<table>
<thead>
<tr>
<th>Professional Position Level</th>
<th>Advanced</th>
<th>Mid-Level</th>
<th>Entry-Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Procurement Officer / Vice President / Assistant Vice President / Director</td>
<td>![Image]</td>
<td>![Image]</td>
<td>![Image]</td>
</tr>
<tr>
<td>Associate Director / Assistant Director</td>
<td>![Image]</td>
<td>![Image]</td>
<td>![Image]</td>
</tr>
<tr>
<td>Strategic Procurement Specialist / Manager / Category Lead</td>
<td>![Image]</td>
<td>![Image]</td>
<td>![Image]</td>
</tr>
<tr>
<td>Supplier Diversity Manager / Commodity Manager / Senior Buyer</td>
<td>![Image]</td>
<td>![Image]</td>
<td>![Image]</td>
</tr>
<tr>
<td>Procurement Systems Manager</td>
<td>![Image]</td>
<td>![Image]</td>
<td>![Image]</td>
</tr>
<tr>
<td>Pcard Administrator</td>
<td>![Image]</td>
<td>![Image]</td>
<td>![Image]</td>
</tr>
<tr>
<td>Procurement Analyst</td>
<td>![Image]</td>
<td>![Image]</td>
<td>![Image]</td>
</tr>
<tr>
<td>Buyer</td>
<td>![Image]</td>
<td>![Image]</td>
<td>![Image]</td>
</tr>
<tr>
<td>Procurement Assistant (non-exempt)</td>
<td>![Image]</td>
<td>![Image]</td>
<td>![Image]</td>
</tr>
</tbody>
</table>

**Ethics & Values**
- Ability to explain value concepts, e.g., Total Cost of Ownership (TCO)
- Best Practices knowledge
- Commodity knowledge and technical expertise
- Promotes sustainability in the institution’s processes and systems
- Supplier relationship management skills
- Technology skills (e.g., eprocurement, search tools, MS Office suite)
- Understands fundamentals of contract law, contracting authority, working with counsel
- Organizational Agility
- Planning
- Priority setting
- Self-Development
- Communication
- Conflict Resolution
- Customer Focus
- Negotiating
- Valuing Diversity

**Functional/Technical Skills**
- Ability to explain value concepts, e.g., Total Cost of Ownership (TCO)
- Best Practices knowledge
- Commodity knowledge and technical expertise
- Promotes sustainability in the institution’s processes and systems
- Supplier relationship management skills
- Technology skills (e.g., eprocurement, search tools, MS Office suite)
- Understands fundamentals of contract law, contracting authority, working with counsel

**Organizational Agility**
- Planning
- Priority setting
- Self-Development

**Build Relationships**
- Customer Focus
- Negotiating
- Valuing Diversity

**Drive Results**
- Action Oriented
- Creativity
- Drive for Results (drives accountability, responsibility & ownership)
- Problem Solving
- Process Management
- Risk Management
- Strategic Agility

**Lead Others**
- Building Effective Teams
- Change Agent
- Decision Making
- Developing Others
- Hiring & Staffing (HRM skills including recruitment strategy, onboarding, succession planning)
- Integrity & Trust

**NAEP Competencies for Procurement Professionals**

Increase Performance

- Ethics & Values
- Functional/Technical Skills
- Organizational Agility
- Planning
- Priority setting
- Self-Development
- Communication
- Conflict Resolution
- Customer Focus
- Negotiating
- Valuing Diversity

Build Relationships

- Action Oriented
- Creativity
- Drive for Results (drives accountability, responsibility & ownership)
- Problem Solving
- Process Management
- Risk Management
- Strategic Agility

Lead Others

- Building Effective Teams
- Change Agent
- Decision Making
- Developing Others
- Hiring & Staffing (HRM skills including recruitment strategy, onboarding, succession planning)
- Integrity & Trust

©2013 NAEP  Do not reproduce or distribute without permission from NAEP

Created by the Professional Development Committee in 2012 and updated in 2013
NAEP Competency Model

What are competencies?
Competencies are the skills, behaviors, and attitudes that lead to high performance.  

How can Members use the NAEP Competency Model?
Competency models are used throughout the stages of the employee lifecycle.

1. **Workforce Planning:** While identifying the needs of the future, leadership can ensure that competencies align with the institution’s strategic goals. The desired competencies can be used to determine which positions are needed and develop corresponding job descriptions.

2. **Recruitment & Selection:** Questions regarding desired competencies can be incorporated into the structured interview.

3. **Onboarding/Training & Development:** An ongoing professional development plan should be created for each individual based upon competencies for his/her position. Individuals that do not demonstrate a desired competency can receive coaching, mentoring, on-the-job training, outside training, etc. Leadership development programs can be based upon the competencies needed of current and future leaders.

4. **Performance Management:** Individuals should consistently be observed, evaluated, coached and provided feedback based upon desired competencies.

5. **Career Planning:** The competency model offers guidance for individuals looking to make a vertical or lateral move.

6. **Transition:** As a transition decision is made, leadership can assess the current competencies of the position and determine if changes should be made for the future. The competencies can also assist the individual who is transitioning as he/she makes decisions regarding a new position and/or organization.

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

---


©2013 NAEP Do not reproduce or distribute without permission from NAEP

NAEP Competency Model

About the Model

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

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

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

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

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

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

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

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

©2013 NAEP      Do not reproduce or distribute without permission from NAEP

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

©2013 NAEP   Do not reproduce or distribute without permission from NAEP
## NAEP Competency Model

### Competencies and Key Behaviors – Increase Performance

<table>
<thead>
<tr>
<th>Competency</th>
<th>Key Behaviors</th>
</tr>
</thead>
</table>
| **Ethics and Values**    | o Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times  
 o Acts in line with those values  
 o Rewards the right values and disapproves of others  
 o Practices what he/she preaches                                                                                                          |
| **Functional/Technical Skills** | o Has the functional and technical knowledge and skills to do the job at a high level of accomplishment that includes:  
  ▪ Ability to explain value concepts, e.g., Total Cost of Ownership (TCO)  
  ▪ Best Practices knowledge  
  ▪ Commodity knowledge and technical expertise  
  ▪ Promotes sustainability in the institution’s processes and systems  
  ▪ Supplier relationship management skills  
  ▪ Technology skills (e.g., eprocurement, search tools, MS Office suite)  
  ▪ Understands and engages strategic sourcing principles  
  ▪ Understands fundamentals of contract law, elements of a contract, and contracting authority and working with counsel |
| **Organizational Agility** | o Interdisciplinary knowledge  
 o Facilitates collaboration across the institution; Understands and navigates political landscape  
 o Knowledgeable about how organizations work  
 o Knows how to get things done both through formal channels and the informal network  
 o Understands the origin and reasoning beyond key policies, practices, and procedures  
 o Understands the culture of the organization                                                                                                     |
| **Planning**             | o Accurately scopes out length and difficulty of tasks and projects  
 o Sets objectives and goals  
 o Breaks down work into the process steps  
 o Develops schedules and task/people assignments  
 o Anticipates and adjusts for problems and roadblocks  
 o Measures performance against goals  
 o Evaluates results                                                                                                                               |
| **Priority setting**     | o Spends his/her time and the time of others on what is important  
 o Quickly zeros in on the critical few and puts the trivial many aside  
 o Can quickly sense what will help or hinder accomplishing goals  
 o Eliminates roadblocks  
 o Creates focus                                                                                                                                     |
| **Self-Development**     | o Is personally committed to and actively works to continuously improve him/herself  
 o Understands that different situations and levels may call for different skills and approaches  
 o Works to deploy strengths  
 o Works on compensating for weakness and limitations                                                                                             |
## NAEP Competency Model

### Competencies and Key Behaviors – Build Relationships

<table>
<thead>
<tr>
<th>Competency</th>
<th>Key Behaviors</th>
</tr>
</thead>
</table>
| **Communication**           | o Is effective in a variety of formal presentation settings: one on-one, small and large groups, with peers, direct reports, and bosses  
                              | o Is effective both inside and outside the organization, on both cool data and hot and controversial topics  
                              | o Handles controversial topics diplomatically/tactfully  
                              | o Commands attentions and can manage group process during the presentation  
                              | o Can change tactics midstream when something isn’t working  
                              | o Is able to write clearly and succinctly in a variety of communication settings and styles  
                              | o Can get messages across that have the desired effect  
                              | o Practices attentive and active listening                                                                 |
| **Conflict Resolution**     | o Steps up to conflicts, seeing them as opportunities  
                              | o Reads situation quickly  
                              | o Good at listening  
                              | o Can hammer out tough agreements and settle disputes equitably  
                              | o Can find common ground and get cooperation with minimum noise                                                                 |
| **Customer Focus**          | o Is dedicated to meeting the expectations and requirements of internal and external customers  
                              | o Gets first hand customer information and uses it for improvements in products and services  
                              | o Acts with customer in mind  
                              | o Establishes and maintains effective relationships with customers and gains their trust and respect                                                                 |
| **Negotiating**             | o Can negotiate skillfully in tough situations with both internal and external groups  
                              | o Can settle differences with minimum noise  
                              | o Can win concessions without damaging relationships  
                              | o Can be both direct and forceful as well as diplomatic  
                              | o Gains trust quickly of other parties to the negotiations  
                              | o Has a good sense of timing                                                                 |
| **Valuing Diversity**       | o Deals effectively with all races, nationalities, cultures, disabilities, ages, and both sexes  
                              | o Supports equal and fair treatment and opportunity for all  
                              | o Builds relationships and provides opportunities with diverse vendors  
                              | o Manages all kinds and classes of people equitably  
                              | o Seeks and encourages diversity in staffing at all levels of the organization                                                                 |
### NAEP Competency Model

#### Competencies and Key Behaviors – Drive Results

<table>
<thead>
<tr>
<th>Competency</th>
<th>Key Behaviors</th>
</tr>
</thead>
</table>
| **Action Oriented** | o Enjoys working hard  
o Is action oriented and full of energy for the things he/she sees as challenging  
o Not fearful of acting with a minimum of planning  
o Seizes more opportunities than others |
| **Creativity** | o Comes up with a lot of new and unique ideas  
o Easily makes connections among previously unrelated notions  
o Tends to be seen as original and value added in brainstorming settings |
| **Drive for Results (drives accountability, responsibility, and ownership)** | o Can be counted on to exceed goals successfully  
o Is constantly and consistently one of the top performers  
o Very bottom-line oriented  
o Steadfastly pushes self and other for results |
| **Problem Solving** | o Uses rigorous logic and methods to solve difficult problems with effective solutions  
o Probes all fruitful sources for answers  
o Can see hidden problems  
o Is excellent at honest analysis  
o Looks beyond the obvious and doesn’t stop at the first answers |
| **Process Management** | o Good at figuring out the processes necessary to get things done  
o Knows how to organize people and activities  
o Understands how to separate and combine tasks into efficient work flows  
o Knows what to measure and how to measure it  
o Can see opportunities for synergy and integration where others can’t  
o Can simplify complex processes  
o Gets more out of fewer resources |
| **Risk Management** | o Foresees risks and allows for contingencies when planning  
o Identifies and analyzes risk and its impact  
o Develops and implements strategies for risk mitigation  
o Tracks risk and communicates to all necessary individuals |
| **Strategic Agility** | o Sees ahead clearly  
o Can anticipate future consequences and trends accurately  
o Has broad knowledge and perspective  
o Is future oriented  
o Can articulately paint credible pictures and visions of possibilities and likelihoods  
o Can create competitive and breakthrough strategies and plans |

©2013 NAEP  Do not reproduce or distribute without permission from NAEP

## NAEP Competency Model

### Competencies and Key Behaviors – Lead Others

<table>
<thead>
<tr>
<th>Competency</th>
<th>Key Behaviors</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Building Effective Teams</strong></td>
<td>o Blends people into teams when needed</td>
</tr>
<tr>
<td></td>
<td>o Creates strong morale and spirit in his/her team</td>
</tr>
<tr>
<td></td>
<td>o Shares wins and successes</td>
</tr>
<tr>
<td></td>
<td>o Fosters open dialogue</td>
</tr>
<tr>
<td></td>
<td>o Lets people finish and be responsible for their work</td>
</tr>
<tr>
<td></td>
<td>o Defines success in terms of the whole team</td>
</tr>
<tr>
<td></td>
<td>o Creates a feeling of belonging in the team</td>
</tr>
<tr>
<td><strong>Change Agent</strong></td>
<td>o Can effectively cope with change</td>
</tr>
<tr>
<td></td>
<td>o Can shift gears comfortably</td>
</tr>
<tr>
<td></td>
<td>o Communicates vision and need for change</td>
</tr>
<tr>
<td></td>
<td>o Implements change initiatives</td>
</tr>
<tr>
<td></td>
<td>o Serves as a personal model of change</td>
</tr>
<tr>
<td><strong>Decision Making</strong></td>
<td>o Makes good decisions based upon a mixture of analysis, wisdom, experience,</td>
</tr>
<tr>
<td></td>
<td>and judgment</td>
</tr>
<tr>
<td></td>
<td>o Makes decisions in a timely manner, sometimes with incomplete information</td>
</tr>
<tr>
<td></td>
<td>and under tight deadlines and pressure</td>
</tr>
<tr>
<td></td>
<td>o Most of his/her solutions and suggestions turn out to be correct and</td>
</tr>
<tr>
<td></td>
<td>accurate when judged over time</td>
</tr>
<tr>
<td></td>
<td>o Sought out by others for advice and solutions</td>
</tr>
<tr>
<td><strong>Developing Others</strong></td>
<td>o Mentoring skills</td>
</tr>
<tr>
<td></td>
<td>o Provides challenging and stretching tasks and assignments</td>
</tr>
<tr>
<td></td>
<td>o Holds frequent development discussions</td>
</tr>
<tr>
<td></td>
<td>o Is aware of each person’s career goals</td>
</tr>
<tr>
<td></td>
<td>o Constructs compelling development plans and executes them</td>
</tr>
<tr>
<td></td>
<td>o Encourages people to accept developmental moves and seek professional</td>
</tr>
<tr>
<td></td>
<td>development opportunities</td>
</tr>
<tr>
<td></td>
<td>o Will take on those who need help and further development</td>
</tr>
<tr>
<td></td>
<td>o Cooperates with the developmental system in the organization</td>
</tr>
<tr>
<td></td>
<td>o Is a people builder</td>
</tr>
<tr>
<td><strong>Hiring &amp; Staffing (HRM skills</strong></td>
<td>o Has a nose for talent</td>
</tr>
<tr>
<td>including recruiting, onboarding,**</td>
<td>o Hires the best people available from inside or outside</td>
</tr>
<tr>
<td>&amp; succession planning)**</td>
<td>o Is not afraid of selecting strong people</td>
</tr>
<tr>
<td></td>
<td>o Assembles talented staffs</td>
</tr>
<tr>
<td><strong>Integrity &amp; Trust</strong></td>
<td>o Is widely trusted</td>
</tr>
<tr>
<td></td>
<td>o Seen as a direct, truthful individual</td>
</tr>
<tr>
<td></td>
<td>o Can present the unvarnished truth in an appropriate and helpful manner</td>
</tr>
<tr>
<td></td>
<td>o Keeps confidences</td>
</tr>
<tr>
<td></td>
<td>o Admits mistakes</td>
</tr>
<tr>
<td></td>
<td>o Doesn’t misrepresent him/herself for personal gain</td>
</tr>
</tbody>
</table>

©2013 NAEP  Do not reproduce or distribute without permission from NAEP