepts of trade policy to determine their influences on and implication for international trade</p> <p>WA0203 Assess the role of trade policy, indicating how current SA trade policy is impacting on economic growth</p>	<p>SE0201 Trade policy analysis signed off by relevant supervisor</p> <p>SE0202 Impact assessment on international trade and economic growth</p>

A Master Learning Curriculum for Supply Chain Management in the Public Sector
NQF level 7: Supply Chain Manager

B Demand					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>KM-05-KT03: The international trade process (25%)</p> <p>KT0301 International procurement and supply</p> <p>KT0302 Roleplayers in international trade</p> <p>KT0303 International trade and risk</p> <p>KT0304 Legal concepts and international trade</p>	<p>Discuss the basic barriers to international trade</p> <p>Explore the roles in the international trade process</p> <p>List the fundamental risks associated with international trade</p> <p>Examine the impact of globalisation on international trade</p> <p>Discuss the key legal concepts relating to international trade</p> <p>Discuss the difference between international and global purchasing.</p> <p>List the differences in planning for international purchasing and for global purchasing.</p> <p>Explore how the organisational structures impacts on the various international sourcing situations.</p> <p>List the procedures and processes for selecting suppliers on the international market.</p> <p>Explore how to identify and ensure correct completion of the documents used in the payment procedures for international sourcing.</p> <p>List the reasons for following the required procedures and what the consequences are for not following them.</p>	<p>PM-05-PS03: Evaluate and implement the international trade process</p> <p>PA0301 Apply the international procurement and supply process</p> <p>PA0302 Conduct a stakeholder analysis, highlighting the key roleplayers in the international trade environment</p> <p>PA0303 Utilise the documentation relevant to the different role players in accordance with their purpose</p> <p>PA0304 Apply the international trade process whilst dealing with the legal implications for the organisation, supply market and country</p>	<p>Draw a flow diagram of the international procurement and supply process</p> <p>A stakeholder analysis is conducted, highlighting the key roleplayers in the international trade environment</p> <p>The documentation relevant to the different role players is utilised in accordance with their purpose</p> <p>The international trade process is applied whilst dealing with the legal implications for the organisation, supply market and country</p>	<p>WM-05-WE03: Examining and analysing methods for improving the international trade process</p> <p>WA0301 Develop international trade stakeholder analysis within own work environment</p> <p>WA0302 Complete relevant documentation pertaining to role-players in accordance with their purpose</p> <p>WA0303 Apply the international trade process whilst dealing with the legal implications for the organisation, the supply market and the country</p> <p>WA0304 Complete a risk analysis, recommending suitable precautionary measures</p>	<p>SE0301 Stakeholder analysis completed and signed off by all parties</p> <p>SE0302 Relevant documentation completed and signed off by all parties</p> <p>SE0303 Risk analysis and contingency plans completed and signed off by all parties</p>
<p>KM-05-KT04: The fundamentals of counter trade (25%)</p> <p>KT0301 The concepts of counter trade</p> <p>KT0302 The benefits and pitfalls in applying counter trade</p> <p>KT0303 Counter trade activities and procedures</p>	<p>Discuss the concepts and aims of counter/reciprocal/barter trade</p> <p>Examine the impact of forward cover on pricing, and subsequently consumption investment and growth</p> <p>Define the benefits and pitfalls in applying counter trade</p> <p>List the activities and procedures that ensure effective counter trade</p>	<p>PM-05-PS04: Analyse and apply the fundamentals of counter trade</p> <p>PA0401 Examine and analyse methods for improving the counter / reciprocal / barter trade system</p> <p>PA0402 Execute counter trade transactions to exchange goods, services, or ideas for money</p> <p>PA0403 Apply forward cover to transactions in accordance with specific purposes and principles</p> <p>PA0408 Examine legal issues involved with counter trade</p>	<p>Implement methods to improve the counter / reciprocal / barter trade system</p> <p>Goods, services and ideas are obtained through counter trade transactions</p> <p>Forward cover is applied to transactions</p> <p>Legal issues are addressed through normal channel</p>	<p>WM-05-WE04: Examining and analysing methods for improving the counter trade process</p> <p>WA0401 Execute counter trade transactions as per company policies and procedures</p> <p>WA0402 Apply forward cover in accordance with specific purposes and principles</p>	<p>SE0401 Goods, services or ideas exchanged for money</p> <p>SE0402 Forward cover applied</p>

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C Acquisition					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence

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D Logistics					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>KM-04: Storage and Distribution Theory. NQF level 7 KM-04-KT01: Objectives and scope of storage and distribution (20%) KT0101 The objectives and scope of storage and distribution KT0102 The role of Storage and Distribution within the supply chain function KT0103 Key objectives aligned to value add within the organisation</p>	<p>List the scope and objectives of stores and distribution Examine the connections between distribution and stores and the supply chain Develop effective and measurable service standards Assess the concept of adding value in stores and distribution Analyse the problems associated with the area of service to cost trade-offs</p>	<p>PM-04-PS01: Analyse the objectives and scope of storage and distribution PA0101 Determine the scope and objectives of storage and distribution PA0102 Analyse and explain connections between distribution, storage and the supply chain PA0103 Develop effective and measurable service standards PA0104 Assess and evaluate the concept of adding value in storage and distribution PA0105 Analyse the problems associated with the area of service to cost trade-offs</p>	<p>The role of storage and distribution within the organisation is explained The networks that are necessary for an effective storage and distribution function are developed and implemented The total cost concept and its relevancy to the organisation is discussed Appropriate action plans are developed to improve customer service, focusing on internal and external customer service levels The concept of adding value in the above context is discussed with appropriate illustrations The appropriate methods of appraising the major cost and service parameters in the storage and distribution area, are identified and implemented</p>	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
<p>KM-04-KT02: Principles and concepts of distribution planning and moving goods (20%) KT0201 Principles and concepts of distribution planning and moving goods KT0202 Transport modes</p>	<p>Evaluate the strategic factors affecting the choice of a storage and distribution network Appraise the role of third party contractors and logistic service providers Assess the importance of good transport routing and load planning Assess the impact of customs controls and risk associated with Inco-terms</p>	<p>PM-04-PS02: Plan distribution and movement of goods PA0201 Evaluate the strategic factors affecting the choice of a storage and distribution network PA0202 Appraise and evaluate the role of third party contractors and logistic service providers PA0203 Appraise and evaluate different transportation modes PA0204 Assess the importance of good transport routing and load planning PA0205 Assess the impact of import customs controls and risks associated with different Inco-terms</p>	<p>The macro level factors affecting the choice of a storage and distribution network are accurately listed The various components of a distribution network are defined and its relevance to the rest of the supply chain function discussed. The criteria used to appraise third party contractors and logistic level providers, are evaluated The characteristics and suitability of various transport modes for different consignments are evaluate The importance of good transport routing and load planning is discussed The importance of import control on effective storage and distribution is discussed</p>	<p>WM-04-WE02: Develop and implement performance standards over a period of three months for third party contractors and logistic service providers WA0201 Develop objectives and key performance standards to improve the performance of your third party contractors and logistic service suppliers WA0202 Include KPIs for different transport routes and load approvals</p>	<p>SE0201 Performance management agreements with external providers completed and signed off by all parties</p>

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D Logistics					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
KM-04-KT03: Principles of warehousing and storage of goods (20%) KT0301 The principles of warehousing and storage of goods KT0302 Importance of legal compliance within warehousing and storage of goods KT0303 The context of management of goods	Appraise the role and effects of warehousing and storage of goods on the efficiency and effectiveness of the activity Assess the different types of warehouses and equipment available Evaluate different types of coding systems Assess the methods used in the introduction of new items and the handling of obsolete or redundant stock Propose methods for handling customer returns and reverse logistics Evaluate methods for managing unit loads, pallets, cages and tote boxes	PM-04-PS03: Manage and move goods to warehouse and storage facility PA0301 Appraise and evaluate the role and effects of warehousing and storage of goods on the efficiency and effectiveness of the activity PA0302 Assess the different types of warehouses and equipment available PA0303 Evaluate different types of coding systems PA0304 Assess the methods used in the introduction of new items and the handling of obsolete and redundant stock PA0305 Propose methods for handling customer returns and reverse logistics PA0305 Evaluate methods for managing unit loads, pallets, cages and tote boxes PA0306 Appraise and evaluate inventory control systems for independent and dependent demand	Appropriate methodologies for evaluating the cost and service requirements when designing the internal layout of a stores or warehouse are identified and discussed The different types of warehouses and stores which are found in different organisations, are evaluated: <ul style="list-style-type: none"> • Manufacturing versus service • Push/pull environments • Public versus private sector The learner develops an efficient coding system in terms of significant or sequential types of products/services The methods used when introducing new stock and dealing with obsolete or redundant stock, are listed The KPIs for returns and reverse logistics, are defined and implemented The problems that could be experienced re pallets, roll cages, tote boxes, and possible solutions are discussed Inventory control systems are discussed and its importance within the storage and distribution environment	WM-04-WE01: Develop a storage and distribution network over a period of at least six months in response to the needs of the organisation and the market WA0101 Develop operational plan that aligns to the strategic plan of the organisation and meet customer service needs – include the major cost and service parameters that need to be evaluated in the storage and distribution area WA0102 Identify at least three key strategic partners WA0103 Propose improved internal layout of warehouses and stores and alternative storage solutions if needed WA0104 Evaluate different types of coding systems that will suit the specific needs of your organisation and recommend one to the management team WA0105 Appraise and evaluate inventory control systems for independent and dependent demand.	SE0101 Storage and distribution operational plan developed and signed off by top management SE0102 Three strategic partners listed SE0103 Warehouse and stores layout evaluation completed and suggested improvements signed off by supervisor SE0104 Coding systems analysis concluded and recommendations presented to management SE0105 Inventory control systems appraisal concluded and signed off by supervisor

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D Logistics					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
KM-04-KT04: Methods of controlling stores and distribution (20%) KT0301 Methods of controlling stores and distribution KT0302 The importance of systems and performance criteria to controlling and managing of stores	Examine the methods for improving security in the area Establish systems for controlling and managing stores and distribution activity Establish performance criteria Assess the different roles of efficiency and effectiveness Assess the use of operational research techniques in stores and distribution Manage and implement the requirements of health and safety and the handling of dangerous and hazardous goods legislation in a materials environment	PM-04-PS04: Control storage and distribution, including legal aspects PA0401 Examine and analyse methods for improving security in the area PA0402 Establish systems for controlling and managing storage and distribution activity PA0403 Establish performance criteria for controlling storage and distribution PA0404 Assess the different roles of efficiency and effectiveness PA0405 Assess the use of operational research techniques in storage and distribution PA0406 Identify and explain the requirements of health and safety legislation within a storage and distribution environment PA0407 Explain the requirements of the control of substances hazardous to health regulations within a storage and distribution environment PA0408 Examine legal issues involved with the transport of hazardous goods	The need for effective security systems and how it can be improved are discussed briefly Different systems established to control and manage the activity, are evaluated Major performance criteria are identified re: Service levels Utilisation Performance ratios Comparative ratios Benchmarking The difference between efficiency and effectiveness are explained The effective and efficient distribution network includes: Network analyses Distribution modelling Simulation Queuing theory Health and Safety inspection is performed and the relevance of the procedures on dangerous and hazardous goods are discussed	WM-04-WE03: Examine and analyse methods for improving security in the area over a period of three months WA0301 Identify different security measures that could be used in the area WA0302 Analyse the effectiveness of different systems within your context and make recommendations to management on improvements that could be introduced WA0303 Execute at least two health and safety checks, and develop a compliance plan for the moving of hazardous and dangerous goods	SE0201 Different security measures identified and the most effective one selected for your organisation SE0202 Current security system compared to new systems on the market and improvements recommended to management SE0203 Health and safety checks concluded and signed off by supervisor SE0204 'Moving of hazardous and dangerous goods' Compliance Plan submitted and signed off by supervisor
KM-04-KT05: The role of ICT in storage and distribution (20%) KT0501 The role of ICT in storage and distribution KT0502 New concepts and developments in the area of ICT	Evaluating the role of ICT in stores and distribution Evaluate major developments in ICT and their effect on storage and distribution Evaluate the use and impact of the internet on the stores and distribution function Evaluate the use of Enterprise Resource Planning (ERP) and its overall value to the organisation	PM-04-PS05: Evaluate the role of information and communication technology (ICT) PA0501 Evaluate the role of ICT in storage and distribution PA0502 Evaluate major developments in ICT and their effect on store and distribution PA0503 Evaluate the use and impact of the internet on the storage and distribution function PA0504 Evaluate the use of Enterprise Resource Planning (ERP) and its overall value to the organisation.	The importance of ICT in storage and distribution is discussed The impact of the internet on the function is detailed The role of storage and distribution when involved in an ERP system is evaluated	WM-04-WE04: Develop and implement an ICT system in storage and distribution over a period of six months WA0401 Develop a business case around the introduction of a new computer system that will enhance efficiency and effectiveness of the stores WA0402 Write a motivation to management on how enterprise resource planning will contribute to cutting costs, improve operational efficiency, and improve decision-making	SE0401 Business case developed and signed off by supervisor SE0402 Enterprise Resource Planning motivation signed off by management

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E Performance & Control					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>KM-02: Risk and Supply Chain Vulnerability Theory</p> <p>KM-02-KT01: Theories and concepts related to the nature of risk in the supply chain (60%)</p> <p>KT0101 Theories and concepts related to the nature of risk in supply chain</p> <p>KT0102 The sources of risks and the likely impact of those risks upon the organisation</p> <p>KT0103 Systems for testing risks and monitoring them accordingly</p>	<p>Define the terminology used in risk assessment and management</p> <p>Distinguish between direct physical loss (e.g. disrupted supply) and indirect consequential loss (e.g. reputation)</p> <p>Analyse potential sources of risk to organisations of both internal and external origin</p> <p>Analyse and explain the use of segmentation and business tools to reduce supply chain vulnerability</p> <p>Distinguish between strategic, operational and project-based areas of risk</p> <p>Evaluate the role of an organisation's stakeholders in risk management</p> <p>Evaluate how effective risk management can have positive benefits for organisations</p> <p>Assess risks involved with using technology</p>	<p>PM-02-PS01: Analyse the nature of risk in supply chain</p> <p>PA0101 Develop an effective end-to-end supply chain function</p> <p>PA0102 Distinguish between direct physical loss (e.g. disrupted supply) and indirect consequential loss (e.g. reputation)</p> <p>PA0103 Analyse potential sources of risk to organisations of both internal and external</p> <p>PA0104 Use segmentation and business tools to reduce supply chain vulnerability</p> <p>PA0105 Distinguish between strategic, operational and project based areas of risk</p> <p>PA0106 Evaluate the role of an organisation's stakeholders in risk management</p> <p>PA0107 Evaluate how effective risk management can have positive benefits for organisations</p> <p>PA0108 Assess risks involved with using technology</p>	<p>'Risk', 'hazard', 'uncertainty' and 'exposure', 'losses', 'risk evaluation' and 'risk appetite' are correctly defined and their relevance accurately explained'</p> <p>The principles of risk strategy are listed and the means in collecting and analysing data from different business units are analysed</p> <p>Five examples are cited when a colleague may have caused a problem with a supplier</p> <p>The external and internal stakeholder in both a public and a private sector organisation of choice are identified and their contributions to risk evaluated</p> <p>The organisation's key service and delivery partners are identified and critically evaluate against performance measures</p> <p>The learner's discussion with their managers of their perceptions of the risks faced within their organisation is concise and to-the-point</p> <p>Buy-in is obtained during a simulated briefing session from various stakeholders for building a major extension to a building</p> <p>Risks are identified and prioritised that will be faced by the business team over the next six months</p> <p>The three greatest external risks to the organisation are critically evaluated and contingency measures are developed to mitigate the risk</p> <p>Ten suppliers are critically evaluated against Kraljic's matrix</p> <p>The impact on companies' reputation as a result of negative media exposure is discussed</p>		

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E Performance & Control					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
			<p>The needs and desires of various stakeholder groups are identified that may impact upon the supply chain and any areas that may be potentially in conflict</p> <p>The successful decisions that have been made recently in respect of risk mitigation strategy are identified and critically evaluated for accuracy and timeliness</p> <p>The costs of a critical service being unavailable for days or weeks are accurately calculated</p> <p>An area of vulnerability is identified in each link of an organisation's supply chain, as well as the technological risk in each area</p> <p>The key elements of the risk cycle are accurately defined</p> <p>The effects that changes in the environment (such as internet trading and legislation) might have on the supply chain, as well as the impact on the business</p> <p>Risks at a strategic, operational and project level in an organisation are identified with an evaluation of the ones that are pertinent within the learner's own organisation</p>		

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E Performance & Control					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>KM-02-KT02: Theories of reviewing risk management processes and structures (20%)</p> <p>KT0201 Develop a risk management strategy</p> <p>KT0202 Evaluate the theories of reviewing risk management processes and structures</p> <p>KT0203 Formulate an effective risk management process in the context of an organisation's strategic objectives and a dynamic external environment</p>	<p>Define objectives and content for a risk management strategy</p> <p>Identify key stages of a risk management process; risk identification, risk analysis, risk evaluation, risk treatment and risk reporting</p> <p>Evaluate the probability of a risk occurring in particular circumstances, the possible consequences and the potential range of mitigating actions required</p> <p>Analyse the resources required for effective risk management and for building a risk aware culture within organisations</p> <p>Propose ways in which third party supplier resources are used to reduce risk and mitigate losses during a risk event</p> <p>Develop an appropriate risk register for the purchasing and supply function</p> <p>Evaluate insurance as a financial means of risk protection</p> <p>Identify and apply a range of qualitative and quantitative risk identification and analysis techniques to ensure better decision quality in reviewing alternatives for a superior project outcome</p>	<p>PM-02-PS02: Analyse and apply risk management processes and structures within the supply chain function</p> <p>PS0201 Develop a risk management strategy</p> <p>PS0202 Formulate an effective risk management process in the context of an organisation's strategic objectives and a dynamic external environment</p> <p>PS0203 Evaluate the probability of a risk occurring in particular circumstances, the possible consequences and the potential range of mitigating actions required</p> <p>PS0204 Analyse the resources required for effective risk management and for building a risk aware culture within organisations</p> <p>PS0205 Propose ways in which third party supplier resources are used to reduce risk and mitigate losses during a risk event</p> <p>PS0206 Develop an appropriate risk register for the supply chain function</p> <p>PS0207 Evaluate insurance as a financial means of risk protection</p> <p>PS0208 Identify and apply a range of qualitative and quantitative risk identification and analysis techniques to ensure better decision quality in reviewing alternatives for a superior project outcome</p>	<p>The elements that need to be addressed in developing a risk management strategy are clearly listed and discussed in relation to the learner's own organisation</p> <p>The effective use of resources to minimise the effect of fruitless and wasteful expenditure are discussed</p> <p>The resources are listed that might be needed by a small cafe to mitigate risks which may prevent ensuring that all customers are satisfied with their lunch</p> <p>Potential risks are identified through the use of an Ishikawa cause-and-effect diagram in contracting with a new supplier. The root cause of these risks and the impact on the organisation are analysed and different ways of mitigating these risks are identified</p> <p>The causes for an accident or near-miss form to be filled in, is briefly explained</p> <p>The impact of the corporate risk strategy on the recruitment, retention, health and safety of key staff, is critically evaluated</p> <p>The alignment of the supply chain function's objectives to the corporate strategy is critically evaluated</p> <p>The quantitative and qualitative techniques are evaluated that will be used to identify risk within the supply chain function</p> <p>Provide a brief verbal explanation regarding on how the company's finance strategy affects the management of cash flow</p> <p>The importance of business insurance is discussed and the factors that would be considered when selecting an insurance company or insurance broker</p> <p>The advantageous and disadvantageous of sharing the risk with the upstream and/or the downstream supply chain are listed</p> <p>The hazards that may be encountered when buying a product or service are accurately listed</p>	<p>WM-02-WE01: Identify risks and implement risk management processes in your organisation over a period of three months</p> <p>WA0101 Produce a set of notes on the concepts of risk and the practice of risk management that you will use for a presentation to train new employees</p> <p>WA0102 Compare and contrast the risks that stem from within your organisation and those that are created outside your organisation</p> <p>WA0103 Use current projects within your organisation to determine the differences between strategic, operational and project-based areas of risk</p> <p>WA0104 Design a risk management strategy for your organisation</p> <p>WA0105 Develop a plan of action to increase the risk awareness of your purchasing and supply function</p> <p>WA0106 Develop five clauses that you might include in a contract with a new supplier to ensure that they take responsibility for supply chain risks</p> <p>WA0107 Select two qualitative and two quantitative risk management methods and describe how they can be effectively used within your organisation to gain a competitive advantage</p> <p>WA0108 Analyse the risks most prevalent within your own organisation using the PESTEL model</p>	<p>SE0101 Induction presentation on risk within your organisation</p> <p>SE0102 Internal and external risk assessment document</p> <p>SE0103 Strategic, operational and project-based areas of risk within your organisation</p> <p>SE0104 Risk management strategy developed</p> <p>SE0105 Risk awareness creation action plan</p> <p>SE0106 Contract clauses on risk</p> <p>SE0107 Analysis of two qualitative and two quantitative risk management methods and competitive advantage to your organisation</p> <p>SE0108 PESTEL analysis of your organisational risks</p>

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E Performance & Control					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>KM-02-KT03: Theories and principles of managing risk and vulnerability in particular situations (20%)</p> <p>KT0301 Theories and principles of managing risk and vulnerability in particular situations</p> <p>KT0302 Risk mitigation in various supply chain issues</p> <p>KT0303 Contingency plans designed to overcome the risk situation</p>	<p>Theories and principles of managing risk and vulnerability in particular situations</p> <p>Analyse specific key risks and exposures in purchasing and supply and identify appropriate mitigating actions</p> <p>Formulate sound and appropriate negotiation strategies to reduce future contract risk and supply chain vulnerability to enhance long-term business value</p>	<p>PM-02-PS03: Plan to reduce the likelihood of risk events happening and reduce impact if they do occur</p> <p>PA0301 Develop appropriate solutions to mitigate the inherent risks in a variety of supply chain issues</p> <p>PA0302 Evaluate and apply monitoring and control techniques for testing risk on an on-going basis</p> <p>PA0303 Develop contingency plans designed to overcome risk situations</p> <p>PA0304 Analyse specific key risks and exposures in supply chain and identify appropriate mitigating actions</p> <p>PA0305 Formulate sound and appropriate negotiation strategies to reduce future contract risk and supply chain vulnerability to enhance long-term business value</p>	<p>The techniques available to appraise potential suppliers are researched, and the most appropriate selected for use within the learner's own organisation</p> <p>The possible risks of giving line managers authority to make all purchases are clearly identified in relation to a more fragmented approach</p> <p>The relevance of hazard prevention and safety procedures to the supply chain operations are discussed, and the possible consequential losses to their organisation should these not be in place</p> <p>The possible sources of corruption are critically evaluated and how they could be avoided</p> <p>The relevance of using agents in foreign countries to act on behalf of the organisation is discussed in relation to political stability, payment methods, local knowledge, environmental and legal issues and others</p> <p>Accurately define over- and under-specification of a product or service and the impact on the supply chain function</p> <p>During a simulated meeting the learner resolves issues such as product quality with a supplier without resorting to legal interventions</p> <p>The different ways in which a contract can be awarded are accurately listed and the most suitable for the learner's organisation are selected</p> <p>The events are critically evaluated which could adversely affect a supplier's ability to supply the right quantity, quality or cost of products</p> <p>The impact of liquidated damages and penalties on supplier relationships are listed.</p> <p>The potential risks associated with high-profile projects and consider what the mitigating circumstances might be, are defined</p> <p>The success and failures of public private partnerships (PPP) are listed some of the factors which contributed to these are identified</p> <p>The CSR issues in which your organisation has an interest are listed which could influence the way you manage your supply chain</p>	<p>WM-02-WE02: Develop and implement contingency plans to address the risks identified within the supply chain function over a period of three months</p> <p>WA0201 Conduct a review to determine what preventive steps might be taken to reduce the risks of a disaster occurring and to make a speedy recovery if possible</p> <p>WA0202 Develop a contingency plan designed to overcome risks situations specific to your organisation</p>	<p>SE0201 Disaster recovery plan developed for your organisation</p> <p>SE0202 Contingency plan developed for your organisation</p>

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Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>KM-03: Supply Chain Performance Measurement Theory</p> <p>KM-03-KT01: Theories and processes related to maximising competitiveness (20%)</p> <p>KT0101 Maximising competitiveness</p> <p>KT0102 Supplier network</p> <p>KT0103 Cost reduction models</p>	<p>Explain how to manage systematic organisational efforts to create and maintain networks of competent suppliers and to develop their capabilities to meet competitive challenges</p> <p>Evaluate and explain different ways in which to manage and maintain effective communications between an organisation and suppliers in the development, presentation and transfer of quality specifications for the assurance of compliance</p> <p>Explain ways in which to manage cost reduction for organisational efficiency and provide added value to customers</p> <p>Plan and develop a well-structured approach to measuring the performance of suppliers</p> <p>Analyse different supply markets and conditions, and develop proposals for the revision of associated operational processes, in conjunction with suppliers and logistics functions</p> <p>Explain how to manage systematic organisational efforts to create and maintain networks of competent suppliers and to develop their capabilities to meet competitive challenges</p>	<p>PM-03-PS03: Maximise competitiveness amongst suppliers</p> <p>PA0301 Explain how to manage systematic organisational efforts to create and maintain networks of competent suppliers and to develop their capabilities to meet competitive challenges</p> <p>PA0302 Analyse different supply markets and conditions, and develop proposals for the revision of associated operational processes, in conjunction with suppliers and logistics functions</p> <p>PA0303 Explain ways in which to manage cost reduction for organisational efficiency and provide added value to customers</p> <p>PA0304 Plan and develop a well-structured approach to measuring the performance of suppliers</p> <p>PA0305 Evaluate and explain different ways in which to manage and maintain effective communications between an organisation and suppliers in the development, presentation and transfer of quality specifications for the assurance of compliance</p>	<p>Supplier performance is measured and evaluated as an important aspect of the delivery of the contract</p> <p>Specifications are developed that could ensure that the right performance standards are incorporated into the sourcing of suppliers</p> <p>The process by which discounts are secured is accurately described</p> <p>The impact of research on the competitiveness of the organisation is discussed, focusing specifically on purchased materials, major purchased commodities, vendors and the purchasing system</p> <p>The correct procedures are used during simulated negotiations to ensure that the best price is incorporated in the contract with a possible supplier</p> <p>The contribution from competent and valued suppliers is evaluated to determine an organisation's performance against world-class standards</p> <p>The steps taken to achieve cost reductions within an organisation through logistical adjustments from order through to delivery are listed</p> <p>The contractual terms used by an organisation relating to supplier performance criteria are identified, indicating the potential pitfalls for compliance</p> <p>The potential value in entering into a partnership agreement with suppliers is discussed in detail</p> <p>Specification standards are communicated to suppliers through the correct communication channels</p> <p>The contribution of technology to reduced costs within an organisation is discussed briefly</p> <p>The benefits are listed of an organisation implementing JIT techniques</p> <p>Collaborative partnerships with first tier suppliers might lead to improved and consistent high quality service</p> <p>The intangible supplier performance that benefits the organisation is listed</p> <p>The various ways in which an organisation eliminates or reduces costs in the supply chain, including</p>		

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Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
KM-03-KT02: Theories and principles in using negotiation to manage and develop supplier relationships (20%) KT0201 Negotiating effective supplier relationships KT0202 Negotiation process alignment to organisational objectives KT0203 Negotiation techniques	Evaluate different negotiation strategies, styles and levels in different supply chain contexts and formulate appropriate strategies for negotiation within and across the supply chain Analyse and explain how to manage the negotiation process in line with organisational objectives Explain advanced negotiation techniques			WM-03-WE04: Use negotiation to manage and develop at least 2 supplier relationships over a period of six months WA0401 Draft plans that reflect clearly formulated objectives and the use of appropriate negotiating styles or tactics to assist in the negotiations. WA0402 Identify guidelines for ethical conduct during these negotiations WA0403 Display how transactional analysis, game theory and body language will benefit your negotiations	SE0401 Negotiation plans including ethical code of conduct, developed SE0402 Transactional analysis, game theory and body language applied during the negotiations process and signed off by supervisor

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E Performance & Control					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>KM-03-KT03: Theories and techniques for improving supply chain efficiency and effectiveness (30%) KT0301 Improving supply chain efficiency and effectiveness KT0302 Key performance indicators for individuals, team and suppliers</p>	<p>Describe how to develop and implement appropriate information and knowledge sharing systems between purchasing departments and suppliers to provide benefits from both parties Analyse the application of technology to automate and streamline key operational processes within the supply chain (both internal and external to the organisation) Evaluate and explain the benefits of automated processes and information flows and their impact on the supply chain performance</p>	<p>PM-03-PS02: Improve the efficiency and effectiveness of the supply chain PS0201 Evaluate and explain the benefits of automated processes and information flows and their impact on the supply chain performance PS0202 Develop and implement appropriate information and knowledge sharing systems between purchasing departments and suppliers to provide benefits to both parties PS0203 Analyse the application of technology to automate and streamline key operational processes within the supply chain</p>	<p>The importance of effective and efficient communication flows to the performance of the supply chain is discussed Security issues are discussed in relation to increasing data interchange and the consequences of breaches of that security The contribution of the organisational website to the visibility or effectiveness of the supply chain function is discussed in detail Learner utilizes technology to assist with data transfer and payment of suppliers The various controls that are necessary for effective knowledge flows (because of confidentiality and business risk) are identified and discussed in relation to its impact on supply chain effectiveness The role of information technology systems towards enabling an increase in the number of suppliers that can be handled by one employee, are discussed The protection of confidential information is discussed and its importance to the organisation Improvements in lead times, problem solving, product development is the result of interdependence and the sharing of business information Cost savings as, inter alia, the result of using EDI in the organisation is discussed and the manner in protective measures introduced to ensure that the organisation is protected from fraud</p>	<p>WM-03-WE05: Use information technology techniques for improving supply chain efficiency over a period of six months WA0501 Evaluate the extent to which your organisation use E-procurement technology and suggest possible improvements to the management WA0502 Introduce a web-based strategy to your organisation's management, clearly outlining its impact on commercial success WA0503 Evaluate the relevance of total quality management to the competitive position of your organisation</p>	<p>SE0501 Presentation on E-procurement signed off by supervisor SE0502 Web-based strategy developed and awareness created within organisation SE0503 Quality control principles relating to Functionality, Appearance, Reliability, Durability, SE0504 Recovery, Contact evaluated and report signed off by supervisor</p>

A Master Learning Curriculum for Supply Chain Management in the Public Sector
NQF level 7: Supply Chain Manager

E Performance & Control					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>KM-03-KT04: Theories and concepts related to the development and improvement of supplier performance (30%)</p> <p>KT0401 Theories and concepts related to the development and improvement of supplier performance</p> <p>KT0402 Monitoring performance of supplier against key performance indicators</p>	<p>Develop source-related activities so as to inform and provide value to other functional areas in the organisation, and in line with the overall objectives of the organisation</p> <p>Develop appropriate KPIs to improve supplier performance</p> <p>Analyse purchasing activities and explain how to manage them to assure an organisation meets its objectives</p> <p>Evaluate and explain the importance of developing and managing external contacts with the supply market</p> <p>Propose ways to develop new and existing suppliers and improve their performance</p> <p>Devise appropriate supplier management organisational models in both the centralised and decentralised purchasing and supply function, and demonstrate how other functional areas might interact in these models</p> <p>Describe appropriate leadership styles to support supplier development</p> <p>Identify the critical elements of supplier development</p> <p>Discuss environmental factors that influence the position of collectors, explain why shading would be a problem and how could this be prevented</p>	<p>PM-03-PS01: Develop and improve supplier performance</p> <p>PA0101 Develop source-related activities so as to inform and provide value to other functional areas in the organisation, and in line with the overall objectives of the organisation</p> <p>PA0102 Develop appropriate KPIs to improve supplier performance</p> <p>PA0103 Analyse supply chain management activities and explain how to manage them to assure an organisation meets its objectives</p> <p>PA0104 Evaluate and explain the importance of developing and managing external contacts with the supply market</p> <p>PA0105 Propose ways to develop new and existing suppliers and improve their performance</p> <p>PA0106 Devise appropriate supplier management organisational models in both the centralised and decentralised purchasing function, and demonstrate how other functional areas might interact in these models</p> <p>PA0107 Implement appropriate leadership styles to support supplier development</p> <p>PA0108 Identify the critical elements of supplier development and implement an effective supplier development</p>	<p>The contribution of the supply chain function to business improvement over a period of time is discussed with reference to specific examples.</p> <p>The impact of contract clauses on the supply relationship is discussed and the extent to which they can ensure compliance with performance standards.</p> <p>The learner negotiates, firstly, towards a traditional adversarial relationship with a commercial supplier, and, secondly, negotiating towards a modern-day relationship.</p> <p>The traditional model of 'lean supply chains with a 'just-in-time' philosophy are evaluated with specific reference to the increasing sophistication of modern customers plus the increasing fragmentation in the market.</p> <p>The further integration of the supply chain department with the other key functions for the overall benefit of the business is planned and the details are discussed.</p> <p>A potential source of 'economic shock' from one of several supply chain products, components or raw materials are identified and included in an extensive report on how the existing supply base would respond to pressures to continue to supply and</p>	<p>WM-03-WE01: Identify the role of the supply chain practitioner in improving supply chain performance</p> <p>WA0101 Describe the strategic importance of the supply chain function in your organisation and why it is positioned at the level it is. Also indicate how it influences your ability to improve supply chain performance</p> <p>WA0102 As a means of showing how the supply chain function has contributed to the success of your business and added value, include examples of business improvement over the last 12 months</p> <p>WA0103 Conduct a study within your organisation to determine how the supply chain function can respond to world 'shocks' (as a result of a combination of economic, political and natural events), minimise the impact and still add value</p> <p>WA0104 Identify whether the five Rs (right price, right quality, right quantity, right time and right place) are still relevant in your business of today</p> <p>WA0105 Within your organisation (and/or the market place), evaluate the traditional model of 'lean supply chains with a just-in-time philosophy', and determine its relevance for the modern customers</p>	<p>SE0101 Analysis of purchasing and supply chain's strategic importance and level of influence</p> <p>SE0102 Business improvement trend analysis over 12 months</p> <p>SE0103 Impact analysis of supply chain's role to minimize risk and value add</p> <p>SE0104 Analysis of 5 'Rs' relevance in your own organisation</p> <p>SE0105 Study concluded on 'lean supply chains with a just-in-time philosophy' and your organisation</p>

A Master Learning Curriculum for Supply Chain Management in the Public Sector
NQF level 7: Supply Chain Manager

E Performance & Control					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
		process	<p>remain a preferred supplier. The supplier audit process relates to genuine supplier problems. The impact of the correct leadership style on supplier development and relationships are discussed briefly. Effective KPIs are defined and implemented with a major supplier in response to an increasingly competitive market, setting targets that are realistic and achievable. The process followed to obtain appropriate information from suppliers for comparative purposes are accurately identified and its relevance accurately explained.</p>	<p>WM-03-WE02: Manage the supplier base over a period of six months to improve supply chain performance WA0201 The person will be expected to engage in the following work activities: WA0202 Scan the environment to obtain successful market intelligence and determine when your organisation would want to switch suppliers WA020 Demonstrate through examples how good communication contribute towards managing your supplier base WA0203 Induce at least two of your suppliers to lower their costs to increase their competitive advantage WA0204 Explore the type of research that your suppliers can undertake to improve its competitive advantage WA0205 Motivate the tiering of your organisation commodity/services supply base to management</p> <p>WM-03-WE03: Develop and improve objectives and key performance indicators over a period of six months to improve supply chain performance WA0301 Align the purchasing and supply function with organisational objectives WA0302 Develop effective KPIs for at least two of your suppliers WA0303 Assess your suppliers against these KPIs and provide them with feedback</p>	<p>SE0201 Market environment scan concluded SE0202 Case study detailing effect of good versus bad communication on supplier management SE0203 Lower prices negotiated and competitive advantage established SE0204 Market research and competitive advantage in your environment analysed SE0205 Motivation for tiering of commodity/services supply base developed and presented to management</p> <p>SE0301 Purchasing and Supply operational plan developed, aligned to organisational objectives SE0302 Supplier performance agreements developed SE0303 Supplier assessment concluded and feedback form signed off by supervisor</p>

A Master Learning Curriculum for Supply Chain Management in the Public Sector
NQF level 7: Supply Chain Manager

F Supply Chain Relationship Management					
Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence

NQF level 8

NQF level 8 qualification

There is no QCTO qualification or submission available on this NQF level. The existing NQF level 8 qualifications registered on the NQF include: SAQA ID: 14796, 15341, 81083, 81087.

These were used as a starting point, but do not contain sufficient information to guide future development of employees in the public sector to this level of competence.

The following proposed curriculum is based on SC best practice and packaged in the QCTO format of knowledge, practical and workplace components. The SA public sector documentation provided was consulted and integrated in the modules as far as possible.

Please note that this is a first draft on this NQF level in South Africa and Optima is looking forward to engage with the reference group in finalising the curriculum for what would traditionally have been known as an Honours Degree or Post graduate diploma in Public Sector Supply Chain Management.

An extended high level overview of the competence clusters:

A THE SUPPLY CHAIN ENVIRONMENT	B DEMAND	C STRATEGIC SOURCING	D LOGISTICS	E RISK/COMPLIANCE MANAGEMENT	F SUPPLY CHAIN MANAGEMENT	G STRATEGIC SUPPLY CHAIN ALIGNMENT
A1 Global Trade Trends	B1 Demand Management	C1 Sourcing Segmentation	D1 Logistics network analysis & design	E1 Risk management framework	F1 International supply chains	G1 Identification of different types of supply chains
A2 Global Technology Trends	B2 Demand Sensing and Demand Smoothing	C2 Sourcing Strategies by commodity group	D2 Multi modal transport	E2 Risk identification	F2 Supply chain integration	G2 Strategic supply alignment
A3 The South African Economic Environment	B3 Demand Planning & Forecasting	C3 Total Cost of Ownership	D3 Reverse Logistics	E3 Risk mitigation strategies	F3 Supply chain improvement strategies	G3 Management strategies for different types of supply chains
A4 The Legislative Environment	B4 Supply Planning	C4 Supplier Strategy Development	D4 Transport Operational Management	E4 Compliance management	F4 Supply chain performance management	G4 Performance management for the different types of supply chains

A The Supply Chain Environment

A1 Global Trade Trends

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>The changes in global trade patterns and what the likely strategic direction will be (CIPS, S2.2)</p> <p>The potential opportunities and threats for public supply chains from these changes</p> <p>The world competitiveness of different trading partners and where global sourcing should focus (CIPS, S2.2)</p> <p>Trade restrictions and economic protection such as tariffs to be implemented by different trading partners (CIPS, S2.2)</p>	<ul style="list-style-type: none"> • Identify the key patterns on global trade • Explain what the potential strategic direction from these trade patterns will be • Identify what the impact of the global trade patterns on the public supply will be • Identify the competitiveness of different trading partners in the supply of specific type of products and services • Identify the trade restrictions that are imposed by different trading partners and the impact on the public supply chain 	<ul style="list-style-type: none"> • Analyse the global trade environment • Indicate what the potential strategic directions of global trade patterns is • Indicate how the public supply chain will be impacted by global trade patterns • Identify which trade partners are more competitive in which type of products or services • List the potential trade restrictions such as tariffs that will impact on trade with South Africa • Quantify the impact of imports for the public supply chain from tariffs or other trade restrictions 	<ul style="list-style-type: none"> • Global trade pattern are clearly identified • The strategic direction of global trade is defined • The potential impact of global trade is identified, i.e. imports from China will be restricted and other sources of supply needs to identified • List which trade partners will be better at supplying which products • Calculation of the impact of tariffs on the import of key products from global trade partners 	<ul style="list-style-type: none"> • Perform analysis of global trade patterns • Identification of potential opportunities or threats from the trade patterns and potential future developments • Analyses of trading partners and their key capabilities • Calculation of import tariffs • Quantification of the costs of tariffs for the supply chain • Recommendations of how global sourcing should be adapted in the future 	<ul style="list-style-type: none"> • A documented analysis of global trade patterns • Accepted recommendations of hoe global sourcing needs to adapted given trade patterns • A approved list of global trading partners of what their key capabilities are • Recommendations of how sources of global sourcing needs to adapted in future • Accepted calculations of tariffs for specific products and how these tariffs can be avoided in future

A2 Global Technology Trends

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>Key technologies that can have an impact of public supply chains</p> <p>Key trends of the relevant technologies and the likely future scenarios</p> <p>The potential supply chain impact of these technology trends</p> <p>Potential supply chain strategies to adapt public supply chains to the key technology trends</p>	<ul style="list-style-type: none"> • Identify the key technologies that will have an impact on public supply chains • Identify which trends can have an impact on public supply chains • Outline what the potential impact of these trends can be • Formulate strategies that can adapt the public supply chain to these trends 	<ul style="list-style-type: none"> • Identify key technologies that impact the supply chain • Identification and quantification of the trends in those key technologies • Identification of what the impact on the supply chain can potentially be • Formulation of strategies that can adapt the supply chain to these trends in key technologies 	<ul style="list-style-type: none"> • The key technologies that will have an impact have been identified • The trends in these technologies are identified and quantified • The potential impact on the supply chain is identified and quantified where possible • Strategies are formulated to adapt the public supply chain to these key technology trends 	<ul style="list-style-type: none"> • Process of identification of key technologies that will have an impact on the supply chain • Key technology trends documented and quantified • Technology impact study on how technology trends will impact the supply chain • Strategies in place to adapt the public supply chain to technology trends 	<ul style="list-style-type: none"> • Process for scanning key technology trends in place • Technology trends identified and quantified and submitted as part of a strategy document • Impact on the supply chain identified and quantified in planning documentation • Strategies planned and accepted by management on how to adapt the public supply chain to key technology trends

A3 South African Economic Environment

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>Basic structure of the National Economy in terms of major contributors to GDP</p> <p>National growth strategies and how these will impact of public supply chains</p> <p>National transport infrastructure and its impact on public supply chains</p> <p>Supply chain strategies required to adapt to National infrastructure capability</p>	<ul style="list-style-type: none"> • Explain the basic structure of the national economy • Identify the major contributors towards GDP • Understand the capabilities of the national sectors to provide products and services • Identify the national economic growth strategies • Explain what the impact of the growth strategies will be on the public supply chain • Formulate strategies to capitalise on the opportunities from the national growth plan • Identification of the constraints of the national infrastructure and the impact on the public supply chain 	<ul style="list-style-type: none"> • Analysis of the national economy to identify the key sectors • Understanding for what the local sourcing capability is from the different sectors • Analysis of the national economic growth plan • Identification of the potential impact of the national growth plan • Development of strategies to adapt the public supply chain to opportunities from the growth plan • Analysis of the national supply chain infrastructure • Identification of the impact of the national infrastructure 	<ul style="list-style-type: none"> • Completed analysis of the national economy • Impact study of the national economy on the sourcing capability of the public supply chain • National growth plan assessed and the potential impact identified • Strategies on how to exploit the opportunities from the national growth plan identified • Analysis on the national infrastructure completed • Positive and negative impacts of the national infrastructure identified • Understanding of how to adapt the public supply chain to the national infrastructure 	<ul style="list-style-type: none"> • Perform an analysis of the economic structure of South Africa completed • Complete an impact study on the sourcing capability from the national economy • Assessment of the national economic growth plan to identify the impact on the supply chain • Analyse the national infrastructure to identify the constraints on the supply chain • Develop strategies to adapt the public supply chain to the capabilities of the national infrastructure 	<ul style="list-style-type: none"> • Analysis of the economic sectors completed and submitted • Impact study of the local economy on sourcing locally formulated and accepted by management • National economic growth plan assessed and the impact analysis submitted • Analysis of the national infrastructure completed and the constraints identified • Recommended strategies to adapt the supply chain to the constraints of the national infrastructure accepted

A4 Legislative Environment

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>Key legislation that is relevant to the public supply chain (CIPS, S 1.2)</p> <p>Impact of environmental legislation on the supply chain and strategic sourcing (CIPS, S 1.2)</p> <p>Impact of transport related legislation and the impact on the public supply chain (CIPS, S1.2, S2.2 S3.4)</p> <p>BEE legislation and how the sourcing and supply chain management needs to adapt</p>	<ul style="list-style-type: none"> Identify the key legislation that is relevant to the supply chain Understanding of the potential impact of legislation on the supply chain Identify the potential impact of transport related legislation on the supply chain Explain the impact of BEE legislation on the public sector supply chain Explain how supply chain strategies should be adapted based on the BEE legislation 	<ul style="list-style-type: none"> Analysis of key legislation to determine the relevance to the supply chain Impact analysis on the key legislation that will impact on the supply chain Analyse transport related legislation and explain the impact on the supply chain Apply the BEE legislation to the supply chain and identify how strategies need to be adapted 	<ul style="list-style-type: none"> Analysis of key legislation performed Impact analysis completed on the relevant legislation that will impact the supply chain Legislative framework for transport legislation and the identification of the impact on supply chain Analysis of the BEE spend across the supply chain Recommendations on how supply chain strategies need to be adapted based on BEE legislation 	<ul style="list-style-type: none"> Framework of key legislation that is relevant to the supply chain Develop an impact analysis to determine the impact of legislation on the supply chain Transport legislation is applied in the formulation of supply chain policies Spending patterns across the supply chain is analysed based on the BEE legislation Supply chain strategies are formulated using BEE legislation 	<ul style="list-style-type: none"> Document which identify key legislation that is relevant to the supply chain Impact analysis completed and accepted by management of the impact of legislation on the supply chain Documented report indicating the level of compliance to transport legislation BEE scorecard indicating the level of supply chain compliance

B Demand

B1 Demand Management

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
Demand as the key driver of supply chains Demand Analysis & understanding demand drivers Demand segmentation Demand management	<ul style="list-style-type: none"> • Explain demand as the key driver of the supply chain • Explain the difference between push and pull supply chain management • Explain the concept of derived demand • Explain the impact of unstable demand patterns • Explain how the supply chain compensate for unstable demand patterns • Identify the key sources of demand instability • Explain the concept of demand segmentation • Explain how demand segmentation can bring improved demand stability • Identify strategies that can be implemented to improve demand stability 	<ul style="list-style-type: none"> • Perform demand analysis • Identify sources of demand instability • Quantify the cost of demand instability • Develop strategies to compensate for demand instability • Implement strategies to improve demand stability 	<ul style="list-style-type: none"> • Understanding for the difference between pull and push supply chain management • Analysis of demand patterns • Segmentation of demand into different types of demand, i.e. predictable stable demand compared instable and unpredictable • Sources of demand instability identified and quantified • Strategies implemented to improve demand stability • Impact of improved demand stability on supply chain costs is quantified 	<ul style="list-style-type: none"> • Demand analysis performed • Demand segmentation completed • Sources of demand instability identified • Strategies to improve demand stability implemented 	<ul style="list-style-type: none"> • Improved demand stability • Visibility of demand patterns • Financial impact of demand instability is quantified • Demand patterns are visible and are actively managed

B2 Demand Sensing & Smoothing

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>The concept of demand sensing</p> <p>Demand sensing techniques</p> <p>Demand smoothing and stability</p> <p>Demand forecasting</p>	<ul style="list-style-type: none"> • Explain the concept of demand sensing • Explain how demand sensing can identify the true demand compared to derived demand • Identify where in the supply chain demand sensing needs to be implemented • Explain the techniques that can be used for demand sensing • Identify the challenges of implementing demand sensing • Explain why partnerships with all stakeholders are required to implement demand sensing • Identify the policies and procedures required for demand smoothing • Explain how technology and systems can support the implementation of demand sensing • Explain the process of demand forecasting • Explain which techniques can be used for demand forecasting 	<ul style="list-style-type: none"> • Identification of the potential sources of demand instability • Develop demand sensing techniques which can be used to track the real demand • Implementation of demand sensing techniques to identify the true demand • Formulation of policies and procedures to support demand smoothing • Develop partnerships with other stakeholders to implement demand smoothing • Facilitate the creation of a demand forecast 	<ul style="list-style-type: none"> • Demand patterns are tracked and measured • Demand instability is measured as a key supply chain metric • Sources of demand instability are identified • Techniques for sensing true demand are identified • Demand sensing techniques are implemented • Policies and procedures for demand smoothing are formulated • Partnerships and collaboration between supply chain stakeholders are implemented • Demand forecast is in place • Measure the accuracy of demand forecasting 	<ul style="list-style-type: none"> • Mapping of demand patterns • Identification of sources of demand instability • Identification of relevant demand sensing techniques • Implementation of demand sensing techniques • Quantification of the impact of demand smoothing • Implement demand forecasting • Application of systems and technology for demand forecasting 	<ul style="list-style-type: none"> • Demand assessment completed • Sources of demand instability identified • Demand sensing techniques approved by management team • Partnerships with supply chain stakeholders for demand smoothing in place • Demand forecasting is in place and is done regularly • Accuracy of demand forecasting is measured continuously

B3 Integrated Resource Planning

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>Resource planning as the key supply chain integrator</p> <p>Sales & Operations Planning</p> <p>Sources of supply and supply planning</p> <p>Inventory and distribution requirements planning (CIPS, S4.2)</p> <p>Material Requirements planning</p>	<ul style="list-style-type: none"> • Explain the concept of integrated resource planning • Identify the key functions involved in integrated resource planning • Identify the different planning horizons of resource planning • Distinguish between capacity planning and requirements planning • Explain how the process of sales & operations planning is functioning • Explain integrated resource planning is a key integration mechanism across the supply chain • Identify the possible sources of product supply to satisfy demand • Explain how to integrate these sources of supply into a process of integrated planning • Explain how inventory planning forms part of resource planning • Explain how materials requirements planning forms part of resource planning • Explain the concept of a consensus plan • Explain what tools and techniques can be used to support integrated resource planning 	<ul style="list-style-type: none"> • Identification of resource planning as a key integration mechanism • Design of an integrated resource planning process • Ensure involvement of all supply chain functions in the planning process • Implementation of an integrated resource planning process 	<ul style="list-style-type: none"> • Resource planning is implemented as a key process • Resource planning is done at different time horizons • Both capacity and requirements planning is in place • A sales and operations planning process is implemented • Key functions actively participate in sales and operations planning • Both customers and suppliers are involved resource planning 	<ul style="list-style-type: none"> • Identify the basic economic/market factors that drive demand for different market or business segments across a business unit • Perform the process of setting up demand planning which include the selection of the best forecasting techniques for different market or business segments across a business unit • Perform the process of data clean-up and preparation for demand planning for different market or business segments across a business unit • Generate a baseline sales forecast at the required level of detail for different market or business segments across a business unit • Perform incorporation of supply chain events into the demand plan for different market or business segments across a business unit • Facilitate the process of collaborative forecasting with selected customers for different market or business segments across a business unit • Facilitate the alignment of the demand plan with the business plan and business objectives • Generate a consensus forecast through internal collaboration with sales and marketing for different market or business segments across a business unit • Perform cross-functional integration and liaison as required for achieving good demand planning 	<ul style="list-style-type: none"> • Integrated planning process is implemented • Resource plans are produced monthly and updated weekly • All stakeholders are involved in resource planning

B4 Supply Planning

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
Different sources of supply Supply planning: (CIPS, S4.2) <ul style="list-style-type: none"> • Supply capacity planning • Supply requirements planning • Inventory planning • Distribution requirements planning • Materials requirements planning Demand and supply balancing: (CIPS, S8.7) <ul style="list-style-type: none"> • Supply chain constraints • Hard and soft constraints • Trade-off analysis • Consensus planning 	Explain the basic economic/market factors that drive supply in a specific industry/market Explain the impact of business drivers and business planning (e.g. profitability, environmental) on supply planning Explain the importance of supply planning for the performance of the supply chain and the business Explain the process of supply planning from distribution requirements planning to source planning Explain the process of identification of supply constraints and risks across all sources of supply and how to resolve these constraints and mitigate the risks Explain the process of demand & supply balancing and its importance for supply chain performance Explain the potential gaps or imbalances between demand and supply that can occur Explain the difference between hard and soft constraints in demand supply balancing Explain the potential options to resolve these imbalances between demand and supply Explain the importance of communicating the plan, and influencing implementers of the plan to adhere to the constrained plan Explain the process of reviewing and re-planning to ensure that plans are adjusted based on changes during execution of the plan	Design a supply capacity planning process Design a supply requirements planning process Implementation of a supply capacity planning process Implementation of a supply requirements planning process Participating in supply capacity planning Participating in a supply requirements planning process Facilitate the identification of supply chain constraints Facilitate the completion of trade-off analysis to balance demand requirements with supply capacity	Identify the basic economic/market factors that drive supply for different market or business segments Perform data maintenance and clean-up in preparation of the supply planning process for all supply resources Perform the process of generating a distribution requirements plan based on the consensus demand plan for all distribution points Generate inventory planning based on the distribution requirements plan, which includes review of inventory levels, safety inventory and re-order levels for all distribution points Generate a material requirements plan based on distribution requirements adjusted for inventory levels for selected manufacturing sources Generate a master production schedule based on the material requirements plan adjusted for manufacturing constraints for all manufacturing sources Complete source planning based on the master production schedule for all sources of supply Identify supply constraints and risks for all sources of supply and resolve these constraints and mitigate the risks Perform cross-functional integration and liaison as required for achieving good supply planning Identify the potential options to resolve these imbalances between demand and supply across all business segments in a business unit Re-balance the supply chain through selection the appropriate options across all supply chain segments Formalise the plan, communicate (to whom communicate changes on different proficiency levels) adherence to the plan for a selected business segment Adapt plan and re-plan and influence people to implement new plan for a selected business segment Facilitate the cross-functional integration is required to improve demand & supply balancing across segments in a business unit	Capacity planning of all sources of supply Requirements planning of all sources of supply Analysis of supply chain constraints Trade-off analysis to rebalance the supply chain	Supply planning process implemented All stakeholders and departments participate in supply planning process Key suppliers are collaborating in the supply planning process Constraint analysis for supply completed and documented Consensus planning is reached regarding the supply of products and services Service levels for the supply of products and services are achieved

C Strategic Sourcing

C1 Sourcing Segmentation

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>Alignment of Strategic Sourcing & Organisational Objectives (CIPS, S1.7)</p> <p>Sourcing segmentation (CIPS, S2.1)</p> <p>Commodity/Category segments (CIPS, S4.8)</p> <p>Factors determining commodity segments (CIPS, S4.8)</p>	<ul style="list-style-type: none"> Describe the importance of strategic sourcing for the objectives of the public sector Being able to quantify the financial impact of strategic sourcing Explain the concept of segmented sourcing Describe factors that segmented sourcing is based on Understand how segmented sourcing will contribute towards the long term sustainability of the organisation 	<ul style="list-style-type: none"> Categorise the sourcing in the public supply chain into the different segments Perform a spend analysis to categorise the sourcing spend into the different segments Identify the risks associated with the sourcing of the different types of products Identify the complexity of the products being sourced in the different categories 	<ul style="list-style-type: none"> Sourcing in the public supply chain is segmented based on supply risk and product complexity Suppliers are segmented into the different commodity groups Products are segmented into the different commodity groups Supply risk of the different products sourced is explained Product complexity of the different products is explained 	<ul style="list-style-type: none"> Segment the sourcing spend of a public supply chain Categorise suppliers into the different sourcing categories Analyse the risk of supply of each of the products being sourced Analyse the product complexity of each products being sourced 	<ul style="list-style-type: none"> Sourcing segmented into the different commodity groups and signed off by senior management Sourcing in each commodity group is quantified and approved by financial management Suppliers are segmented into the different commodity groups and approved by management

C2 Sourcing Strategies by Commodity Group

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>Spend analysis (CIPS, S4.1)</p> <p>Strategic sourcing process (CIPS, S6.1, 6.2 & 7.1)</p> <p>Sourcing tactics that can be applied to the different commodity groups</p> <p>Formulating sourcing strategies by commodity group, the process (CIPS, S2.3 & S4.3)</p> <p>Aspects determining commodity sourcing strategies (CIPS, S2.2, 4.3, 5.3, 6.2)</p>	<ul style="list-style-type: none"> • Explain how spend analysis should be performed • Identify what factors should be analysed during a market analysis • Explain how the Porter Five Forces model can be applied to market analysis • Explain the strategic sourcing process • Explain the different commodity segments of critical items, routine items, leverage commodities and bottleneck items • Identify the different sourcing tactics that can be applied in the different commodity groups • Explain how the sourcing tactics will be different for each of the commodity segments • Explain the different types of supply management strategies that can be followed 	<ul style="list-style-type: none"> • Use segmented sourcing matrix to segment the sourcing in the public supply chain • Perform a market analysis to determine the supply risks associated with sourcing a specific product • Apply the Porter Five Forces model to analyse the supply risk of a specific product being sourced • Develop sourcing tactics for the different commodity groups • Apply the sourcing tactics to the different commodity groups • Decide when to use supplier rationalisation as a sourcing strategy • Decide when to use competitive bidding as a sourcing strategy • Decide when to use longer term contracts and when to use short term contracts 	<ul style="list-style-type: none"> • Spend analysis is performed for all products being sourced • All suppliers are segmented into different commodity groups • A market analysis is done for each major product being sourced • The Five Forces model is applied to analyse supply risks • Different supply strategies are used to source different commodities • Supplier rationalisation is used in the correct commodity group of products • Competitive bidding is used as a supply strategy to source routine products • Supplier development is being used as a strategy to reduce the risk of bottleneck items • A partnership strategy is being used as a sourcing approach in sourcing critical items 	<ul style="list-style-type: none"> • Perform a spend analysis of products being sourced • Complete a market analysis for products being sourced • Apply the Five Forces model to a market analysis for a sourced product • Develop a sourcing strategy for leverage items • Develop a sourcing strategy for critical items • Recommend which sourcing strategy should be applied for bottleneck items • Decide when to use competitive bidding as a sourcing strategy • Develop a partnership strategy with suppliers of critical items 	<ul style="list-style-type: none"> • Spend analysis is done for all product being sourced and is documented • Market analysis is done for products being sourced and recommendations approved by management • Supplier rationalisation program is implemented • Competitive bidding is implemented for leverage items • Contract terms for products in the different commodity groups are different and is approved

C3 Total Cost of Ownership

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>Strategic cost management (CIPS, S4.4)</p> <p>Cost analysis techniques (CIPS, S7.3 & 8.1)</p> <p>The concept of total cost of ownership</p> <p>The concept of total life cycle costing</p> <p>Analysis of total cost of ownership</p> <p>Optimising total cost of ownership (CIPS, S7.4 & S7.5)</p>	<ul style="list-style-type: none"> • Explain strategic cost analysis during the sourcing process • Explain the importance of strategic cost analysis • Identify for which commodity groups strategic cost analysis will be performed • Identify the different cost analysis techniques that can be used • Explain the concept of total cost of ownership • Explain the concept of total life cycle costs • Explain how to perform a total cost of ownership analysis • Identify the factors that need to be taken into account when developing a total cost of ownership model • Explain how to use market indexes to manage sourcing costs 	<ul style="list-style-type: none"> • Develop a total cost of ownership model for critical commodities sourced • Formulate strategies that can be applied to manage cost over the life cycle of a product • Identify which techniques can be applied to reduce the total cost of ownership • Apply the CPI index to the cost of a product to identify the cost trend • Mapping of the life cycle of a product and apply different techniques across different stages of the life cycle • Compare the price cost of a product to the total cost of ownership • Identify hidden costs not visible in the pricing of a product 	<ul style="list-style-type: none"> • Apply the process of analysing TCO for appropriate items of the procurement portfolio of a business unit • Identify the internal cost drivers of TCO for appropriate items of the procurement portfolio of a business unit • Identify the external drivers of TCO for appropriate items of the procurement portfolio of a business unit • Identify the potential strategies that can be applied to reduce the TCO for appropriate items of the procurement portfolio of a business unit • Implement initiatives for the reduction of TCO for appropriate items of the procurement portfolio of a business unit • Reduce TCO through strategic sourcing TCO for appropriate items of the procurement portfolio of a business unit • Recommend strategic supplier partnerships to reduce the TCO for appropriate items of the procurement portfolio of a business unit 	<ul style="list-style-type: none"> • Calculate the total cost of ownership for a specific product • Decide for which commodity group total cost of ownership should be calculated • Calculate pricing of a product over time and compare to the CPI index • Map the life cycle of a product • Apply different cost management techniques across the different stages of a product's life cycle • Product specifications applied to reduce the total cost of ownership 	<ul style="list-style-type: none"> • Total cost of ownership calculated for critical items and approved by finance team • CPI comparisons completed for all major products • Techniques such specifications implemented to reduce the cost of a product. Specifications documented and approved • Target pricing calculated based on cost analysis and approved • Life cycle of a critical product mapped and approved

C4 Supplier Strategy Development

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>Global sourcing (CIPS, S2.4)</p> <p>Strategic supply development (CIPS, S2.4)</p> <p>Supplier evaluation (CIPS, S6.5 & 6.7)</p> <p>Supplier development</p>	<ul style="list-style-type: none"> Understand the concept of global sourcing Identify the benefits of global sourcing Combining global sourcing with local supplier development Understand strategic supplier development Identify the different techniques for supply development that can be used Explain the key principles of supplier evaluation Identify the process of supplier evaluation that needs to be implemented Identify the importance of supplier development Explain the importance of SMME's for the national economy Explain the importance of the development of SMME's Align the supplier strategy with the different commodity strategies 	<ul style="list-style-type: none"> Perform supplier relationship management for total procurement portfolio Apply different strategies for supplier relationship management for the total procurement portfolio Perform the process of supplier integration for the total procurement portfolio Apply the strategies for supplier integration for the total procurement portfolio Perform process of supplier performance management for the total procurement portfolio Implement alternative corrective actions in case of supplier non-performance for the total procurement portfolio Implement the alternative corrective action in case of supplier non-performance for the total procurement portfolio Perform the process of supplier development for the total procurement portfolio 	<ul style="list-style-type: none"> Global sourcing strategy formulated Analysis of supplier portfolio is completed Global sourcing plan combined with local sourcing is formulated Supplier development program is developed and implemented Different techniques for supplier development is used Supplier evaluation is done on regular basis A special development program is in place for SMME's Key ratios for the selection and use of SMME's are in place Supplier strategies are in line with the different commodity strategies 	<ul style="list-style-type: none"> Analysis of the supplier portfolio for a supply chain unit Evaluation of the supplier development program implemented Development of techniques for supplier development Supplier evaluation is completed on a regular basis Supplier development program is implemented Barriers to supplier development are identified Collaboration program is developed for key suppliers Supplier rationalisation is implemented for the appropriate commodity groups 	<ul style="list-style-type: none"> Supplier evaluation process approved and implemented Supplier evaluation performed regularly and reports are published Supplier strategy for different commodity groups approved and implemented SMME's ratios for sourcing is measured and achieved Suppliers for low risk commodity group is rationalized Supplier forums are implemented to co-ordinate supplier development programs Supplier benchmarking is completed regularly.

D Logistics

D1 Network Analysis & Design

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>Concept of a logistics network</p> <p>Major parts of a logistics network (CIPS, S4.3)</p> <p>Cost elements of a logistics network</p> <p>The process of network design and optimization (CIPS, S4.3)</p> <p>Aligning network design to the supply chain strategy</p>	<ul style="list-style-type: none"> • Explain the concept of a supply chain network • Explain all the components such as sources of supply, production facilities, depots, customer facilities and others that make up a total network • Explain the different inventory positioning strategies that can be followed • Explain the techniques for quantification of costs, service, constraints and other performance metrics of a network • Explain the different strategies that can be used for the optimisation of the network • Explain the different quantification techniques for the optimisation of the network • Explain the difference between centralised and decentralised networks 	<ul style="list-style-type: none"> • Map the logistics network for a specific supply chain • Identify the major cost elements that define the total network costs • Analyse the different costs and determine how to optimize the costs through trade-off analysis • Determine the cost implications of positioning inventory in different locations across the network • Apply concepts such as reducing uncertainty across a logistics network • Apply the concept of post-phoningment and determine the cost impact • Align the design of facilities such as warehousing across a logistics network 	<ul style="list-style-type: none"> • Use analytical models to model the logistics network • Calculate the total cost of a logistics network • Compare the costs of the individual elements in a logistics network and determine the best optimum cost • Understand the impact if facilities such as warehouses are placed in different physical locations • Analyse transport legs and the capacity required to transport products across the network • Determine the impact on inventory costs if over-night transport is used • Identify when to use cross-docking as a technique to improve the performance of the network 	<ul style="list-style-type: none"> • Participate in the development of models to quantify the logistics network • Total inventory across the network calculated and the associated costs determined • The impact of moving inventory to different locations in the network calculated • Capacity utilisation of facilities across the logistics network calculated • Analyses of transport costs using different transport modes across the logistics network 	<ul style="list-style-type: none"> • Logistics network model developed • Cost across the network quantified • The costs of transport modes across the network calculated and compared • Inventory positioning determined and trade-off analysis completed and approved by management • Capacity utilisation of facilities measured and reported • Recommendations for the improvement of capacity utilisation accepted

D2 Multi Modal Transport

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>Different modes of transport (CIPS, S4.3)</p> <p>Fitness for purpose of different transport modes (CIPS, S4.3)</p> <p>Cost behavior of different transport modes (CIPS, S4.3)</p> <p>Optimisation of the different modes of transport (CIPS, S4.3)</p> <p>Operational challenges of the different modes of transport</p> <p>Combining different transport modes into a multi-modal solution</p>	<ul style="list-style-type: none"> • Explain the different transport modes of rail, road, marine & airfreight, in terms of transport economics, technical functioning and legal requirements • Explain the different types of advantages offered by the different transport modes • Explain the principles and process of developing a multi-modal transport solution • Explain the potential risks of a multi-modal solution and how to mitigate those risks • Explain the importance of providing operational visibility across the different transport modes • Explain the different types of contracting requirements of the different transport modes 	<ul style="list-style-type: none"> • Identify the different modes of transport in use • Quantify the costs of each transport mode being used • Calculate the total transport costs • Identify strategies to reduce transport costs by combining different modes of transport • Identify the operational challenges of using different modes of transport 	<ul style="list-style-type: none"> • Different transport modes being used are identified • The cost for each transport mode is calculated • Total cost for all transport modes is calculated • Trade-off analysis of combining different combinations of transport modes is done • The impact of using different transport modes is determined • The operational challenges such as materials handling of multi-modal transport is determined • Different modes of transport is used in combination 	<ul style="list-style-type: none"> • Develop a matrix with relevant advantages offered by the different transport modes for different business segments • Develop a multi-modal transport solution for different business segments using a structured process • Develop a risk profile or matrix of the potential risks of a multi-modal solution for different business segments and how to mitigate those risks • Develop operational visibility for different business segments • Develop contracts for the different transport modes 	<ul style="list-style-type: none"> • Transport cost calculations completed and verified • Comparisons of transport costs for different modes of transport is calculated and compared • Strategies of combining different modes of transport is implemented

D3 Reverse Logistics

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>The role of reverse logistics in supply chain management</p> <p>Typical examples of where reverse logistics is used</p> <p>Synergies between normal and reverse logistics</p> <p>Complexities of reverse logistics</p> <p>Disposal management</p>	<ul style="list-style-type: none"> • Explain the role of reverse logistics in the total logistics network • Explain how the requirements for reserve logistics are planned as part of the sales & operations planning • Explain the areas of synergies between normal and reverse logistics and how to exploit the opportunities for cost savings • Explain how planning for reverse logistics needs to be integrated with transport operational scheduling • Explain the special administration and documentation requirements of reverse logistics • Explain the requirements for disposal management • Explain the key principles of disposal management 	<ul style="list-style-type: none"> • Integration of the role of reverse logistics in the total logistics network • Determining the requirements for reserve logistics from the sales & operations planning process • Exploiting the areas of synergies between normal and reverse logistics and how to exploit the opportunities for cost savings • Integrating planning for reverse logistics through integration with transport operational scheduling • Performing the special administration and documentation requirements of reverse logistics • Determining disposal management requirements are identified • Application of disposal management techniques are used to comply with all legal requirements 	<ul style="list-style-type: none"> • Reverse logistics requirements are analysed • Requirements for product disposal is determined • A strategy and approach for disposal management is developed • Disposal management approach is compliant with legislative requirements • Operational requirements for reverse logistics is determined • Planning required for reverse logistics is analysed and implemented 	<ul style="list-style-type: none"> • Determine the requirements for reverse logistics • Integrating of the role of reverse logistics in the total logistics network • Calculate the requirements for reserve logistics from the sales & operations planning process • Identify the areas of synergies between normal and reverse logistics and how to exploit the opportunities for cost savings • Integrate planning for reverse logistics through integration with transport operational scheduling • Identify the requirements for disposal management • Use disposal management techniques are used to comply with all legal requirements 	<ul style="list-style-type: none"> • Reverse logistics planning in place and implemented • Product disposal plan in place and approved • Product disposal management assessed and compliant with legislative requirements

D4 Transport Operational Management

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
Transport planning Managing transport orders Load planning and transport scheduling Managing transport routes Vehicle telematics Transport documentation	<ul style="list-style-type: none"> • Explain the transport requirements or distribution requirements planning • Explain the translation of distribution requirements and constraints into load planning • Explain how vehicle selection (e.g. trucks, vessels, tankers, pipelines) takes place once load planning is completed • Describe the route planning and vehicle scheduling process • Understanding of tracking vehicles and cargo during the process of delivery • Explain management of inventory while in transit, including safeguarding and sealing systems • Explain the types of contingency planning required to ensure that cargo is delivered on time • Explain providing visibility to relevant stakeholders for cargo during delivery • Explain diversions during the process of delivery • Explain the admin requirements of PODs and the management thereof • Describe the payment process of service providers once PODs are submitted 	<ul style="list-style-type: none"> • Performing transport requirements or distribution requirements • Translation of distribution requirements into load planning • Performing vehicle selection (e.g. trucks, vessels, tankers, pipelines) once load planning is completed • Performing route planning and vehicle scheduling for different routes and transport modes • Tracking different transport modes and cargo during the process of delivery • Performing contingency planning required to ensure that cargo is delivered on time • Providing visibility to all stakeholders for cargo during delivery • Managing diversions during the process of delivery • Implementation of a process of collecting and processing PODs 	<ul style="list-style-type: none"> • Transport requirements planning is used in transport operations • Transport orders are placed on service providers and are managed • Route planning and optimisation is used where relevant • Vehicles are monitored across delivery routes while vehicles are on route 	<ul style="list-style-type: none"> • Perform transport requirements or distribution requirements planning • Translate distribution requirements into load planning • Performing vehicle selection (e.g. trucks, vessels, tankers, pipelines) once load planning is completed • Complete route planning and vehicle scheduling for different routes and transport modes • Tracking different transport modes and cargo during the process of delivery for the total business unit • Contingency planning to ensure that cargo is delivered on time Provide visibility to all stakeholders for cargo during • Manage diversions during the process of delivery Implementation of a process of collecting and processing PODs 	<ul style="list-style-type: none"> • Transport requirements plan in place • Load planning performed and executed daily • Vehicle telematics are implemented • Vehicles are tracked during delivery

E Risk/Compliance Management

E1 Risk Management Framework

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>The concept of supply chain risk (CIPS, S6.10)</p> <p>Objectives of supply chain risk management (CIPS, S6.10)</p> <p>Key aspects required for supply chain risk management (CIPS, S6.10)</p> <p>Risk management framework (CIPS, S6.10)</p>	<ul style="list-style-type: none"> • Explain the concept of supply chain risk • Identify the objectives of supply chain risk management • Explain the key requirements for successful risk management • Explain a typical risk management framework 	<ul style="list-style-type: none"> • Develop a risk management framework • Evaluate an existing risk management framework • Identify risk management requirements • Develop recommendations for the improvement of existing risk management practices 	<ul style="list-style-type: none"> • Risk management framework is used to manage supply chain risks • The requirements for risk management are clearly defined • Risk management practices are regularly reviewed and improved • An awareness for risk management exist amongst key supply chain stakeholders • Risk management is on the agenda of supply chain review meetings 	<ul style="list-style-type: none"> • Accepted risk management framework • Implementation of a risk management framework • Evaluation of existing risk management frameworks 	<ul style="list-style-type: none"> • Risk management framework is documented and approved by executive management • Explain potential supply chain risks

E2 Risk Management Strategies

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>Risk identification: (CIPS, S8.4)</p> <ul style="list-style-type: none"> Potential supply chain risks Identification of supply chain risks <p>Risk mitigation: (CIPS, S8.5)</p> <ul style="list-style-type: none"> Alternative risk mitigation strategies Implementation of risk mitigation strategies 	<ul style="list-style-type: none"> Explain potential supply chain risks Distinguish between supply, demand and operational risks Explain how supply chain risks might originate up or down stream in the supply chain Explain how the potential risks can be identified Identify the potential risks that can be caused by supply chain partners Identify alternative risk mitigation strategies Explain why partners across the supply chain is required for effective risk mitigation Identify the requirements for the implementation of risk mitigation strategies Explain what technologies can be used to implement risk mitigation 	<ul style="list-style-type: none"> Identification of potential supply chain risks Formulation of risk mitigation strategies Implementation of risk mitigation strategies Implement partnerships across the supply chain for the mitigation of risks Identification of key technology that can assist with risk mitigation 	<ul style="list-style-type: none"> Potential supply chain risks identified Risk mitigation strategies formulated Risk mitigation strategies are implemented Partnerships for risk mitigation are in place across the supply chain 	<ul style="list-style-type: none"> Conduct supply chain risk audit Implement strategies for risk mitigation Forming partnerships across the supply chain for risk mitigation 	<ul style="list-style-type: none"> Potential supply chain risks are identified and formal report submitted Progress with risk mitigation strategies are measured and reported on Supply chain partners are meeting regularly to discuss supply chain risks and its mitigation

E3 Compliance Management

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>Compliance management defined (CIPS, S5.5)</p> <p>Importance of compliance management</p> <p>Mechanisms to measure compliance</p> <p>Techniques to ensure compliance (CIPS, S5.3)</p>	<ul style="list-style-type: none"> • Explain the concept of compliance • Explain the importance of achieving compliance • Identify the relationship between compliance and risk management • Identify potential mechanisms to measure compliance • Explain which techniques can be used to ensure compliance 	<ul style="list-style-type: none"> • Development of a model for the management of compliance • Implementation of a compliance management process • Review existing compliance management practices • Perform a risk analysis on key suppliers and formulate strategies for mitigation • Align risk management across the internal and external supply chain 	<ul style="list-style-type: none"> • The identification of compliance requirements • Definition of the level of compliance required • Identification of mechanisms to measure compliance • Implement techniques to measure the level of compliance • The level of compliance achieved • Corrective measures applied in cases of non-compliance 	<ul style="list-style-type: none"> • Design of a compliance monitoring system • Implementation of a compliance monitoring system • Measurement of levels of compliance • Formulation of corrective action in case of non-compliance 	<ul style="list-style-type: none"> • Level of compliance achieved • Compliance reports being produced regularly • Corrective actions taken in cases of non-compliance • Certification by independent bodies of the compliance level

F Supply Chain Management

F1 International Supply Chains

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>Global trade patterns as drivers of global supply chains (CIPS, S2.4)</p> <p>Mapping the global supply chain</p> <p>Challenges faced by global supply chains (CIPS, S2.5 & S2.6)</p> <p>Strategies for managing the global supply chain (CIPS, S6.9)</p>	<ul style="list-style-type: none"> • Explain how global trade patterns will drive the development of global supply chains • Describe a typical global supply chain • Identify the typical challenges faced by a global supply chain • Identify strategies that can be implemented for global supply chain management 	<ul style="list-style-type: none"> • Map a global supply chain • Indicate how a global supply chain crosses through different trade zones • Assess the impact on a global supply chain of specific challenges • Design the global supply chain to avoid or minimise the challenges 	<ul style="list-style-type: none"> • Global supply chain definitions in place • Mapping of global supply chains completed • Listing of the challenges related to global supply chains • Listing of the strategies to integrate global supply chains 	<ul style="list-style-type: none"> • Global supply chain mapping • Global supply chain design • Global trade pattern analysis • Global supply chain partnerships 	<ul style="list-style-type: none"> • Global supply mapping completed • Challenges of global supply chains documented and approved • Strategies for global integration agreed and approved

F2 Supply Chain Integration

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>Supply chain integration (CIPS, S1.1, S2.7 & S4.6)</p> <p>Sources of supply chain conflict</p> <p>Key integration mechanisms</p> <ul style="list-style-type: none"> • Supply chain strategy • Integrated resource planning • Alignment of performance metrics (CIPS, S6.3 & S6.4) 	<ul style="list-style-type: none"> • Explain the concept of supply chain integration • Identify the potential sources of supply chain conflict • Distinguish between internal and external sources of supply chain conflict • Distinguish between up- and down-stream sources of supply chain conflict • Identify the key integration mechanisms that can be used for supply chain integration • Explain how supply chain strategy can be used to achieve supply chain integration • Explain how supply chain planning can be used to achieve supply chain integration • Explain how performance management can be used to achieve supply chain integration • Identify potentially conflicting performance metrics • Identify technology and tools that can be used to implement supply chain integration 	<ul style="list-style-type: none"> • Identification of sources of supply fragmentation • Separate internal and external sources of fragmentation • Development of processes and strategies to achieve supply chain integration • Implementation of supply chain strategy to achieve integration at strategic level • Implementation of integrated resource planning to achieve tactical integration • Implementation of aligned performance management to achieve integration with supply chain execution 	<ul style="list-style-type: none"> • Sources of supply chain fragmentation are identified • Sources of supply chain integration are categorised between internal and external sources • Sources of supply chain fragmentation are categorised into strategic, tactical and executional • Mechanisms for supply chain integration at different levels are identified • Mechanisms for supply chain integration are implemented at strategic level • Mechanisms for supply chain integration are implemented at tactical level • Mechanisms for supply chain integration are implemented at execution level 	<ul style="list-style-type: none"> • Implementation of a supply chain integration strategy and process • Partnership implemented with external customers and suppliers to achieve supply chain integration • Supply chain performance improvement as a result of integration 	<ul style="list-style-type: none"> • Supply chain integration plan developed and approved • Collaboration strategy with customers and suppliers implemented • Supply chain performance improvement targets are measured and reported on

F3 Supply Chain Improvement

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
Improvement concepts (CIPS, S4.7, S5.7,S6.8, S7.2 &S7.7) Outsourcing concepts (CIPS, S4.7, S5.7,S6.8, S7.2 &S7.7) Collaboration (CIPS, S1.8, S9.3 & S9.8) Postponement Process optimisation Reducing uncertainty Lean supply chain Tools and technology	<ul style="list-style-type: none"> • Explain the key improvement concepts that can be implemented to improve performance • Explain outsourcing as an improvement strategy • Identify opportunities for supply chain collaboration to improve performance • Explain the concept of postponement to improve performance • Explain the principles of process optimisation • Explain the impact of supply chain uncertainty on performance • Identify strategies and processes to reduce uncertainty in the supply chain • Explain the concept of lean supply chain management • Explain the tools and technology that can be used for improvement 	<ul style="list-style-type: none"> • Performance assessment of supply chain performance • Identification of opportunities for performance improvement • Identification of appropriate concepts and processes to implement • Implementation of improvement concepts • Selection of appropriate tools and technology to achieve performance improvement • Measurement of supply chain performance improvement 	<ul style="list-style-type: none"> • Is supply chain performance formally measured • Baseline performance measures being implemented • Improvement opportunities are quantified • Improvement strategies are identified • Improvement strategies are implemented • Performance improvement is tracked and reported on • Feedback on performance improvement is provided to all stakeholders 	<ul style="list-style-type: none"> • Performance improvement strategy and process developed • Performance improvement plan implemented • Performance improvement targets measurement • Performance improvement achieved 	<ul style="list-style-type: none"> • Supply chain improvement plan are approved by executive management • Performance improvement targets are measured and reported on • Performance improvement is audited and accepted

F4 Supply chain performance management

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>Supply chain performance indicators concepts (CIPS, S5.2, S8.5,S8.6, S8.8)</p> <p>Supplier performance management concepts (CIPS, S5.1, 5.2, 5.6, 6.6, 7.6, 8.3)</p> <p>Contract management (CIPS, S5.1, 5.2, 5.6, 6.6, 7.6, 8.3)</p> <p>Systems & technology enablement (CIPS, S3.1.3.2, 3.4.3.5,& 3.6)</p>	<ul style="list-style-type: none"> • Explain which key supply chain performance metrics should be used • Explain performance metrics at different levels • Explain the concept of lead and lag indicators • Identify key supplier performance management strategies • Explain how contract management can improve supply chain performance • Explain how systems and technology can support performance improvement 	<ul style="list-style-type: none"> • Identify the key supply chain metrics relevant to a supply chain • Calculate the baseline performance for each of the performance metrics • Formulate strategies for performance improvement • Implement supplier performance management process • Evaluate supplier performance • Apply contract management to improve performance • Systems and technology are used to enable performance improvement 	<ul style="list-style-type: none"> • Identified supply chain performance metrics • Baseline measurement of supply chain performance • Supply chain performance tracked over time • Quantification of potential improvement potential • Supplier performance measured and tracked over time • Supplier performance improvement program in place • Are systems being used to enable performance improvement 	<ul style="list-style-type: none"> • Baseline supply chain performance measurement • Development of improvements plans to improve supply chain performance • Supplier performance management in place • Supplier performance improvement plan implemented • Systems implementation to enable performance improvement 	<ul style="list-style-type: none"> • Supply chain scorecard in place • Performance improvement potential quantified • Supplier performance baseline measured • Performance improvement plan in place for suppliers • Systems and other technology operational to measure and report on performance

G Strategic Supply Chain Alignment

G1 Developing Supply Chain Strategies

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>Supply chain strategy (CIPS, S1.4 & S1.5 & S2.7)</p> <p>Key elements of supply chain strategy (CIPS, S1.4 & S1.5 & S2.7)</p> <p>The process of formulating a supply chain strategy (CIPS, S1.4 & S1.5 & S2.7)</p>	<ul style="list-style-type: none"> • Explain the importance of supply chain strategy as mechanism to achieve integration across the different elements of procure & supply • Explain the different elements of supply chain management, outbound strategy, procure & supply strategy, managing the customer interface & supply chain planning • Explain the basic strategy formulation process that is followed to develop chain strategy • Explain why it is important that the business strategy and supply chain strategy should be integrated 	<ul style="list-style-type: none"> • Performing basic strategic analysis of the supply chain • Translation of business objectives into supply chain performance requirements. • Alignment of business strategy with supply chain strategy • Integration of outbound, procure & supply, supply chain planning & managing the customer interface into an integrated strategy • Designing processes to translate supply chain objectives into operational requirements • Designing and implement supply chain performance management system, which include the identification of key performance indicators, business intelligence and master data • Identification of new strategic models that can overcome current constraints to improve current performance of supply chain management 	<ul style="list-style-type: none"> • A formal supply chain strategy development process is used • All elements of supply chain such as demand, outbound and inbound are included in the strategy • Performance measures are identified to measure the implementation • The strategy development process involves staff from different functions 	<ul style="list-style-type: none"> • Perform basic strategic analysis of the supply chain • Translate business objectives into supply chain performance requirements. • Align business strategy with supply chain strategy • Integrate outbound, procure & supply, supply chain planning & managing the customer interface into an integrated strategy • Design processes to translate supply chain objectives into operational requirements • Design and implement supply chain performance management system, which include the identification of key performance indicators, business intelligence and master data • Identify new strategic models that can overcome current constraints to improve current performance of supply chain management 	<ul style="list-style-type: none"> • Strategy document approved by executive management • Strategy implementation managed through performance measurement • Progress on strategy implementation discussed at management meetings • Strategy review sessions completed regularly, i.e. quarterly

G2 Identification of Different Types of Supply Chains

Knowledge	Internal assessment criteria	Practical skills	Internal assessment criteria	Work experience	Supporting Evidence
<p>Different types of supply chains (CIPS, S1.7)</p> <p>Foundation for different types of supply chains</p> <p>Examples of different types of supply chains</p> <p>Identification of different types of supply chains</p>	<ul style="list-style-type: none"> Identify different types of supply chains Explain why different supply chains are functioning in different ways Provide examples of the different types of supply chains Identify the factors that distinguish different supply chains from each other Explain why it is required to develop different strategies for different supply chains Identify which aspects from different supply chains strategies need to be different 	<ul style="list-style-type: none"> Integration of different types of supply chain configurations within the same business Identification of the unique and common areas across different supply chain models and optimise Integration of different functional requirements such as manufacturing, procurement and marketing for different supply chains Implementation of process models which leverage the common aspects of different supply chains, but provide unique functionality Implementation of differentiated performance management approaches to integrate different supply chains in the same business 	<ul style="list-style-type: none"> Different supply chains are identified and are managed differently Different performance criteria are used to manage different types of supply chains Supply chain strategies are different for different types of supply chains Different performance criteria are used in different supply chains 	<ul style="list-style-type: none"> Integrate the different types of supply chain configurations within the same business Identify the unique and common areas across different supply chain models Integrate different functional requirements such as manufacturing, procurement and marketing for different supply chains Implement process models which leverage the common aspects of different supply chains, but provide unique functionality 	<ul style="list-style-type: none"> Different types of supply chains are identified and signed-off Different supply chain strategies for different supply chains are approved Different performance measures are managed for different types of supply chains

Management and soft skills

Management and soft skills

The identification of learning needs and competencies in this domain falls outside the scope of this project. This table is an attempt to start a conversation on the skills development required to support the functional or occupational SCM competencies as identified in the MLC. The list is based on the SA approach and learning programmes are available to address most of them.

	Level 5	Level 6	Level 7	Level 8
Learning to learn	<ul style="list-style-type: none"> Brain theory, incl. different kinds of intelligence My personal learning style/preference Planning and time management for learning Monitoring own progress and reflecting on learning habits Completing assignments Answering examination questions Dealing with challenges (situations that might impact on learning efficiency) 	<ul style="list-style-type: none"> Improving reading, memorising and writing skills in learning Optimising learning as part of a group Metacognition: thinking about one's own thinking and learning 	<ul style="list-style-type: none"> Staying up-to-date Critical reading skills Impact of research Reasoning skills Strategies for life long learning 	<ul style="list-style-type: none"> Reading skills for post graduate studies Evaluate multiple sources of information Critical thinking, i.e. conceptualising, applying, analysing, synthesising, and/or evaluating information Research skills Writing at postgraduate level (and how it differs from writing in business)
Managing self	<ul style="list-style-type: none"> Self-awareness including own values and personality Emotional intelligence Intrapersonal conflict Time management e.g. prioritizing Preparing for and participating in meetings Manage own performance 	<ul style="list-style-type: none"> Personal development planning incl. goal setting and action planning Self-awareness II Understanding people, e.g. different personalities Managing my gifts and gaps 	<ul style="list-style-type: none"> Managing personal stress Personal branding Managing my future Authentic leadership 	<ul style="list-style-type: none"> Work-life balance Resilience
Relationships	<ul style="list-style-type: none"> Dealing with 1:1 conflict 	<ul style="list-style-type: none"> Dealing with interpersonal conflict Handling difficult colleagues and other stakeholders, e.g. members of public, suppliers, 	<ul style="list-style-type: none"> Managing stakeholder relationships Developing and maintaining a personal network of contacts Mediation skills 	<ul style="list-style-type: none"> Global business relationships Manage Key/strategic relationships, e.g. partners
Communication	<ul style="list-style-type: none"> Conversation skills: 1:1 (verbal) Reading with comprehension (legislation, quality docs) Business writing skills I, e.g. e-mails, Arranging meeting and keeping minutes 	<ul style="list-style-type: none"> Chairing meetings Negotiation skills I Business writing skills II (Contracts) Giving and receiving feedback 	<ul style="list-style-type: none"> Negotiation skills II Basic business writing skills Facilitation skills Technical writing skills I (e.g. reports) Provide expert advice to internal and external stakeholder 	<ul style="list-style-type: none"> Influencing skills (e.g. stakeholder management) Presentation skills Technical writing skills II (e.g. specifications)
Managing others	<ul style="list-style-type: none"> Being a team member 	<ul style="list-style-type: none"> Team leading skills Managing the performance of individuals in team Managing the work of others plan, instruct/delegate/coach, monitor and follow-up, feedback, review 	<ul style="list-style-type: none"> First level management skills (Plan, organise, lead and control) Manager as coach Organisational culture Change management Delegation skills Managing team performance Integrate a significant organisational change (e.g. process, system) Implement improvement initiatives Interviewing skills, e.g. selection 	<ul style="list-style-type: none"> Strategy, visioning and aligning direction, services, compliance and performance of a department/business unit with organisation's Business management skills (HR management, quality management, risk management, financial management) Ensure alignment of resources and efforts with overall long term strategy Mentoring skills Identify improvement opportunities Design change initiatives
Other	<ul style="list-style-type: none"> Budgeting 	<ul style="list-style-type: none"> Public Sector acumen (as in the equivalent of business acumen) 	<ul style="list-style-type: none"> Project management Fiscal Accountability or Finance of non-financial managers 	<ul style="list-style-type: none"> Program management (managing a number of projects)

Management and soft skills

The CIPS Global framework provides a far more detailed competency framework for the pillar: People Development Standards.

It is proposed that the reference group spend time during the workshop of 24-25 July 2014 to identify and prioritise the development opportunities that should be created for SCM employees.

The following extract from the Global Standard will assist the reference group in preparing for this discussion. We suggest you mark the competencies that are required for each position/NQF level and bring it to the workshop.

Pillar: People Development Standards

Theme 9: Developing Individuals and Teams in Procurement and Supply

The developing individuals and teams theme emphasises the knowledge, understanding and capabilities required for coaching or leading people in the organisation, suppliers and other stakeholders to further the objectives of improved procurement and supply. The theme focuses on how staff support improved procurement and supply both internally and externally to the organisation.

TACTICAL COMPETENCY LEVEL

Segment 9.1 • People in Procurement and Supply

Knowledge: Will know and understand:

The personal knowledge, understanding and capabilities required to support the achievement of the aims of procurement and supply

The roles of staff with devolved responsibilities for procurement and supply

People, objectives and the structure of procurement and supply in organisations

Procurement and supply as a service function

Liaison with internal customers and other stakeholders and understanding their commercial needs for the procurement of goods and services including:

- Pricing
- Quality
- Delivery
- Quantities
- Place aspects

Resolving conflict with internal stakeholders in procurement and supply

Capabilities: Will be able to:

Demonstrate personal knowledge, understanding and capabilities to further the aims of procurement and supply

Advise other members of staff that have responsibilities for procurement and supply activities to comply with organisational procedures and processes and to work towards achieving value for money outcomes in procuring goods and services

Explain the roles of personnel involved in procurement and supply activities, the structure of the procurement and supply function and its objectives

Serve internal stakeholders efficiently and effectively to promote customer support and service

Establish the commercial needs of internal customers and other stakeholders for the procurement of goods and services

Take appropriate actions with internal stakeholders to resolve any conflicts that occur on differing priorities of requirements

Management and soft skills

TACTICAL COMPETENCY LEVEL

Segment 9.2 • Teams in Procurement and Supply

Knowledge: Will know and understand:

Capabilities: Will be able to:

Classifying internal and external stakeholders and the roles they can have in procurement and supply	Recognise the inputs that both internal and external stakeholders make? to decision making in procurement and supply
The use of the RACI (responsible, accountable, consulted, informed) model as a classification tool of stakeholders	Use the RACI model to classify stakeholders
The use of cross functional teams in procurement and supply	Develop positive relationships with team members and other stakeholders, demonstrating behaviours to further the aims of procurement and supply
Barriers to team working	Recognise the existence of barriers to team working and take actions to overcome resistance and conflict from other team members
Team working in procurement and supply	Contribute to the achievement of team activities for procurement and supply
Characteristics of successful teams	Work to achieve positive relationships with other team members

OPERATIONAL COMPETENCY LEVEL

Segment 9.3 • Working with Stakeholders in Procurement and Supply

Knowledge: Will know and understand:

Capabilities: Will be able to:

The use of organisational procedures and processes in sourcing goods and services required by the organisation	Advise other members of staff to comply with organisational procedures and processes for sourcing whilst working towards achieving value for money outcomes in procuring goods and services
Selection and award criteria commonly applied to the sourcing of goods and services from suppliers	Recommend the application of appropriate selection and award criteria with stakeholders
Communication skills for negotiations to help achieve desired outcomes	Demonstrate effective negotiation skills with suppliers and other stakeholders to help achieve desired outcomes
Team management and the influence of internal customers and other stakeholders in negotiations	Develop positive relationships with team members and demonstrate behaviours to overcome resistance and conflict from team members or other stakeholders
The responsibilities for contract management	Decide on responsibilities for contract management and provide guidance to those personnel involved in the performance of contracts on actions to help achieve value for money outcomes
The stages of team development through forming, storming, norming and performing	Develop effective relationships with other team members
Forming teams with stakeholders for the sourcing process	Create positive relationships in teams emphasising the positive contributions to the organisation of effective procurement and supply

Management and soft skills

MANAGERIAL COMPETENCY LEVEL

Segment 9.4 • Developing the Capabilities of individuals in Procurement and Supply

Knowledge: Will know and understand:

Capabilities: Will be able to:

Theories that explain the behaviour of people and understanding the differences between people	Promote positive working relationships by building on the different strengths of people in the team
Approaches to the development and measurement of individuals	Support the development of individuals' knowledge, capabilities and skills to further the aims of procurement and supply
Diversity in organisations	Promote diversity in the procurement and supply function and with the organisation's supply chain
Different learning styles of individuals including: <ul style="list-style-type: none"> • Explicit and tacit knowledge • Cognitive theories • Knowledge management and how they can affect individual development and performance	Support the personal and professional development of individuals to enhance their performance
The dimensions of job satisfaction, alienation at work, and approaches to job design, enlargement and enrichment	Allocate the roles and responsibilities of personnel with responsibilities in procurement and supply to promote positive attitudes and outcomes?
The use of job analysis and job skills to identify and agree personal development plans	Establish the knowledge and skill requirements for personnel working in procurement and supply and agree plans for their development
The use of recruitment and selection plans to meet the skills and knowledge needs of the procurement and supply function	Create plans for the recruitment and selection of staff to fulfil requirements of the procurement and supply function
The use of training needs analysis and the creation of personal development plans	Develop and implement plans for the training and development of staff and other stakeholders to further the organisation's capabilities in procurement and supply

MANAGERIAL COMPETENCY LEVEL

Segment 9.5 • Motivating Individuals in Procurement and Supply

Knowledge: Will know and understand:

Capabilities: Will be able to:

The meaning of motivation	Evaluate the importance of motivating personnel with roles in procurement and supply
Sources of extrinsic (financial rewards, security, promotion, the work environment and work conditions) and intrinsic (psychological rewards, challenge and achievement, receiving appreciation)	Use appropriate extrinsic and intrinsic motivation with staff in the procurement and supply function to enhance performance?

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and recognition) motivational approaches for working with staff	
Frustration induced and constructive behaviours and how they can affect performance	Encourage constructive behaviours amongst staff in the procurement and supply function and take appropriate actions to mitigate frustration related behaviours
Content (Maslow's hierarchy of needs, Herzberg's dual factor theory, McClelland's achievement motivation) and process (Vroom's expectancy, Adams' equity, Locke's goal) theories of motivation	Apply relevant content and process theories with staff in the procurement and supply function to enhance performance
Approaches for performance review and appraisal	Conduct effective performance reviews and appraisals with members of staff from procurement and supply

MANAGERIAL COMPETENCY LEVEL

Segment 9.6 • Developing the Capabilities of Teams in Procurement and Supply

Knowledge: Will know and understand:

Capabilities: Will be able to:

The importance of work groups or teams for effective performance in procurement and supply	Develop work groups or teams for effective performance in procurement and supply
Factors that shape the behaviour of groups or teams including: <ul style="list-style-type: none"> • Its size • The capabilities of the members • The nature of the task • Physical environment • Communications • The use of technology 	Use an understanding of the factors that shape the behaviour of teams to help create positive conditions for teams in the workplace
Stages of group dynamics and development	Support the development of effective teams by promoting positive group dynamics dealing effectively with any team conflict that may arise
Alternative models for team working including: <ul style="list-style-type: none"> • Self-managed teams • Remote working • Virtual teams 	Support the development of effective teams in the workplace through using an appropriate model for team working
The sources of role conflict including: <ul style="list-style-type: none"> • Role incompatibility • Ambiguity • Over or under-load 	Minimise conflict in the team by defining clear roles and agreeing levels of authority and responsibility for staff with roles in procurement and supply

PROFESSIONAL COMPETENCY LEVEL

Segment 9.7 • Effective Leaders for Procurement and Supply Chain Management

Knowledge: Will know and understand:

Capabilities: Will be able to:

The role of a leader, the activity and importance of leadership	Evaluate the importance of leadership in achieving effective procurement and supply chain management
The planning of resources to develop procurement and supply chain management	Develop and implement plans for the effective resourcing of staff and systems and infrastructure to

Management and soft skills

	achieve effective procurement and supply chain management
The main approaches to leadership such as: <ul style="list-style-type: none"> • The qualities or traits approach • Functional or group approaches such as action centred learning • Styles of leadership such as autocratic, democratic and laissez-faire • Contingency theories such as path-goal theory 	Demonstrate appropriate methods of leadership to guide individuals, teams and the organisation and supply chains to help achieve effective procurement and supply chain management
Behaviours for effective leadership such as situational leadership, transformational and inspirational leadership, solo versus team leadership	Demonstrate effective behaviours to win the support of colleagues and other stakeholders to achieve effective procurement and supply chain management
Approaches for the effective delegation of responsibilities to staff to improve individuals' capabilities in understanding strategies, plans and processes	Plan work commitments and delegate effectively to staff and promote understanding of strategies, plans and processes
The development of knowledge and skills to achieve effective procurement and supply chain management	Develop the knowledge and skills of self colleagues and other stakeholders in procurement and supply chain management

PROFESSIONAL COMPETENCY LEVEL

Segment 9.8 • Leading and Influencing Stakeholders in Procurement and Supply

Knowledge: Will know and understand: **Capabilities: Will be able to:**

Developing and implementing a vision for improved procurement and supply chain management	Articulate a clear, achievable and compelling vision which sets out the direction and plans of procurement and supply chain management
Stakeholder analysis and mapping including primary, secondary and key stakeholders	Use appropriate stakeholder analysis and mapping techniques to evaluate stakeholder needs, interests and influence and use the analysis to provide an efficient and effective service
Obtaining buy in to procurement and supply chain strategies from stakeholders	Develop and plan a strategy to achieve the 'buy in' to objectives and plans for procurement and supply chain management taking into account stakeholder feedback
Perspectives on individual and organisational power	Guide colleagues successfully through difficulties and challenges from key personnel
Approaches to change management including transformational and transactional change, the change/performance curve, techniques for problem solving and overcoming resistance to change	Inspire colleagues and other stakeholders to adopt the plans and strategies created to achieve effective procurement and supply chain management

ADVANCED PROFESSIONAL COMPETENCY LEVEL

Segment 9.9 • Championing Culture change

Knowledge: Will know and understand: **Capabilities: Will be able to:**

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The dynamics of organisational culture, formation, evolution and change	Evaluate the support for improved procurement and supply chain management within the organisation and its supply chains
Defining organisational culture and types of organisational culture	Classify the type of organisational culture and formulate plans for the supply chain that can fulfil the expectations of stakeholders
The levels and dimensions of culture	Critically assess the dimensions of culture in the supply chain and create appropriate communications to convince stakeholders of planned changes
Models for the assessment of culture including: <ul style="list-style-type: none"> Quinn and Cameron's matrix Johnson's cultural web Hofstede's dimensions of culture Trompenaars' dimensions of culture 	Develop approaches to adapt behaviours and communication to accommodate for differences in culture in the organisation's supply chain
The bases of differentiation in culture such as: <ul style="list-style-type: none"> Functional Geographical Divisionalisation Mergers, acquisitions and joint ventures 	Develop approaches to adapt behaviours and communication that allow differences in culture internally and in the organisation's supply chain
Managing the internal integration of culture	Develop strategies and engagement plans that convince stakeholders of plans for improved procurement and supply chain management
How the impacts of mergers, acquisitions and divestitures can impact on organisational culture, formation, evolution and change	Develop strategies and engagement plans that anticipate and mitigate the risk of negative impact on culture change following significant organisational change

ADVANCED PROFESSIONAL COMPETENCY LEVEL

Segment 9.10 • Managing Ambiguity in Procurement and Supply

Knowledge: Will know and understand:

Capabilities: Will be able to:

The influences on the behaviour of individuals, groups, organisations and societies	Critically evaluate the different behaviours adopted by individuals, groups organisations and societies and use appropriate approaches to enhance the organisation's effectiveness
Causal models of organisational performance and change	Evaluate the internal and external factors that impact on organisational performance assessing the impact of the supply chain on these factors
Coaching skills for managing teams	Provide guidance and support to colleagues and other key stakeholders and monitor actions taken to achieve effective procurement and supply chain management
Managing conflict and difficult situations	Contribute to the leadership of the procurement and supply chain function taking steps to mitigate challenges and difficulties using conflict resolution within the organisation and with its supply chains
Contemporary developments in human resources policies that can be adopted to encourage productive working such as: <ul style="list-style-type: none"> Flexible working Workplace design Work life balance Talent management Metrics to measure workplace standards 	Provide guidance and create policies to improve the motivation of colleagues and enhance performance

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The planning of resources to develop procurement and supply chain management	Develop plans for the effective resourcing of staff, systems and infrastructure to achieve effective procurement and supply chain management
The design of the supply chain function to encourage productive working	Create and implement plans to enable the supply chain function to improve its environment and to encourage productive working
Chorn's PADI (pragmatism, administration, divergence and integration) model for organisational behaviour	Critically assess the divergence of organisational behaviour and align the requirements of the organisation with its supply chain
Behaviour modification and change management	Adopt and promote behaviours to support the successful implementation of change
Approaches to change management including transformational and transactional change, the change/ performance curve, techniques for problem solving and overcoming resistance to change	Inspire colleagues and other stakeholders to adopt the plans and strategies created to achieve effective procurement and supply chain management

Pillar: People Development Standards

Theme 10: Developing Self and Personal Skills in Procurement and Supply

The developing self and personal skills theme helps individuals with procurement and supply roles to advance their own knowledge, capabilities and skills. Gaps with current levels of knowledge, capabilities and skills can be identified and development plans created to fulfil the needs of the individual to help achieve organisational objectives.

TACTICAL COMPETENCY LEVEL

Segment 10.1 • Develop Your Capabilities for Procurement and Supply

Knowledge: Will know and understand:

Capabilities: Will be able to:

Self-awareness	Seek and respect the comments of others to improve efficiency and effectiveness at work
Problem solving	Work with others in the team to solve problems that may arise in your area of responsibility reporting any difficulties to your supervisor or line manager
Honesty and integrity	Maintain personal and professional honesty and integrity
Coping with change	Be open and flexible to change seeing it as an opportunity not a threat
Dealing with conflict	Recognise that conflict can occur with colleagues and work to minimise conflict situations that could affect the team
Equality and diversity	Promote best practice in valuing and respecting people's diversity
Negotiating requirements	Contribute to the effective negotiation of requirements with internal stakeholders and create best value for money outcomes achieved with suppliers

Management and soft skills

MANAGERIAL COMPETENCY LEVEL

Segment 10.3 • Develop Your Capabilities to Manage Procurement and Supply

Knowledge: Will know and understand:

Self-awareness
Problem solving
Honesty and integrity
Coping with change
Dealing with conflict
Equality and diversity
Negotiation in procurement and supply

Capabilities: Will be able to:

Learning from mistakes, seeking and accepting feedback from others in the organisation and provide constructive comments to others to improve own performance and the performance of the team
Assess situations and identify the causes of problems proposing appropriate solutions
Maintain, promote and monitor personal and professional honesty and integrity
Recognise the need for change and promote change in a positive manner to the team, encouraging their comment and contribution to the process
Identify and minimise areas of potential conflict between colleagues and team members whilst recognising the positive contribution that managed conflict can make to reaching shared solutions
Maintain and promote best practice in valuing and respecting diversity recognising the positive contributions that such differences can bring to effective work practices
Actively help internal stakeholders to achieve desired outcomes in commercial dealings with third parties through practicing effective negotiation

MANAGERIAL COMPETENCY LEVEL

Segment 10.4 • Develop Your Capabilities to Lead Procurement and Supply

Knowledge: Will know and understand:

Self-awareness
Problem solving
Honesty and integrity
Coping with change
Dealing with conflict
Equality and diversity
Negotiation in procurement and supply

Capabilities: Will be able to:

Be open in recognising and learning from own mistakes and the mistakes of others. Seek, accept and provide feedback in a positive and constructive way to improve outcomes
Assess situations that may be unfamiliar and/ or unpredictable to identify potential problems and propose effective and innovative solutions
Maintain, promote and evaluate personal and professional integrity that furthers the aims and well being of the organisation
Respond constructively to change coping with uncertainty and manage the expectations of others in relation to change
Manage conflict between stakeholders both internal and external to the organisation recognising the positive contribution that managed conflict can make to reaching shared solutions
Maintain and promote best practice in valuing and respecting diversity and cultural differences within the organisation, across teams and functions, recognizing the positive contributions that such differences can make to work practices
Create advice and guidance for colleagues and other internal stakeholders and act as a role model for achieving negotiated outcomes that achieve positive outcomes for the organisation

Management and soft skills

MANAGERIAL COMPETENCY LEVEL

Segment 10.5 • Strategic Leadership in Procurement

Knowledge: Will know and understand:

Capabilities: Will be able to:

The use of vision statements	Create an appropriate shared vision in the organisation and recognise the potential impact of developments in the wider profession
The management of resources	Manage resources to ensure effective and efficient service to customers and key stakeholders
The creation of networking opportunities to help establish benchmarks of organisational and individual performance	Develop best practice by evaluating and adopting new ideas from inside and outside of the organisation
Best practices for improved procurement and supply chain management	Proactively seek out new opportunities to take on new responsibilities and to share expertise across the organisation and its supply chains
Effective communications in the organisation and its supply chain	Develop and implement communication strategies and plans using appropriate techniques at an appropriate level for the target audience
Personal accountability in decision making	Create, support and promote a culture of personal accountability decisions made
Developing knowledge management	Support the personal and professional development of individuals to enhance their performance
The use of Continuing Professional Development (CPD) programmes in procurement and supply	Develop and promote a culture of CPD monitoring the progress of colleagues
The value of external engagement/representation to raising the profile of the procurement and supply profession	Proactively seek out opportunities to represent organisation/market/sector in externally facing activities that positively support the profession and the market/sector as a whole

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Annexure A: Workplace evidence of competence

NQF 5	Workplace evidence of competence (SCM_Clerk_Job_Specs_March2010-Author:Mark Kuipers)	Supporting evidence
1. The supply chain environment	<i>No workplace evidence of competence in job description of SCM Clerk (Recommend to include WC-AOS, Vol 2: Institutionalisation, Chap 1: Functional arrangements)</i>	Presentation/ facilitation of workshop to colleagues: current practices in the South African supply chain environment Application of policies according to legislative requirements (WC-AOS: Vol 1: Legislative framework) Demonstrate ethical conduct during performing of work duties (WC-AOS. Vol 2: Chap 3)
2. Demand	Conduct needs assessment by collecting and analysing relevant data, categorising commodities and confirming availability of funds	Needs assessment (WC-AOS: Vol 3: Chap 5, nr. 5.1- 5.5)
	Conduct a market and industry analysis Administer the process of drafting specification/terms of reference and special conditions of contract	Market assessment and Industry analysis (WC-AOS: Vol 3: Chap 5, nr. 5.6) Specifications/terms of reference and special conditions of contract (WC-AOS: Vol 3, Chap 5, nr 5.7, Vol 4: Chap 14, 15, Vol 5: 16 & 17)
3. Acquisition	Compile and maintain supplier database	Supplier database (WC-AOS: Vol 4: Chap 12, nr. 12.2 & Vol 8: Chap 25, nr.13.4 and 13.5)
	Implement preference points system and appropriate goals per commodity in terms of preferential procurement policy objectives	Preferential procurement (WC-AOS: Vol 4: Chap 10, 11 & 12)
	Provide administrative support in the bid/quotation process	Bid/quotation process administered from initiation to completion by using Bid Committee system (WC-AOS, Vol 2, Chapter 2, vol 4, chap 7, 8, 9 & 13)
4. Logistics	Verify and capture source documents and place the order with the supplier	Order placed and followed through (WC_AOS, Vol 6: Chap 18, nr 18.1, 18,2 & 18.3)
	Goods are received, recorded and stored	Document goods received (WC_AOS, Vol 6: Chap 18.4)
	Logistics: Distribute goods in terms of specific handling requirements	Document goods distributed (WC_AOS, Vol 6: Chap 18.5)
	Allocate item identification numbers for commodities, implement inventory techniques, determine stock levels, and maintain stock records	Inventory register developed/updated (WC_AOS, Vol 6: Chap 19) <i>Recommend to include: WC-AOS (Vol 7, Chap 20: Characteristics of assets, Chap 21: Asset plans & Chap 22: Asset register)</i>
	Conduct stock-take	Stock-take document completed (WC_AOS, Vol 6: Chap 19.8)
	Dispose of goods and maintain records	Document on disposal of goods completed (WC-AOS, Vol 2, Chap 2, nr. 2.7, Vol 6, Chap19, nr. 19.6.13 & nr. 19.16, Chap. 21, nr.21.3, 21.6, 21.7, Chap 22, nr.22.3, Chap 23)
5. Performance & control	Utilise LOGIS for provisioning, procurement, stock control and reporting	LOGIS utilised (WC-AOS, Vol 2, Chap 4) <i>Recommend: Include Compliance report (WC-AOS, Vol 8, Chap 24: Compliance monitoring and Chap. 26: Risk management and internal control)</i> <i>Recommend: Include WC-AOS: Vol 9, Chap 28: SCM Performance monitoring , Vol 9: Chap 27: SCM reporting, Vol 6, Chap 18, nr 18.7: Expenditure control, Vol 8, Chap 25: Monitoring SCM abuse (This has been covered in the above supporting evidence "LOGIS utilised, WC-AOS, Vol 2, Chap 4: Systems)</i>
6. Supply chain management	<i>No workplace evidence of competence in job description of SCM Clerk</i>	<i>Recommend: Include WC-AOS: Vol 3, Chap 6: Planning for the appointment of consultants</i>

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NQF 6	Workplace evidence of competence (SCM_Clerk_Job_Specs_March2010- Author:Mark Kuipers)	Supporting evidence
1. The supply chain environment	<i>No workplace evidence of competence in job description of SCM Practitioner (Recommend to include WC-AOS, Vol 2: Institutionalisation, Chap 1: Functional arrangements)</i>	<i>(WC-AOS: Vol 2, Chap 1: Functional arrangements)</i> (WC-AOS: Vol 1: Legislative framework); (WC-AOS: Vol 2, Chap 3: Ethical standards)
2. Demand	Conduct needs assessment by collecting and analysing relevant data, categorising commodities and confirming availability of funds	Needs assessment (WC-AOS: Vol 3: Chap 5: Concept of demand management, nr. 5.1: Introduction, 5.2: Demand management activities, 5.3: Strategic planning, 5.4: Operational (Procurement) planning, 5.5: Identification of the need)
	Conduct a market and industry analysis	Market assessment and Industry analysis (WC-AOS: Vol 3: Chap 5, nr. 5.6: Market analysis)
	Identify/implement preference points system and appropriate goals per commodity in terms of preferential procurement policy objectives	Preferential procurement
	Oversee, coordinate and advise on the process of drafting specification/terms of reference and special conditions of contract	Specifications/terms of reference and special conditions of contract (WC-AOS: Vol 3: Chap 5.7: Development of product specifications)
	Compile a Procurement Plan	Procurement Plan
3. Acquisition	Compile, manage and maintain supplier database	List of prospective service providers maintained (WC-AOS: Vol 2, Chap 4: 4.5: WC Supplier database)
	Execute the bid/quotation process	Bid/quotation process executed (WC-AOS: Vol 2, Chap. 2: SCM bid committees) (WC-AOS, Vol 2, Chapter 2, vol 4, chap 7: Petty cash, 8: Informal quotations, 9: Formal invitations of price quotations, & 13: Unsolicited bids) (WC-AOS: Vol 4: Chap 10: Competitive (WC-AOS: Vol 4: Chap bidding, Chap 11: Limited bidding) (WC-AOS: Vol 4: Chap 12: Emergency procurement)
	Manage and administer contracts	Contracts managed and administered (WC-AOS: Vol 5, Chap 15: Contracts managed & administered, Chap 16: Enforcement and administration of contracts) (WC-AOS: Vol 4, Chap 14: Transversal contracts, Chap 15: contracts procured by other organs of state)
4. Logistics	Procurement source documents are verified, captured and authorised, and the order is placed with the supplier	Order
	Allocate item identification numbers for commodities, implement inventory techniques, determine stock levels, and maintain stock records	Inventory Management (WC-AOS: Vol 6, Chap:19: Inventory management) (WC-AOS (Vol 7, Chap 20: Characteristics of assets, Chap 21: Asset plans & Chap 22: Asset register)
	Design and implement the warehouse infrastructure and select an appropriate storage system	Warehouse Management (WC-AOS: Vol 6, Chap 18: Logistics maangement)
	Plan, coordinate and facilitate the stock-take	Stock-take
	Develop and implement a disposal plan	Disposal management (WC-AOS, Vol 7: Chap 23: Disopsal management)
5. Performance & control	Develop and implement a SCM performance system	SCM Performance Management (WC-AOS: Vol 8, Chap 24: Complaiance monitoring, Chap 25: SCM abuse, Chap 26:Risk management and internal controls) (WC-AOS: Vol 9: Chap 27: SCM Reporting, Chap 28: SCM performance monitoring)
	Utilise LOGIS for provisioning, procurement, stock control and reporting	LOGIS utilised (WC-AOS, Vol 2. Chap 4: Systems, 4.1: Introduction, 4.2: LOGIS)
	Utilise Vulindlela as a management information system for monitoring and reporting of revenue, expenditure, assets and liabilities	Vulindlela utilised (WC-AOS, Vol 2. Chap 4: Systems, 4.3:Alternative systems, 4.4 E-procurement solution)
6. Supply chain management	<i>No workplace evidence of competence in job description of SCM Practitioner (Recommend to include CIPS: 9.4, 9.5, 9.6 and 10.3, 10.4 and 10.5)</i>	<i>(WC-AOS: Vol 3, Chap 6: Planning for the appointment of consultants)</i>

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NQF 7	Workplace evidence of competence (SC_Manager_Job_Specs_March2010- Author:Mark Kuipers)	Supporting evidence
1. The supply chain environment	<i>No workplace evidence of competence in job description of Supply chain manager</i> Develop and oversee the implementation of the supply chain management system	(WC-AOS: Vol 2, Chap 1: Functional arrangements) Supply Chain Management System (WC-AOS: Vol 2, Chap 3: Ethical standards)
2. Demand	Demand: Manage the Demand Management process	Demand Management
3. Acquisition	Acquisition: Oversee the development and utilisation of a supplier database	List of prospective service providers
	Identify preference points system and appropriate goals per commodity in terms of preferential procurement policy objectives	Preferential procurement
	Acquisition: Oversee bid/quotation process	Bid/quotation process oversight (WC-AOS: Vol 2, Chap. 2: SCM bid committees) (WC-AOS, Vol 2, Chapter 2, vol 4, chap 7: Petty cash, 8: Informal quotations, 9: Formal invitations of price quotations, & 13: Unsolicited bids) (WC-AOS: Vol 4: Chap 10: Competitive (WC-AOS: Vol 4: Chap bidding, Chap 11: Limited bidding) (WC-AOS: Vol 4: Chap 12: Emergency procurement)
	Establish the bid specification, bid evaluation and bid adjudication committees, and oversee the proper functioning of the committees	Bid Committee System (WC-AOS: Vol 2, Chap. 2: SCM bid committees) (WC-AOS: Vol 5, Chap 15: Contracts managed & administered, Chap 16: Enforcement and administration of contracts) WC-AOS: Vol 4, Chap 14: Transversal contracts, Chap 15: contracts procured by other organs of state)
4. Logistics	Oversee the management of logistics operations	Logistics Management (WC-AOS: Vol 6, Chap:19: Inventory management) (WC-AOS (Vol 7, Chap 20: Characteristics of assets, Chap 21: Asset plans & Chap 22: Asset register)
	Design and implement the warehouse infrastructure and select an appropriate storage system	Warehouse Management (WC-AOS: Vol 6, Chap 18: Logistics maangement)
	Disposal management	Develop and oversee the implementation of the disposal plan (WC-AOS, Vol 7: Chap 23: Disposal management)
5. Performance & control	Develop and oversee the implementation of a SCM performance system	SCM Performance Management (WC-AOS: Vol 8, Chap 24: Compliance monitoring, , Chap 28: SCM performance monitoring
	Utilise LOGIS for provisioning, procurement, stock control and reporting	LOGIS utilised (WC-AOS, Vol 2. Chap 4: Systems, 4.1: Introduction, 4.2: LOGIS)
	Utilise Vulindlela as a management information system for monitoring and reporting of revenue, expenditure, assets and liabilities	Vulindlela utilised (WC-AOS, Vol 2. Chap 4: Systems, 4.3:Alternative systems, 4.4 E-procurement solution)
	Report on supply chain management information as required to internal and external stakeholders	Reporting WC-AOS: Vol 9: Chap 25: SCM abuse, Chap 27: SCM Reporting
6. Supply chain management		WC-AOS, Vol 8: Chap 26: Risk management and internal controls
		(WC-AOS: Vol 3, Chap 6: Planning for the appointment of consultants)

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Annexure B: Job descriptions

Job Title: Supply Chain Management Clerk (Demand/Acquisition/Logistics/Disposal Management)		
Job Descriptor/Purpose Statement		
Perform administrative functions within the supply chain management function including; Demand/Acquisition/Logistics/Disposal Management		
Product/service	Defined Task	Indicator of Competence
Needs assessment	Demand: Conduct needs assessment by collecting and analysing relevant data, categorising commodities and confirming availability of funds	An effective mechanism is in place to conduct a needs assessment, including; categorised commodities, and alignment with the budget and strategic plan
Market assessment and Industry analysis	Demand: Conduct a market and industry analysis	Market and industry analysis are conducted in accordance with departmental policies and procedures aligned to best practice processes
Preferential procurement	Demand: Implement preference points system and appropriate goals per commodity in terms of preferential procurement policy objectives	Preferential procurement goals determined in accordance with departmental policies and procedures and compliant with applicable legislative requirements
Specifications/terms of reference and special conditions of contract	Demand: Administer the process of drafting specification/terms of reference and special conditions of contract	The process of drafting specifications/terms of reference and special conditions are administered in accordance with departmental policies and procedures
List of prospective service providers maintained	Acquisition: Compile and maintain supplier database	A complete and accurate supplier database is effectively compiled and maintained in accordance with departmental policies and procedures and compliant with applicable legislative requirements
Bid/quotation process administered	Acquisition: Provide administrative support in the bid/quotation process	The bid/quotation process is effectively administered in accordance with departmental policies and procedures and compliant with applicable legislative framework, and includes the; - compilation of bid/quotation documentation and advertisements, and - opening and processing bids/quotations
Order	Logistics: Verify and capture source documents and place the order with the supplier	Procurement source documents are verified and captured, once approved, the order is timeously placed with the supplier, in accordance with departmental policies and procedures and compliant with applicable legislative requirements
Goods received	Logistics: Goods are received, recorded and stored	Goods received, checked and reconciled with respective orders, correctly marked, moved and packed in the appropriate bin location, and inventory records accurately updated, in accordance with departmental policies and procedures and compliant with applicable legislative requirements
Goods distributed	Logistics: Distribute goods in terms of specific handling requirements	Effective and timeous distribution of goods compliant with departmental policies and procedures and applicable legislative requirements
Inventory Management	Logistics: Allocate item identification numbers for commodities, implement inventory techniques, determine stock levels, and maintain stock records	Item identification numbers correctly allocated, inventory techniques effectively implemented, stock levels determined, and stock records accurately maintained in accordance with departmental policies and procedures and compliant with applicable legislative requirements
Stock-take	Logistics: Conduct stock-take	Proper stock taking is conducted in accordance with applicable departmental and legislative requirements
Disposal of goods	Disposal: Dispose of goods and maintain records	Goods disposed in accordance with the disposal plan and records effectively and accurately maintained, in accordance with departmental policies and procedures and compliant with applicable legislative requirements
LOGIS utilised	Utilise LOGIS for provisioning, procurement, stock control and reporting	LOGIS is effectively utilised for provisioning, stock control and reporting in compliance with user and legislative requirements
Knowledge		
Organisational and government structures Applicable legislative and regulatory framework Public Finance and Management Act (PFMA), Treasury Regulations and guidelines SCM Regulations, practice notes, circulars, policy frameworks Preferential Procurement Policy Framework Act and its associated regulations SCM: A Guide to Accounting Officers and Authorities The Construction Industry Development Board (CIDB) Act, 38 of 2000 Broad Based Black Economic Empowerment Act, 53 of 2003 Public Service Anti-corruption Strategy Departmental policies and procedures Government accounting standards (GRAP) Economic Reporting Framework		Medium Term Strategic Framework (government priorities) Government financial systems SCM Performance Management Negotiation tools and techniques Contract management Service level agreements Supplier management Strategic sourcing Market analysis research tools and techniques Public sector supply chain management models and processes Delegations of authority Asset management Inventory management

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Job Title: Supply Chain Management Practitioner (Demand/Acquisition/Logistics/Disposal Management)
Job Descriptor/Purpose Statement
Organise, manage, control and coordinate the supply chain management function including; demand, acquisition, logistics and disposal management

Product/service	Defined Task	Indicator of Competence
Needs assessment	Demand: Conduct needs assessment by collecting and analysing relevant data, categorising commodities and confirming availability of funds	An effective mechanism is in place to conduct a needs assessment, including; categorised commodities, and alignment with the budget and strategic plan
Market assessment and Industry analysis	Demand: Conduct a market and industry analysis	Market and industry analysis are conducted in accordance with departmental policies and procedures aligned to best practice processes
Preferential procurement	Demand: Identify/implement preference points system and appropriate goals per commodity in terms of preferential procurement policy objectives	Preferential procurement goals determined in accordance with departmental policies and procedures and compliant with applicable legislative requirements
Specifications/terms of reference and special conditions of contract	Demand: Oversee, coordinate and advise on the process of drafting specification/terms of reference and special conditions of contract	Approved specifications/terms of reference and special conditions in accordance with applicable legislative requirements
Procurement Plan	Demand: Compile a Procurement Plan	An approved Procurement Plan is compiled that clearly defines the preferential procurement goals, aligned to the strategic plan and budget, compliant with the applicable legislative requirements, and taking cognisance of; <ul style="list-style-type: none"> - the needs assessment, - the availability of funds, and - the market assessment and industry analysis
List of prospective service providers maintained	Acquisition: Compile, manage and maintain supplier database	A complete and accurate supplier database is effectively compiled, managed and maintained in accordance with departmental policies and procedures and compliant with applicable legislative requirements
Bid/quotation process executed	Acquisition: Execute the bid/quotation process	The bid/quotation process is effectively executed in accordance with departmental policies and procedures and compliant with applicable legislative framework, and includes the; <ul style="list-style-type: none"> - compilation of bid/quotation documentation and advertisements, - opening and processing bids/quotations, - evaluation of bids/quotations, - compilation of recommendations, - adjudication of bids/quotations, and - conclusion of contracts
Contracts managed and administered	Acquisition: Manage and administer contracts	Manage and administer contracts effectively, in accordance with departmental policies and procedures and compliant with applicable legislative requirements, in respect of; <ul style="list-style-type: none"> - compilation, adjustments, variations, amendments, - cancellations and transfers, and - remedial actions
Order	Logistics: Procurement source documents are verified, captured and authorised, and the order is placed with the supplier	Procurement source documents verified, captured and authorised in accordance with departmental policies and procedures and compliant with applicable legislative requirements
Inventory Management	Logistics: Allocate item identification numbers for commodities, implement inventory techniques, determine stock levels, and maintain stock records	Item identification numbers correctly allocated, inventory techniques effectively implement, stock levels determined, and stock records accurately maintained in accordance with departmental policies and procedures and compliant with applicable legislative requirements

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Product/service	Defined Task	Indicator of Competence
Warehouse Management	Logistics: Design and implement the warehouse infrastructure and select an appropriate storage system	Suitable warehouse infrastructure and effective storage system designed and implemented in accordance with departmental policies and procedures and compliant with applicable legislative requirements, that includes; <ul style="list-style-type: none"> - the layout, - bin locations, - bin numbering, and - stores handling equipment
Stock-take	Logistics: Plan, coordinate and facilitate the stock-take	Proper stock taking is conducted in accordance with applicable departmental and legislative requirements, including; <ul style="list-style-type: none"> - reporting on variances, - making recommendations, and - requesting required adjustments and write-offs
Disposal management	Disposal: Develop and implement a disposal plan	An approved and appropriate disposal plan developed and implemented in accordance with departmental policies and procedures and compliant with applicable legislative requirements, including the; <ul style="list-style-type: none"> - identification of redundant, obsolete and unserviceable goods, - disposal of goods in accordance with the disposal plan, - accurate recording of the disposals, and - appropriate reporting
Reporting	Report on supply chain management information as required to internal and external stakeholders	Timely and relevant supply chain information reported to relevant stakeholders in compliance with departmental policies and procedures and applicable legislative requirements
SCM Performance Management	Develop and implement a SCM performance system	An effective SCM performance management system is developed and implemented in accordance with departmental policies and procedures and applicable legislative requirements, that measures the performance of; <ul style="list-style-type: none"> - suppliers, - the SCM unit, and - the Department
LOGIS utilised	Utilise LOGIS for provisioning, procurement, stock control and reporting	LOGIS is effectively utilised for provisioning, stock control and reporting in compliance with user and legislative requirements
Vulindlela utilised	Utilise Vulindlela as a management information system for monitoring and reporting of revenue, expenditure, assets and liabilities	Vulindlela is effectively utilised as a management information system to monitor and report on revenue, expenditure, assets and liabilities in compliance with user and legislative requirements

Knowledge	
Organisational and government structures Applicable legislative and regulatory framework Public Finance and Management Act (PFMA), Treasury Regulations and guidelines SCM Regulations, practice notes, circulars, policy frameworks Preferential Procurement Policy Framework Act and its associated regulations SCM: A Guide to Accounting Officers and Authorities The Construction Industry Development Board (CIDB) Act, 38 of 2000 Broad Based Black Economic Empowerment Act, 53 of 2003 Public Service Anti-corruption Strategy Departmental policies and procedures Government accounting standards (GRAP) Economic Reporting Framework Medium Term Strategic Framework (government priorities)	Government financial systems SCM Performance Management Negotiation tools and techniques Contract management Service level agreements Supplier management Strategic sourcing Market analysis research tools and techniques Public sector supply chain management models and processes Delegations of authority Asset management Inventory management

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Job Title: Supply Chain Management Manager		
Job Descriptor/Purpose Statement		
Develop, implement and maintain the supply chain management system, oversee and manage the overall supply chain management operations, including; demand, acquisition, logistics and disposal. Review the supply chain performance and make recommendations to improve the efficiency and effectiveness of the supply chain.		
Product/service	Defined Task	Indicator of Competence
Supply Chain Management System	Develop and oversee the implementation of the supply chain management system	An established and effective supply chain management system that includes; - an established and capacitated SCM unit with competent officials within the Office of the CFO, - approved and implemented departmental policies and procedures, - implemented effective anti-corruption measures, and - approved and implemented delegations of authority, that are compliant with the applicable legislative framework and requirements
Bid Committee System	Establish the bid specification, bid evaluation and bid adjudication committees, and oversee the proper functioning of the committees	Effective bid committees established with clearly defined roles, functioning in accordance with applicable legislative requirements
Demand Management	Demand: Manage the Demand Management process	Approved demand management process effectively managed, including; - needs assessment, - categorisation of commodities, - availability of funds, - market assessment and industry analysis, - identifying methods of procurement, - identifying preferential procurement policy objectives, - specifications/terms of reference, and - life cycle costing
Preferential procurement	Demand: Identify preference points system and appropriate goals per commodity in terms of preferential procurement policy objectives	Preferential procurement goals determined in accordance with departmental policies and procedures and compliant with applicable legislative requirements
List of prospective service providers	Acquisition: Oversee the development and utilisation of a supplier database	A complete and accurate supplier database is developed and effectively utilised in accordance with departmental policies and procedures and compliant with applicable legislative requirements
Bid/quotation process oversight	Acquisition: Oversee bid/quotation process	An effective bid/quotation process is implemented and maintained in accordance with departmental policies and procedures and compliant with applicable legislative requirements
Logistics Management	Acquisition: Oversee the management of logistics operations	An effective and efficient logistics function compliant with departmental policies and procedures and applicable legislative requirements, including; - ordering, - receiving and distribution of goods, - management of inventory and warehousing, and - accounts payable
Warehouse Management	Acquisition: Design and implement the warehouse infrastructure and select an appropriate storage system	Suitable warehouse infrastructure and effective storage system designed and implemented in accordance with departmental policies and procedures and compliant with applicable legislative requirements, including; - the layout, - bin locations, - bin numbering, and - stores handling equipment
Disposal management	Disposal: Develop and oversee the implementation of the disposal plan	An approved and appropriate disposal plan developed and implemented in accordance with departmental policies and procedures and compliant with applicable legislative requirements, including the; - identification of redundant, obsolete and unserviceable goods, - disposal of goods in accordance with the disposal plan, - accurate recording of the disposals, and

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Product/service	Defined Task	Indicator of Competence
		- appropriate reporting
Reporting	Report on supply chain management information as required to internal and external stakeholders	Timely and relevant supply chain information reported to relevant stakeholders in compliance with departmental policies and procedures and applicable legislative requirements
SCM Performance Management	Develop and oversee the implementation of a SCM performance system	An effective SCM performance management system is developed and implemented in accordance with departmental policies and procedures and applicable legislative requirements, that measures the performance of; - suppliers, - the SCM unit, and - the Department
LOGIS utilised	Utilise LOGIS for provisioning, procurement, stock control and reporting	LOGIS is effectively utilised for provisioning, stock control and reporting in compliance with user and legislative requirements
Vulindlela utilised	Utilise Vulindlela as a management information system for monitoring and reporting of revenue, expenditure, assets and liabilities	Vulindlela is effectively utilised as a management information system to monitor and report on revenue, expenditure, assets and liabilities in compliance with user and legislative requirements

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