

Management Entry Route Assessment Areas

The MER assessment will be based on the 11 themes from the Global Standard at the Professional Level of test. Not every competency within a segment can necessarily be covered, given the time constraints. The important thing is that the candidate can satisfy the assessor that they have an appropriate level of knowledge and capability against the segment. For example under Theme one, only questions pertaining to segment 1.6 and 1.7 will be asked.

The segments being assessed by Interview are 1.6, 1.7, 2.5, 2.6, 3.4, 4.6, 5.6, 6.9, 7.7, 8.6, 9.7, 9.8, and 10.4 of Version 3.0 of the Global Standards. (The details for each of these can be found below).

The Ethics segment will be covered and the requirement met by undertaking the CIPS Ethical Procurement and Supply E- Learning and passing the test.

Candidates will not be given advance notice of the questions, and should be prepared to answer questions on all elements of the specified segments.

Segment 1.6: Leading the Procurement and Supply function

Knowledge: Will know and understand	Capabilities: Will be able to
The use of vision statements to improve procurement and supply chain management	Create and implement an appropriate vision for the organisation that promotes procurement and supply chain management both internally and with external stakeholders
The roles of a leader and the activities of leadership in the procurement and supply function	Demonstrate effective leadership skills with stakeholders by developing, communicating and promoting the purpose, values and vision of improved procurement and supply chain management across the organisation and with suppliers
How to assess the sources of power with internal and external stakeholders and why this is important	Steer the procurement and supply chain function through difficulties and challenges, recognising the sources of power with internal and external stakeholders and managing the impact on the organisation and its supply chains
Leadership behaviours and styles	Demonstrate leadership behaviours and styles that promote procurement and supply chain management both internally and with external stakeholders
The distinction between transformational and inspirational leadership skills	Steer the procurement and supply chain function by adopting appropriate leadership skills to promote procurement and supply chain management both internally and with stakeholders
Difficulties and challenges to the	Promote the benefits of the procurement and supply chain

Knowledge: Will know and understand	Capabilities: Will be able to
function from stakeholders	function to stakeholders dealing with difficulties and challenges
Techniques for stakeholder mapping including primary, secondary and key stakeholder classifications	Evaluate stakeholders and develop plans to achieve effective procurement and supply chain management with stakeholders
The use of communication plans to enhance procurement and supply chain management	Create communication plans to achieve the buy in to the procurement plan by internal and external stakeholders
How to develop expenditure approval levels	Develop policy for procurement and supply expenditure approval levels
The impact of policy, legislative and regulatory requirements on the supply chain	Communicate and understanding of policy, legislative and regulatory requirements affecting the supply chain to stakeholders
The application of procedures and governance affecting procurement and supply chain management	Develop and implement relevant procedures and governance for effective procurement and supply chain management with stakeholders

Segment 1.7: Developing the Strategy for Procurement and Supply

Knowledge: Will know and understand	Capabilities: Will be able to
The main characteristics of strategic decisions in organisations	Use and apply strategic decision making techniques to formulate improvements to procurement and supply chain management
The alignment of corporate, business and functional levels of strategy in organisations	Contribute to the development and implementation of functional, business and corporate strategies
Different approaches to the development of strategy in organisations such as; <ul style="list-style-type: none"> • Rational planning • Emergent and logical incrementalism 	Evaluate the different approaches to strategy development and ensure that relevant issues are fed into strategy development and implementation for the procurement and supply chain function and are aligned with the needs of the organisation
The impact of globalisation on the development of strategy for effective	Design and implement strategies for the procurement and supply chain function that take account of the impact of

Knowledge: Will know and understand	Capabilities: Will be able to
procurement and supply	globalization
The contributions that the procurement and/or supply chain functions can make to the achievement of corporate objectives	Promote the contributions that the procurement or supply chain functions can make to achieving corporate objectives across the organisation, with stakeholders and with the supply chain
Corporate governance for Procurement and Supply	Work with internal stakeholders to establish an appropriate and effective process and framework that supports corporate governance
The main methods for achieving cultural acceptance of strategies in organisations	Develop and implement plans and actions with stakeholders to achieve the cultural acceptance of strategies that reflect effective procurement and supply chain management
How change management processes can address resistance to change from stakeholders	Evaluate how change management processes can address resistance to change and develop a change management strategy that deals with resistance to change

Segment 2.5: Contexts of Supply Chain Management

Knowledge: Will know and understand	Capabilities: Will be able to
The impact of STEEPLED (social, technical, economic, environmental, political, legislative, ethical and demographic) criteria on organisations and their supply chains	Identify the potential impact of STEEPLED criteria on the organisation and its supply chain and draw up plans to maximise the benefits and mitigate difficulties
The impact of market change on supply chains	Advise colleagues and other stakeholders on the impact of market change on the supply chain
The main regulations that impact on the employment of people in supply chains such as: <ul style="list-style-type: none"> • discrimination, equality and diversity • employee redundancy and dismissal • working time and staff payment • international labour codes • health and safety at the workplace 	Evaluate the effect of impact of the main regulations on the employment of people in supply chains and draw up plans to mitigate any potential difficulties caused by the regulations

Knowledge: Will know and understand	Capabilities: Will be able to
<ul style="list-style-type: none"> • minimum/fair wages • modern slavery • other country specific employment issues 	
The impact of mergers and acquisitions on supply chains	Evaluate the potential effect of mergers and acquisitions on the organisation's supply chains and develop plans to maximise benefits and minimise disruption
The effect of competition law on supply chains	Analyse the effect of competition law on the organisation and its supply chains to ensure compliance with competition law
Regulatory requirements such as price and service controls exercised by industry regulators and international bodies	Evaluate the implications of regulatory requirements such as price and service controls exercised by industry regulators and international bodies
Suppliers as key resources for the supply of products and services	To establish effective performance objectives, assess internal and external resources with their dependencies and create procurement plans for contracted work with suppliers

Segment 2.6: Managing the Challenges of Global Supply Chains

Knowledge: Will know and understand	Capabilities: Will be able to
The application of STEEPLED analysis in globalised supply chains	Evaluate the impact of STEEPLED factors on globalised supply chains and formulate recommendations to ensure the organisation's strategy develops opportunities that result from changes in STEEPLED factors
Standards that apply to ethical/responsible sourcing and human rights abuse including labour codes that impact on the globalisation of supply chains such as; <ul style="list-style-type: none"> • the United Nations (UN) Trafficking Protocol • the International Labour Organisation (ILO) 	Monitor compliance with ethical practices and standards that apply to global supply chains taking appropriate actions in the event of detecting any breaches by colleagues or other stakeholders

Knowledge: Will know and understand	Capabilities: Will be able to
<ul style="list-style-type: none"> the Ethical Trading Initiative (ETI) Social Accountability International Standard SA8000 	
Licensing of imports and exports	Monitor and ensure compliance with the licensing of imports and exports that affect the organisation
Controls through tariffs and duties on imports and exports	Provide advice to colleagues and other stakeholders on the impact of tariffs and duties on imports and exports arranging appropriate actions when necessary
<p>The methods for managing the volatility of commodities and currencies in supply chains such as;</p> <ul style="list-style-type: none"> hedging spot forward derivative other instruments 	Evaluate and implement the use of appropriate instruments to manage the volatility of commodities and currencies in supply chains
<p>The main regulations that impact on the employment of people in global supply chains such as:</p> <ul style="list-style-type: none"> discrimination, equality and diversity employee redundancy and dismissal working time and staff payment international labour codes health and safety at the workplace minimum/fair wages modern slavery other country specific employment issues 	Evaluate the impact of the main regulations that impact on the employment of people in global supply chains

Segment 3.4: Develop the Use of Technology for Effective Procurement and Supply Chain Management

Knowledge: Will know and understand	Capabilities: Will be able to
The use of systems to enable the improved control of expenditures on suppliers by the organisation	Identify opportunities for the development of systems to enable the improved control of expenditures on suppliers by the organisation
Develop and implement projects to improve systems capabilities for the organisation	Create and implement projects for the improvement of systems to enhance capabilities in procurement and supply
Improve data analytics and data capture to achieve effective procurement and supply	Investigate opportunities to improve data analytics and data capture to clearly define and add value in procurement and supply, making appropriate recommendations to senior managers and other stakeholders
Develop improved systems integration within the organisation or merged/acquired organisation	Identify opportunities of systems integration within the organisation for improved procurement and supply and make recommendations to senior managers and other stakeholders
Develop improved systems integration with the organisation's supply chains	Investigate opportunities to improve data analytics and data capture to clearly define and add value in procurement and supply, making appropriate recommendations to senior managers and other stakeholders

Segment 4.6: Improving the Role of Procurement and Supply within the Organisation

Knowledge: Will know and understand	Capabilities: Will be able to
The contribution of strategic supply chain management to corporate and business strategy such as: <ul style="list-style-type: none"> • Cost competitiveness • Improved quality and reliability • Product and service differentiation • Time to market • Other order winning criteria 	Engage with colleagues and other internal stakeholders to promote the organisation's commitment to achieving effective supply chain management, emphasising the contributions of strategic supply chain management to corporate and business strategy

Knowledge: Will know and understand	Capabilities: Will be able to
The use of cost modelling	Create dynamic cost models that can be used to assess costs and margins as well as competitive behaviour in the supply chain to protect the organisation's position
The use of techniques to create networked supply chains to improve supply chain management such as: <ul style="list-style-type: none"> • Value stream mapping • Network sourcing • Network optimisation modelling • Exploiting supplier innovation 	Lead the analysis and implementation of techniques to create networked supply chains
The role of distribution systems in supply chain management	Improve the effectiveness and efficiency of the organisation's distribution systems
The creation of lean and agile supply chains	Lead the implementation of methodologies to achieve lean and agile supply chains
Approaches to develop and implement industry level collaboration to achieve strategic supply chain management	Identify opportunities to develop collaborative relationships with the organisation's supply chain and lead stakeholders in their implementation

Segment 5.6: Contracting for Major Programs and Projects

Knowledge: Will know and understand	Capabilities: Will be able to
The development and implementation of contracts	Advise and lead on the development and implementation of contracts
The use of contracting options for major programmes, projects and complex procurements such as client co-ordinated approaches, engineering procurement and construction (EPC), design and build, management contracting and construction management, design/build/finance/operate and ownership forms of contract	Evaluate the range of contracting options for major programmes, projects or complex procurements and the situations when each should be used taking account of the implications from inception to obsolescence
The use of standard contracts for procurements such as: <ul style="list-style-type: none"> • The New Engineering Contract (NEC) core and 	Evaluate the range of contract forms that are available for major programmes and projects and select the

Knowledge: Will know and understand	Capabilities: Will be able to
<p>optional clauses</p> <ul style="list-style-type: none"> • Institution of Mechanical Engineers (IMechE) contract forms • Joint Contracts Tribunal (JCT) contract forms • International Federation of Consulting Engineers (FIDIC) contract forms • CIPS model forms of contract • Corporate contract templates 	<p>most appropriate for the programme or project that is to be undertaken</p>
<p>The development of business cases, specifications, contract terms and lotting strategies</p>	<p>Create contracting plans with stakeholders that develop effective business cases, specifications, contract terms and lotting strategies</p>
<p>Core clauses included in contract forms for major programmes and projects</p>	<p>Interpret the core clauses included in contract forms for major programmes and projects to provide advice to colleagues and other stakeholders</p>
<p>The use of optional clauses and schedules</p>	<p>Evaluate and make any necessary revisions to optional clauses and schedules included in contract forms for major programmes and projects</p>
<p>The use of pricing mechanisms for major programmes and projects such as fixed lump sum, activity schedule, bills of quantity, target costing methods and risk and reward pricing mechanisms and cost reimbursable</p>	<p>Evaluate the range of pricing arrangements available for major programmes or projects and recommend the most appropriate mechanism for the specified project ensuring that the flows of money in the performance of contracts will be equitable</p>
<p>The use of partnering relationships in procurement and supply</p>	<p>Encourage stakeholders to form effective on-going relationships with their supply chains</p>
<p>The use of early warning notices and risk reduction meetings in projects and programme management</p>	<p>Work to ensure that the supply chain performs their contractual duties and encourage good practice in the management of projects and programmes to avoid escalating costs</p>

Knowledge: Will know and understand	Capabilities: Will be able to
	and delays
Mechanisms for managing risks with suppliers in programmes and projects	Create risk registers and other mechanisms for managing risks in programmes and projects and recommend arrangements for the sharing of risk with the organisations supply chain to minimise disruption and costs
Timescales and approvals for contracts	Streamline contracting processes that maximise efficiency and effectiveness

Segment 6.9: Developing Global Sourcing

Knowledge: Will know and understand	Capabilities: Will be able to
Creating competitive advantage such as reduced costs, improved quality, time to market and product and service differentiation through global sourcing and low cost country sourcing	Evaluate opportunities for global and low cost country sourcing to contribute to the creation of competitive advantage for the organisation
Identifying value added activities and the value chain in global sourcing through: <ul style="list-style-type: none"> • Reducing costs • Improved quality • Delivery reliability • Innovation • Sustainability 	Analyse potential global supply chains to ensure that external organisations contribute added value
Assessing supply chain risks in global sourcing such as: <ul style="list-style-type: none"> • country risk • STEEPLED factors • export and import controls and sanctions • bribery and corruption • fraud 	Monitor potential risks across global sources to develop and implement risk assessment and risk mitigation strategies for global sourcing, taking actions to exploit market opportunities

Knowledge: Will know and understand	Capabilities: Will be able to
<ul style="list-style-type: none"> • counterfeiting • disruptive technologies • cyber attack 	
Positioning in local, regional and global supply chains	Create and implement plans to achieve any applicable requirements between local, regional and global sourcing taking into account stakeholder feedback
Sourcing decisions in supply chains and the sourcing of rare earth commodities and other bottleneck items	Develop appropriate sourcing strategies for categories of procurements including the mitigation of potential supply chain risks
The co-ordination of commitments with different suppliers to balance supply chain risks across the global supply chain	Establish plans that co-ordinate and share allocations of expenditures across different suppliers when relevant
Sustainability in global sourcing including fair pricing and payment terms and recognising relevant labour standards in global sourcing	Create and implement plans for the use of responsible procurement
Legal and regulatory requirements for successful International trading relationships	Advise colleagues and internal stakeholders of changes in international trading, legal issues and regulations
Standards that apply to human rights and ethical/responsible sourcing such as; <ul style="list-style-type: none"> • the United Nations (UN) Trafficking Protocol • the International Labour Organisation (ILO) • the Ethical Trading Initiative (ETI) • Social Accountability International Standard SA8000 	Monitor compliance with human rights and ethical practices and standards taking appropriate actions in the event of any breaches

Segment 7.7: Achieving Supply Chain Improvements

Knowledge: Will know and understand	Capabilities: Will be able to
Achieving total quality approaches with the supply	Implement total quality approaches with suppliers to improve the cost, quality or delivery of purchased goods or services

Knowledge: Will know and understand	Capabilities: Will be able to
chain	
The use of statistical analysis in developing quality of supplies	Improve the cost, quality or delivery of purchased goods and services through the implementation of statistical methods of analysis
Achieving Just in Time approaches to inventory management	Reduce inventories or work in progress through the implementation of Just in Time methods with the organisations supply chain
Achieving lean thinking and lean supply with the supply chain	Reduce cost, time to market, inventories or work in progress through the implementation of lean thinking and lean supply with the supply chain
The use of benchmarking in supply chains	Research and create benchmarks of processes or performance of the organisation's supply chain
The use of business process re-engineering in supply chains	Demonstrate added value solutions through the implementation of methods of business process re-engineering
Achieving sustainability in procurement and supply	Demonstrate improved aspects of sustainability through the implementation of standards, processes or other actions with suppliers
Supplier relationship management and the use of improvement plans	Develop supplier relationship management processes with colleagues and key stakeholders and ensure improvement plans are initiated and investigated for the effective delivery of purchased goods or services
Inputs from stakeholders which affect the procurement and supply process	Seek and assess feedback from stakeholders to monitor the success of procurement and supply activity

Segment 8.6: Developing the Performance of the Procurement and Supply Chain Function

Knowledge: Will know and understand	Capabilities: Will be able to
The impact of supply chain management on corporate performance	Encourage added value outcomes achieved by the organisation's supply chain and report data to senior management and other stakeholders
The use of KPIs that measure the performance of the procurement and supply chain function	Collate, review and disseminate data on departmental KPIs to colleagues and senior management

Knowledge: Will know and understand	Capabilities: Will be able to
The use of technology to communicate data in supply chains	Develop strategies for systems integration across the organisation and with the organisation's supply chain and collate data to report to stakeholders
The measurement of safety, quality, costs and deliveries in supply chains	Create and monitor measures on safety, quality, costs and deliveries achieved by the organisation's supply chain and report data to senior management and other stakeholders
Matching supply with demand in supply chains	Monitor the performance of the organisation in achieving its contractual obligations with customers and report data on demand and supply to senior management and other stakeholders
The use of benchmarking in supply chains	Evaluate benchmarks of processes or departmental performance to develop gap analysis for performance improvement
The application of balanced scorecards in supply chains	Evaluate data recorded on balanced scorecards for supply chain performance and develop improvements with suppliers and other stakeholders

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	Promote the procurement and supply chain function at senior management level and to key stakeholders
Approaches to change management	Identify changes that can help transform flexibility, responsiveness and quality of service provided by the function and the organisation
Resources to develop effective procurement and supply chain management	Recruit, select and appoint personnel and other resource to 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, 	Demonstrate appropriate methods of leadership to guide individuals, teams and the organisation and supply chains to help achieve effective procurement and supply chain management

Knowledge: Will know and understand	Capabilities: Will be able to
democratic and laissez-faire <ul style="list-style-type: none"> Contingency theories such as path-goal theory 	
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, taking accountability for outcomes achieved
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

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
The impact and consequences of contradictory requirements from stakeholders	Manage the trade-offs and conflicts between stakeholders in sourcing activities and complex contracts and advise on commercial priorities
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
Procurement expenditure approval levels and	Develop and implement policy for

Knowledge: Will know and understand	Capabilities: Will be able to
corporate governance	procurement expenditure approval levels and aspects of corporate governance for procurement and supply
Perspectives on influencing behaviours, and sources of both 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

Segment 10.4: Develop Your Capabilities to Lead Procurement and Supply

Knowledge: Will know and understand	Capabilities: Will be able to
Self-development	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
Problem solving	Assess situations that may be unfamiliar and/or unpredictable to identify potential problems and propose effective and innovative solutions demonstrating resilience in resolving issues
Honesty and integrity	Maintain, promote and evaluate personal and professional integrity that furthers the aims and wellbeing of the organisation
Coping with change	Respond constructively to change coping with uncertainty and manage the expectations of others in relation to change
Dealing with conflict	Manage conflict between stakeholders both internal and external to the organisation recognising the positive contribution that managed conflict can make to reaching shared solutions
Equality and diversity	Maintain and promote best practice in valuing and respecting diversity and cultural differences within the organisation, across teams and functions, recognising the positive contributions that such differences can make to work practices
Negotiation in procurement and supply	Create advice and guidance for colleagues and other internal stakeholders and act as a role model, using advanced negotiation techniques and tactics, for achieving negotiated outcomes that achieve positive outcomes for the organisation

**Knowledge: Will know
and understand**

Capabilities: Will be able to

The use of emotional
intelligence in
commercial negotiations

Appreciate the different aspects of emotional intelligence that can be
applied to improve performance and outcomes sought in commercial
negotiations and create development plans to improve key skills