

Procurement Competency Learning Curriculum:

The [national procurement competency framework](#) and associated online tool - the procurement development framework - can be used to assess skills, identify training needs and support career planning. In addition these documents can be used to build your job specifications, support recruitment assessment centres and identify formal learning and development options.

This document is the *learning curriculum* that categorises available training and development by procurement competency and working level. This allows for self-assessment of competencies against current job requirements or career aspirations, providing recommended training and professional development to build or expand capability to the appropriate or desired level.

These documents are accompanied by an Excel spreadsheet (*learning curriculum at a glance*) that mirrors the competency framework, but displaying it from the perspective of all the training and development available, and which competencies each training or development offering addresses. This allows individuals, their managers or capability teams to review what competencies and skills each learning offering targets and also to search by competency to assess learning offerings targeting that need.

New entrants, practitioners and leaders in procurement have the option of progressing their professional development and accreditation journey with a number of professional bodies, including the Chartered Institute of Purchasing and Supply (CIPS) and World Commerce and Contracting (WCC). Or, depending on their role, something more generic like the Association for Project Management (APM) or Chartered Management Institute (CMI).

The CIPS Corporate Award programmes cater to many competencies across the framework and the Scottish Public Sector has access to the following from the Scotland Excel Academy at a negotiated discount.

The full offering of CIPS **Practitioner** programme with details available [here](#).

The full offering of CIPS **Advanced Practitioner** programme with details available [here](#).

Note:

As you use this resource, should you find any broken links, then please report these to commercialcapability@gov.scot.



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Corporate Strategy	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • CIPS Module: Procurement and Supply Operations (L2M2) • Procurement Training Framework PR05 Introduction to Public Procurement
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • CIPS Module: Introducing Procurement and Supply (L2M1) • CIPS Module: Procurement and Supply Operations (L2M2)
Level 3 – Practitioner	<ul style="list-style-type: none"> • CIPS Module: Defining Business Need (L4M2) • Sustainable Procurement Training Framework SP06 Embedding Equality in Procurement • Academy Workshop: Planning a Change Process
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Module: Scope and Influence of Procurement and Supply (L4M1) • Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management • Academy Workshop: Planning a Change Process • Academy Workshop: Implementing Change • Academy Workshop: Strategic Leadership • Academy Workshop: Implementing Organisational Change Strategies • Academy Workshop: Financial Planning
Level 5 – Master/Leader	<ul style="list-style-type: none"> • CIPS Module: Scope and Influence of Procurement and Supply (L4M1) • CIPS Module: Strategic Ethical Leadership (L6M1) • Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management

Procurement Strategy and Policy	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • CIPS Module: Introducing Procurement and Supply (L2M1) • CIPS Module: Procurement and Supply Operations (L2M2) • Procurement Journey – Leadership and Governance • Stay Connected Online Workshop: The Scottish Procurement Rules – The Basics • Procurement Training Framework PR05 Introduction to Public Procurement
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • CIPS Module: Procurement and Supply Environments (L3M1) • Procurement Journey: Leadership and Governance • Procurement Training Framework PR01 Category Management & Strategic Sourcing P04 Frameworks and Mini Competitions • Academy Workshop: Sourcing Essentials in Procurement & Supply
Level 3 – Practitioner	<ul style="list-style-type: none"> • CIPS Module: Procurement and Supply Environments (L3M1) • CIPS e-learning: Category management • Procurement Training Framework - PR01 Category Management & Strategic Sourcing. P04 Frameworks and Mini Competitions • Sustainable Procurement Training Framework SP06 Embedding Equality in Procurement • Academy Workshop: Sourcing Essentials in Procurement & Supply
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Module: Scope and Influence of Procurement and Supply (L4M1) • Procurement Training Framework • Academy Workshop: Strategic Leadership • Academy Workshop: Advanced Category Management
Level 5 – Master/Leader	<ul style="list-style-type: none"> • CIPS Module: Defining Business Need (L4M2) • CIPS Module: Global Commercial Strategy (L6M2)

Legislation	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • Procurement Journey: Leadership and Governance • Stay Connected Online Workshop: The Scottish Procurement Rules – The Basics • Procurement Training Framework PR05 Introduction to Public Procurement
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • Procurement Training Framework PR07 TUPE and Procurement • Sustainable Procurement Training Framework • Procurement Journey: Leadership and Governance • Stay Connected Online Workshop: The Scottish Procurement Rules – The Basics
Level 3 – Practitioner	<ul style="list-style-type: none"> • Procurement Training Framework – PR07 TUPE and Procurement • Sustainable Procurement Training Framework – SP06 Embedding Equality in Procurement • Stay Connected Online Workshop: The Scottish Procurement Rules – The Basics
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Module: Commercial Contracting (L4M3) • Procurement Training Framework • Sustainable Procurement Training Framework • Academy Workshop: Strategic Leadership • Academy Workshop: Strategic Human Resource Planning • Academy Workshop: Financial Planning
Level 5 – Master/Leader	<ul style="list-style-type: none"> • CIPS Module: Managing Contractual Risk (L5M3)

Governance and Compliance	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • CIPS Module: Introducing Procurement and Supply (L2M1) • CIPS Module: Procurement and Supply Operations (L2M2) • Procurement Journey: Leadership and Governance • Stay Connected Online Workshop: The Scottish Procurement Rules – The Basics • Procurement Training Framework PR05 Introduction to Public Procurement
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • CIPS Module: Procurement and Supply Operations (L2M2) • CIPS Module: Procurement and Supply Environments (L3M1) • Procurement Journey: Leadership and Governance • Stay Connected Online Workshop: The Scottish Procurement Rules – The Basics
Level 3 – Practitioner	<ul style="list-style-type: none"> • CIPS Module: Procurement and Supply Environments (L3M1) • Stay Connected Online Workshop: The Scottish Procurement Rules – The Basics
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Module: Ethical and Responsible Sourcing (L4M4) • Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management • Academy Workshop: Strategic Leadership • Academy Workshop: Strategic Human Resource Planning • Academy Workshop: Financial Planning
Level 5 – Master/Leader	<ul style="list-style-type: none"> • CIPS Module: Managing Ethical Procurement and Supply (L5M5) • CIPS Module: Strategic Ethical Leadership (L6M1) • CIPS Module: Global Commercial Strategy (L6M2) • Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management

Procurement Tools and Systems	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • CIPS Module: Systems Technology (L2M4) • Procurement Training Framework PR05 Introduction to Public Procurement
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • CIPS Module: Systems Technology (L2M4) • Academy Workshop: Sourcing Essentials in Procurement & Supply
Level 3 – Practitioner	<ul style="list-style-type: none"> • Academy Workshop: Sourcing Essentials in Procurement & Supply
Level 4 – Expert	<ul style="list-style-type: none"> • Academy Workshop: Advanced Category Management
Level 5 – Master/Leader	<ul style="list-style-type: none"> • CIPS Module: Commercial Data Management (L6M7) • CIPS Module: Innovation in Procurement and Supply (L6M8)

Standards and Conduct	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • CIPS Module: Ethical Procurement and Supply (L3M2) • CIPS Code of Ethics: read and review • Stay Connected Online Workshop: The Scottish Procurement Rules – The Basics • Procurement Training Framework PR05 Introduction to Public Procurement
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • CIPS Module: Ethical Procurement and Supply (L3M2) • CIPS Code of Ethics: read and review • Stay Connected Online Workshop: The Scottish Procurement Rules – The Basics
Level 3 – Practitioner	<ul style="list-style-type: none"> • CIPS Module: Ethical Procurement and Supply (L3M2) • CIPS Code of Ethics: read and review • Stay Connected Online Workshop: The Scottish Procurement Rules – The Basics
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Module: Ethical and Responsible Sourcing (L4M4) • CIPS Code of Ethics: read and review • Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management • Academy Workshop: Strategic Leadership • Academy Workshop: Strategic Human Resource Planning
Level 5 – Master/Leader	<ul style="list-style-type: none"> • CIPS Module: Managing Ethical Procurement and Supply (L5M5) • CIPS Code of Ethics: read and review • Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management • CIPS Module: Strategic Ethical Leadership (L6M1)

Commodity, Supplier and Supply Chain Profiling	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • Procurement Journey: Route 1 • Stay Connected Online Workshop: Workshop: Analysing Your Supply Markets • Procurement Training Framework PR05 Introduction to Public Procurement
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • Procurement Training Framework PR01 Category Management & Strategic Sourcing PR12 Finance for Procurers PR13 Value for Money Through Cost Price Analysis • Scotland Excel Academy: Demand Management Workshop • Scotland Excel Academy: Procurement Practitioner programme • Procurement Journey: Route 1 • Procurement Journey: Route 2 • Academy Workshop: Driving Value through Procurement & Supply • Academy Workshop: Managing Expenditures with Suppliers
Level 3 – Practitioner	<ul style="list-style-type: none"> • CIPS Module: Ethical and Responsible Sourcing (L4M4) • Procurement Training Framework PR01 Category Management & Strategic Sourcing PR12 Finance for Procurers PR13 Value for Money Through Cost Price Analysis • Scotland Excel Academy: Demand Management Workshop • Scotland Excel Academy: Procurement Advanced Practitioner programme • Procurement Journey: Route 2 • Procurement Journey: Route 3 • Academy Workshop: Driving Value through Procurement & Supply • Academy Workshop: Managing Expenditures with Suppliers
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Module: Category Management (L5M6) • Procurement Training Framework • Scotland Excel Academy: Procurement Advanced Practitioner programme • Procurement Journey: Route 3 • Academy Workshop: Strategic Supply Chain Management • Academy Workshop: Strategic Information Management • Academy Workshop: Strategic Planning

Level 5 – Master/Leader	<ul style="list-style-type: none">• Procurement Training Framework• CIPS Module: Achieving Competitive Advantage through the Supply Chain (L5M7)• CIPS Module: Global Commercial Strategy (L6M2)
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Spend Analysis	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • Procurement Training Framework PR05 Introduction to Public Procurement • Procurement Journey: Route 1
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • Procurement Training Framework PR01 Category Management & Strategic Sourcing • Scotland Excel Academy: Procurement Practitioner programme • Procurement Journey: Route 1 • Procurement Journey: Route 2 • Academy Workshop: Managing Expenditures with Suppliers
Level 3 – Practitioner	<ul style="list-style-type: none"> • Procurement Training Framework PR01 Category Management & Strategic Sourcing PR12 Finance for Procurers PR13 Value for Money Through Cost Price Analysis • Scotland Excel Academy: Procurement Advanced Practitioner programme • Procurement Journey: Route 2 • Procurement Journey: Route 3 • CIPS Module: Defining Business Need (L4M2) • Academy Workshop: Driving Value through Procurement & Supply • Academy Workshop: Managing Expenditures with Suppliers
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Corporate Award: Strategic Supply Chain Management • Procurement Training Framework • Scotland Excel Academy: Procurement Advanced Practitioner programme • Procurement Journey: Route 3 • Academy Workshop: Strategic Information Management
Level 5 – Master/Leader	<ul style="list-style-type: none"> • Procurement Training Framework • CIPS Module: Strategic Programme Leadership (L6M5)

Market and Supply Chain Analysis	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • CIPS Module: Stakeholder Relationships (L2M3) • Procurement Training Framework PR05 Introduction to Public Procurement • Procurement Journey: Route 1 • Stay Connected Online Workshop: Workshop: Analysing Your Supply Markets
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • CIPS Corporate Award: Sourcing Essentials • CIPS Corporate Award: Managing Expenditures with Suppliers • CIPS Module: Stakeholder Relationships (L2M3) • Procurement Training Framework PR01 Category Management & Strategic Sourcing PR13 Value for Money through Cost Price Analysis • Scotland Excel Academy: Procurement Practitioner programme • Procurement Journey: Route 1 • Procurement Journey: Route 2 • Academy Workshop: Driving Value through Procurement & Supply
Level 3 – Practitioner	<ul style="list-style-type: none"> • CIPS Corporate Award: Sourcing Essentials • CIPS Corporate Award: Managing Expenditures with Suppliers • Procurement Training Framework PR01 Category Management & Strategic Sourcing PR13 Value for Money through Cost Price Analysis • Scotland Excel Academy: Procurement Advanced Practitioner programme • Procurement Journey: Route 2 • Procurement Journey: Route 3 • Academy Workshop: Driving Value through Procurement & Supply
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Corporate Award: Strategic Supply Chain Management • Procurement Training Framework • Scotland Excel Academy: Procurement Advanced Practitioner programme • Procurement Journey: Route 3 • Academy Workshop: Strategic Supply Chain Management
Level 5 – Master/Leader	<ul style="list-style-type: none"> • Procurement Training Framework • CIPS Module: Innovation in Procurement and Supply (L6M8)

Specification Development	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • Procurement Training Framework PR05 Introduction to Public Procurement PR10 Specification Writing and Development • Procurement Journey: Route 1 • Stay Connected Online Workshop: Workshop: Specification Writing - The Basics
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • Procurement Training Framework PR09 Service level Agreements and KPIs PR10 Specification Writing and Development • CIPS Corporate Award: Developing Contracts • Scotland Excel Academy: Demand Management Workshop • Scotland Excel Academy: Procurement Practitioner programme • Procurement Journey: Route 1 • Procurement Journey: Route 2 • Academy Workshop: Sourcing Essentials in Procurement & Supply
Level 3 – Practitioner	<ul style="list-style-type: none"> • Procurement Training Framework: PR09 Service level Agreements and KPIs PR10 Specification Writing and Development PR20 Unique Aspects of ICT Contracting and Software. • Sustainable Procurement Training Framework: SP03 Social Issues in Procurement. SP04 Sustainable Procurement Mentoring. SP05 Delivering Sustainable Procurement in Contracts and Frameworks. SP06 Embedding Equality in Procurement • CIPS Corporate Award: Developing Contracts • Scotland Excel Academy: Demand Management Workshop • Scotland Excel Academy: Procurement Advanced Practitioner programme • Procurement Journey: Route 2 • Procurement Journey: Route 3 • Academy Workshop: Sourcing Essentials in Procurement & Supply

Level 4 – Expert	<ul style="list-style-type: none">• CIPS Corporate Award: Strategic Supply Chain Management• CIPS Module: Defining Business Need (L4M2)• Procurement Training Framework• Scotland Excel Academy: Procurement Advanced Practitioner programme• Procurement Journey: Route 3• Academy Workshop: Strategic Information Management
Level 5 – Master/Leader	<ul style="list-style-type: none">• Procurement Training Framework

Building Tender Documents	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • Procurement Training Framework PR05 Introduction to Public Procurement PR06 Managing the Tender Process • Procurement Journey: Route 1
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • CIPS Corporate Award: Sourcing Essentials • CIPS Module: Contract Administration (L3M3) • Procurement Training Framework PR09 Service level Agreements and KPIs PR10 Specification Writing and Development PR11 Use of Evaluation Criteria for Supplier Selection and Contract Award • Scotland Excel Academy: Procurement Practitioner programme • Procurement Journey: Route 1 • Procurement Journey: Route 2 • Academy Workshop: Sourcing Essentials in Procurement & Supply
Level 3 – Practitioner	<ul style="list-style-type: none"> • CIPS Corporate Award: Sourcing Essentials • Procurement Training Framework: PR09 Service Level Agreements and KPIs PR10 Specification Writing and Development PR11 Use of Evaluation Criteria for Supplier Selection and Contract Award • Scotland Excel Academy: Procurement Advanced Practitioner programme • Procurement Journey: Route 2 • Procurement Journey: Route 3 • Academy Workshop: Sourcing Essentials in Procurement & Supply
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Corporate Award: Contracting Excellence • Procurement Training Framework • Scotland Excel Academy: Procurement Advanced Practitioner programme • Procurement Journey: Route 3 • CIPS Module: Ethical and Responsible Sourcing (L4M4) • Academy Workshop: Strategic Information Management
Level 5 – Master/Leader	<ul style="list-style-type: none"> • Procurement Training Framework

Contract Law and Terms and Conditions	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • Procurement Training Framework PR05 Introduction to Public Procurement PR06 Managing the Tender Process PR19 Introduction to ICT Procurement • Procurement Journey: Route 1
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • CIPS Corporate Award: Developing Contracts • Procurement Training Framework PR03 Contract Law Terms and Conditions • Scotland Excel Academy: Procurement Practitioner programme • Procurement Journey: Route 1 • Procurement Journey: Route 2 • Academy Workshop: Developing Contracts in Procurement & Supply
Level 3 – Practitioner	<ul style="list-style-type: none"> • CIPS Corporate Award: Developing Contracts • Procurement Training Framework: PR03 Contract Law Terms and Conditions PR19 Introduction to ICT Procurement PR20 Unique Aspects of ICT Contracting and Software • Scotland Excel Academy: Procurement Advanced Practitioner programme • Procurement Journey: Route 2 • Procurement Journey: Route 3 • Academy Workshop: Developing Contracts in Procurement & Supply
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Corporate Award: Contracting Excellence • Procurement Training Framework • Scotland Excel Academy: Procurement Advanced Practitioner programme • Procurement Journey: Route 3 • CIPS Module: Commercial Contracting (L4M3) • Academy Workshop: Contracting Excellence
Level 5 – Master/Leader	<ul style="list-style-type: none"> • Procurement Training Framework • CIPS Module: Strategic Programme Leadership (L6M5)

EU and Regulated Tender Process	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • Procurement Training Framework PR05 Introduction to Public Procurement PR06 Managing the Tender Process • Procurement Journey: Route 2
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • Procurement Training Framework P04 Frameworks and Mini Competitions PR11 Use of Evaluation Criteria for Supplier Selection and Contract Award • Scotland Excel Academy: Procurement Practitioner programme • Procurement Journey: Route 2 • Procurement Journey: Route 3
Level 3 – Practitioner	<ul style="list-style-type: none"> • Procurement Training Framework: P04 Frameworks and Mini Competitions PR11 Use of Evaluation Criteria for Supplier Selection and Contract Award • Scotland Excel Academy: Procurement Advanced Practitioner programme • Procurement Journey: Route 3
Level 4 – Expert	<ul style="list-style-type: none"> • Procurement Training Framework • Scotland Excel Academy: Procurement Advanced Practitioner programme • Procurement Journey: Route 3 • Academy Workshop: Strategic Information Management
Level 5 – Master/Leader	<ul style="list-style-type: none"> • Procurement Training Framework • CIPS Module: Strategic Ethical Leadership (L6M1)

Tender Evaluation	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • Procurement Training Framework PR05 Introduction to Public Procurement PR06 Managing the Tender Process • Procurement Journey: Route 1
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • CIPS Corporate Award: Managing Expenditures with Suppliers • Procurement Training Framework PR11 Use of Evaluation Criteria for Supplier Selection and Contract Award • Scotland Excel Academy: Procurement Practitioner programme • Procurement Journey: Route 1 • Procurement Journey: Route 2 • Academy Workshop: Information Based Decision Making
Level 3 – Practitioner	<ul style="list-style-type: none"> • CIPS Corporate Award: Managing Expenditures with Suppliers • Procurement Training Framework: PR11 Use of Evaluation Criteria for Supplier Selection and Contract Award PR12 Finance for Procurers • Scotland Excel Academy: Procurement Advanced Practitioner programme • Procurement Journey: Route 2 • Procurement Journey: Route 3 • Academy Workshop: Information Based Decision Making
Level 4 – Expert	<ul style="list-style-type: none"> • Procurement Training Framework • Scotland Excel Academy: Procurement Advanced Practitioner programme • Procurement Journey: Route 3 • Academy Workshop: Strategic Planning
Level 5 – Master/Leader	<ul style="list-style-type: none"> • Procurement Training Framework

Award and Debrief	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • Procurement Training Framework PR05 Introduction to Public Procurement • Procurement Journey: Route 1
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • Procurement Training Framework • Scotland Excel Academy: Procurement Practitioner programme • Procurement Journey: Route 1 • Procurement Journey: Route 2
Level 3 – Practitioner	<ul style="list-style-type: none"> • Procurement Training Framework: PR03 Contract Award and Supplier Debrief • Scotland Excel Academy: Procurement Advanced Practitioner programme • Procurement Journey: Route 2 • Procurement Journey: Route 3
Level 4 – Expert	<ul style="list-style-type: none"> • Procurement Training Framework • Scotland Excel Academy: Procurement Advanced Practitioner programme • Procurement Journey: Route 3
Level 5 – Master/Leader	<ul style="list-style-type: none"> • Procurement Training Framework

Negotiation	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • Procurement Training Framework PR05 Introduction to Public Procurement PR14 Negotiation for Procurers Stay Connected Online Workshop: Workshop: Negotiation Skills - The Basics
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • Procurement Training Framework PR14 Negotiation for Procurers • Scotland Excel Academy: Procurement Practitioner programme • Procurement Journey: Route 2 Post-Tender Negotiation • Academy Workshop: Negotiation Skills
Level 3 – Practitioner	<ul style="list-style-type: none"> • CIPS Corporate Award: Negotiation in Procurement and Supply • Procurement Training Framework: PR14 Negotiation for Procurers • Scotland Excel Academy: Procurement Advanced Practitioner programme • Procurement Journey: Route 2 Post-Tender Negotiation • Procurement Journey: Route 3 Post-Tender Negotiation • Academy Workshop: Negotiation Skills
Level 4 – Expert	<ul style="list-style-type: none"> • Procurement Training Framework • Scotland Excel Academy: Procurement Advanced Practitioner programme • Procurement Journey: Route 3 Post-Tender Negotiation • Academy Workshop: Negotiation Skills
Level 5 – Master/Leader	<ul style="list-style-type: none"> • Procurement Training Framework • Procurement Journey: Route 3 Post-Tender Negotiation • CIPS Module: Advanced Negotiation (L3M15)

Alternative Routes to Market	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • Procurement Training Framework PR05 Introduction to Public Procurement • Procurement Journey: Route 2
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • Scotland Excel Academy: Procurement Practitioner programme • Procurement Journey: Route 2 • Procurement Journey: Route 3 • Procurement Training Framework PR17 Alternative Routes to Market
Level 3 – Practitioner	<ul style="list-style-type: none"> • Procurement Training Framework: PR17 Alternative Routes to Market • Scotland Excel Academy: Procurement Advanced Practitioner programme • Procurement Journey: Route 3
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Corporate Award: Strategic Supply Chain Management • Scotland Excel Academy: Procurement Advanced Practitioner programme • Procurement Journey: Route 3 • CIPS Module: Category Management (L5M6)
Level 5 – Master/Leader	<ul style="list-style-type: none"> • CIPS Corporate Award: Strategic Supply Chain Management • Procurement Training Framework

Contract Management	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • CIPS Module: Introducing Procurement and Supply (L2M1) • CIPS Module: Procurement and Supply Operations (L2M2) • Procurement Training Framework: PR05 Introduction to Public Procurement PR14 Negotiation for Procurers PR19 Introduction to ICT Procurement • Procurement Journey: Route 1 • Contract Management: Building Relationships in Business - FutureLearn • Stay Connected Online Workshop: Workshop: Contract Management - The Basics
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • CIPS Module: Ethical Procurement and Supply (L3M2) • CIPS Module: Contract Administration (L3M3) • Procurement Training Framework: PR02 Contract and Supplier Management • Procurement Journey: Route 2 • Scotland Excel Academy: Demand Management workshop • Scotland Excel Academy: Contract and Supplier Management workshop • WCC: Fundamentals of Contract and Commercial Management • Stay Connected Online Workshop: Workshop: Contract Management - The Basics • Academy Workshop: Developing Contracts in Procurement & Supply
Level 3 – Practitioner	<ul style="list-style-type: none"> • CIPS Module: Procurement and Supply in Practice (L4M8) • CIPS Corporate Award: Developing Contracts • Procurement Training Framework: PR02 Contract and Supplier Management PR19 Introduction to ICT Procurement PR20 Unique Aspects of ICT Contracting and Software PR21 Managing ICT Contracts, Implementation & Exit Arrangements • Procurement Journey: Route 3 • Scotland Excel Academy: Demand Management workshop • Scotland Excel Academy: Contract and Supplier Management workshop • WCC: Contract and Commercial Management (CCM) Certification Programme • Academy Workshop: Developing Contracts in Procurement & Supply
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Corporate Award: Contracting Excellence • Procurement Training Framework

	<ul style="list-style-type: none"> • WCC: Contract and Commercial Management (CCM) Certification Programme • CIPS Module: Scope and Influence of Procurement and Supply (L4M1) • CIPS Module: Global Strategic Supply Chain Management (L6M3) • Academy Workshop: Contracting Excellence
Level 5 – Master/Leader	<ul style="list-style-type: none"> • WCC: Contract and Commercial Management (CCM) Certification Programme • Procurement Training Framework • CIPS Module: Managing Supply Chain Risk (L5M2)

Supplier Management	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • Procurement Training Framework: PR05 Introduction to Public Procurement PR14 Negotiation for Procurers PR19 Introduction to ICT Procurement • Procurement Journey: Route 2
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • Procurement Training Framework PR02 Contract and Supplier Management PR14 Negotiation for Procurers • Scotland Excel Academy: Contract and Supplier Management workshop • Procurement Journey: Route 2 • Procurement Journey: Route 3 • Academy Workshop: Managing Expenditures with Suppliers
Level 3 – Practitioner	<ul style="list-style-type: none"> • CIPS Module: Ethical Procurement and Supply (L3M2) • CIPS Corporate Award: Advanced Category Management • Procurement Training Framework: PR02 Contract and Supplier Management PR14 Negotiation for Procurers PR19 Introduction to ICT Procurement PR20 Managing ICT Contracts, Implementation & Exit Arrangements • Scotland Excel Academy: Contract and Supplier Management workshop • WCC: Supplier Relationship Management (SRM) Certification Programme • Procurement Journey: Route 3 • Academy Workshop: Managing Expenditures with Suppliers
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Module: Supplier Relationships (L4M6) • Procurement Training Framework • WCC: Supplier Relationship Management (SRM) Certification Programme • CIPS Module: Global Strategic Supply Chain Management (L6M3) • Procurement Journey: Route 3 • Academy Workshop: Strategic Supply Chain Management
Level 5 – Master/Leader	<ul style="list-style-type: none"> • WCC: Supplier Relationship Management (SRM) Certification Programme • Procurement Training Framework • CIPS Module: Innovation in Procurement and Supply (L6M8)

Supply Chain Management	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • Procurement Journey: Route 2 • Stay Connected Online Workshop: Workshop: Analysing Your Supply Markets • Procurement Training Framework PR05 Introduction to Public Procurement
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • CIPS Module: Introducing Procurement and Supply (L2M1) • Procurement Training Framework: PR05 Introduction to Public Procurement • Procurement Journey: Route 2 • Procurement Journey: Route 3 • Stay Connected Online Workshop: Workshop: Analysing Your Supply Markets • Academy Workshop: Driving Value through Procurement & Supply
Level 3 – Practitioner	<ul style="list-style-type: none"> • Procurement Training Framework: SP02 Principles of Life Cycle Costing • Procurement Journey: Route 3 • Stay Connected Online Workshop: Workshop: Analysing Your Supply Markets • Academy Workshop: Driving Value through Procurement & Supply
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Module: Scope and Influence of Procurement and Supply (L4M1) • CIPS Module: Managing Supply Chain Risk (L5M2) • CIPS Module: Managing Ethical Procurement and Supply (L5M5) • Procurement Journey: Route 3 • Academy Workshop: Contracting Excellence
Level 5 – Master/Leader	<ul style="list-style-type: none"> • CIPS Module: Managing Supply Chain Risk (L5M2) • CIPS Module: Achieving Competitive Advantage through the Supply Chain (L5M7) • CIPS Module: Global Strategic Supply Chain Management (L6M3) • Procurement Training Framework

Inventory Management	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • CIPS Module: Inventory, Logistics and Expediting (L2M5) • Procurement Training Framework PR05 Introduction to Public Procurement
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • CIPS Module: Inventory, Logistics and Expediting (L2M5) • Academy Workshop: Information Based Decision Making
Level 3 – Practitioner	<ul style="list-style-type: none"> • Academy Workshop: Information Based Decision Making
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Module: Whole Life Asset Management (L4M7)
Level 5 – Master/Leader	<ul style="list-style-type: none"> • CIPS Module: Global Logistics Strategy (L6M10) • Procurement Training Framework

Distribution, Fleet and Logistics	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • CIPS Module: Inventory, Logistics and Expediting (L2M5) • Procurement Training Framework PR05 Introduction to Public Procurement
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • CIPS Module: Inventory, Logistics and Expediting (L2M5) • Academy Workshop: Information Based Decision Making
Level 3 – Practitioner	<ul style="list-style-type: none"> • Academy Workshop: Information Based Decision Making
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Module: Logistics Management (L5M10)
Level 5 – Master/Leader	<ul style="list-style-type: none"> • CIPS Module: Global Logistics Strategy (L6M10) • Procurement Training Framework

Performance Management and Measurement	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • CIPS Module: Introducing Procurement and Supply (L2M1) • Procurement Journey: Leadership and Governance • Stay Connected Online Workshop: Performance Management & Measurement • Stay Connected Online Workshop: Introduction to Leadership • Procurement Training Framework PR05 Introduction to Public Procurement
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • CIPS Module: Contract Administration (L3M3) • Procurement Training Framework PR09 Service level Agreements and KPIs • Procurement Journey: Leadership and Governance • Stay Connected Online Workshop: Performance Management & Measurement • Stay Connected Online Workshop: Introduction to Leadership
Level 3 – Practitioner	<ul style="list-style-type: none"> • CIPS Module: Commercial Contracting (L4M3) • CIPS Corporate Award: Driving Value • Procurement Training Framework PR09 Service level Agreements and KPIs • Stay Connected Online Workshop: Performance Management and Measurement
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Module: Advanced Contract and Financial Management (L5M4) • Procurement Training Framework • Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management • Academy Workshop: Advanced Category Management • Academy Workshop: Strategic Leadership • Academy Workshop: Strategic Information Management
Level 5 – Master/Leader	<ul style="list-style-type: none"> • CIPS Module: Advanced Contract and Financial Management (L5M4) • CIPS Module: Global Strategic Supply Chain Management (L6M3) • Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management

Continuous Improvement	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • CIPS Module: Systems Technology (L2M4) • Procurement Journey: Leadership and Governance • Stay Connected Online Workshop: How Do We Do More With Less – Innovative New Ways of Working • Stay Connected Online Workshop: Optimising Our Innovative Work Behaviours • Stay Connected Online Workshop: Personal Development and Self-Determination • Procurement Training Framework PR05 Introduction to Public Procurement
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • CIPS Module: Ethical Procurement and Supply (L3M2) • Procurement Training Framework PR09 Service level Agreements and KPIs • Procurement Journey: Leadership and Governance • Stay Connected Online Workshop: How Do We Do More With Less – Innovative New Ways of Working • Stay Connected Online Workshop: Optimising Our Innovative Work Behaviours • Stay Connected Online Workshop: Personal Development and Self-Determination
Level 3 – Practitioner	<ul style="list-style-type: none"> • CIPS Module: Advanced Contract and Financial Management (L5M4) • Procurement Training Framework PR09 Service level Agreements and KPIs • Academy Workshop: Personal Development as a Manager and Leader
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Module: Operations Management (L5M9) • Procurement Training Framework • Academy Workshop: Strategic Leadership • Academy Workshop: Strategic Information Management • Academy Workshop: Strategic Planning
Level 5 – Master/Leader	<ul style="list-style-type: none"> • Procurement Training Framework • CIPS Module: Global Strategic Supply Chain Management (L6M3)

Self-Development	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • CIPS Module: Introducing Procurement and Supply (L2M1) • Procurement Journey: Leadership and Governance • Stay Connected Online Workshop: How Do We Do More With Less – Innovative New Ways of Working • Stay Connected Online Workshop: Optimising Our Innovative Work Behaviours • Stay Connected Online Workshop: Personal Development and Self-Determination • Procurement Training Framework PR05 Introduction to Public Procurement
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • CIPS Corporate Award: Skills Development • Scotland Excel Academy: CMI Level 5 Diploma in Leadership & Management • Stay Connected Online Workshop: How Do We Do More With Less – Innovative New Ways of Working • Stay Connected Online Workshop: Optimising Our Innovative Work Behaviours • Stay Connected Online Workshop: Personal Development and Self-Determination • Academy Workshop: Personal Development as a Manager and Leader • Academy Workshop: Managing Team and Individual Performance
Level 3 – Practitioner	<ul style="list-style-type: none"> • Scotland Excel Academy: Managing Coaching and Mentoring • Scotland Excel Academy: CMI Level 6 Diploma in Leadership & Management • Academy Workshop: Personal Development as a Manager and Leader • Academy Workshop: Managing Team and Individual Performance
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Module: Managing Teams and Individuals (L5M1) • CIPS Corporate Award: Developing People in Procurement and Supply • Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Leadership & Management • Academy Workshop: Strategic Planning • Academy Workshop: Developing People
Level 5 – Master/Leader	<ul style="list-style-type: none"> • CIPS Module: Managing Teams and Individuals (L5M1) • CIPS Module: Strategic Ethical Leadership (L6M1) • CIPS Corporate Award: Developing People in Procurement and Supply

	<ul style="list-style-type: none">• Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Leadership & Management
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Managing High Performance Teams	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • CIPS Module: Teams Dynamics and Change (L3M4) • Procurement Journey: Leadership and Governance • Stay Connected Online Workshop: Performance Management and Measurement • Stay Connected Online Workshop: Transformational Coaching • Stay Connected Online Workshop: Introduction to Mentoring • Stay Connected Online Workshop: Introduction to Leadership • Procurement Training Framework PR05 Introduction to Public Procurement
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • CIPS Corporate Award: Skills Development • Scotland Excel Academy: CMI Level 5 Diploma in Leadership & Management • Procurement Journey: Leadership and Governance • Stay Connected Online Workshop: Performance Management and Measurement • Stay Connected Online Workshop: Transformational Coaching • Stay Connected Online Workshop: Introduction to Mentoring • Stay Connected Online Workshop: Introduction to Leadership • Academy Workshop: Organisational Learning – Enabling Performance and Long-Term Success
Level 3 – Practitioner	<ul style="list-style-type: none"> • Scotland Excel Academy: Managing Coaching and Mentoring • Scotland Excel Academy: CMI Level 6 Diploma in Leadership & Management • Scotland Excel Academy: Procurement Advanced Practitioner Programme • Academy Workshop: Managing Team and Individual Performance • Academy Workshop: Leadership Practice
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Module: Managing Teams and Individuals (L5M1) • Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Leadership & Management • Scotland Excel Academy: Procurement Advanced Practitioner Programme • Academy Workshop: Advanced Category Management • Academy Workshop: Developing People • Academy Workshop: Strategic Human Resource Planning

Level 5 – Master/Leader	<ul style="list-style-type: none">• CIPS Module: Managing Teams and Individuals (L5M1)• CIPS Module: Strategic Ethical Leadership (L6M1)• CIPS Corporate Award: Developing People in Procurement and Supply• Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Leadership & Management
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Leading and Influencing	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • Procurement Journey: Leadership and Governance • Stay Connected Online Workshop: Introduction to Leadership • Stay Connected Online Workshop: Introduction to Mentoring • Procurement Training Framework PR05 Introduction to Public Procurement
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • CIPS Corporate Award: Skills Development • Scotland Excel Academy: CMI Level 5 Diploma in Leadership & Management • Procurement Journey: Leadership and Governance • Academy Workshop: Leadership Practice • Academy Workshop: Managing Team and Individual Performance
Level 3 – Practitioner	<ul style="list-style-type: none"> • CIPS Module: Supplier Relationships (L4M6) • Scotland Excel Academy: CMI Level 6 Diploma in Leadership & Management • Academy Workshop: Managing Team and Individual Performance • Academy Workshop: Leadership Practice
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Module: Managing Teams and Individuals (L5M1) • CIPS Corporate Award: Developing People in Procurement and Supply • Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Leadership & Management • Academy Workshop: Developing People • Academy Workshop: Strategic Human Resource Planning
Level 5 – Master/Leader	<ul style="list-style-type: none"> • CIPS Module: Managing Teams and Individuals (L5M1) • CIPS Module: Strategic Ethical Leadership (L6M1) • CIPS Corporate Award: Developing People in Procurement and Supply • Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Leadership & Management

Stakeholder Relationships	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • CIPS Module: Stakeholder Relationships (L2M3) • Stay Connected Online Workshop: Management of Procurement Stakeholders • Procurement Training Framework PR05 Introduction to Public Procurement
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • CIPS Corporate Award: Skills Development • CIPS Module: Stakeholder Relationships (L2M3) • Scotland Excel Academy: Working with Stakeholders Workshop • Scotland Excel Academy: CMI Level 5 Diploma in Leadership & Management • Academy Workshop: Meeting Stakeholder and Quality Needs
Level 3 – Practitioner	<ul style="list-style-type: none"> • CIPS Module: Team Dynamics And Change (L3M4) • Scotland Excel Academy: Working with Stakeholders Workshop • Scotland Excel Academy: CMI Level 6 Diploma in Leadership & Management • Academy Workshop: Meeting Stakeholder and Quality Needs
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Module: Supplier Relationships (L4M6) • CIPS Corporate Award: Developing People in Procurement and Supply • Academy Workshop: Strategic Leadership
Level 5 – Master/Leader	<ul style="list-style-type: none"> • CIPS Module: Scope and Influence of Procurement and Supply (L4M1) • CIPS Module: Strategic Ethical Leadership (L6M1) • CIPS Corporate Award: Developing People in Procurement and Supply

Communications	
Training	
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • Stay Connected Online Workshop: Transformational Coaching • Stay Connected Online Workshop: Introduction to Mentoring • Stay Connected Online Workshop: Introduction to Leadership • Procurement Training Framework PR05 Introduction to Public Procurement PR14 Negotiation for Procurers
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • CIPS Practitioner Corporate Award Programme: Skills Development • Procurement Training Framework PR14 Negotiation for Procurers • Stay Connected Online Workshop: Transformational Coaching • Stay Connected Online Workshop: Introduction to Mentoring • Stay Connected Online Workshop: Introduction to Leadership
Level 3 – Practitioner	<ul style="list-style-type: none"> • CIPS Module: Stakeholder Relationships (L2M3) • Procurement Training Framework PR14 Negotiation for Procurers • Stay Connected Online Workshop: Transformational Coaching • Stay Connected Online Workshop: Introduction to Mentoring • Stay Connected Online Workshop: Introduction to Leadership
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Module: Managing Teams and Individuals (L5M1) • CIPS Corporate Award: Developing People in Procurement and Supply • CIPS Corporate Award: Implementing Change • Procurement Training Framework • Academy Workshop: Strategic Leadership
Level 5 – Master/Leader	<ul style="list-style-type: none"> • CIPS Module: Managing Teams and Individuals (L5M1) • CIPS Module: Strategic Ethical Leadership (L6M1) • CIPS Corporate Award: Developing People in Procurement and Supply • CIPS Corporate Award: Implementing Change

Commercial Competence and Business Acumen	
Training	
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • Procurement Journey: Leadership and Governance • Stay Connected Online Workshop: How Do We Do More With Less – Innovative New Ways of Working • Stay Connected Online Workshop: Information Based Decision Making • Procurement Training Framework PR05 Introduction to Public Procurement
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • Procurement Training Framework PR13 Value for Money through Cost Price Analysis • Scotland Excel Academy: Business Analysis for Commercial Innovation #1 • Scotland Excel Academy: CMI Level 5 Diploma in Leadership & Management • Procurement Journey: Leadership and Governance • Academy Workshop: Managing Expenditures with Suppliers
Level 3 – Practitioner	<ul style="list-style-type: none"> • CIPS Module: Procurement and Supply Environments (L3M1) • Procurement Training Framework PR13 Value for Money Through Cost Price Analysis • Scotland Excel Academy: Business Analysis for Commercial Innovation #2 • Scotland Excel Academy: CMI Level 6 Diploma in Leadership & Management • Academy Workshop: Managing Expenditures with Suppliers
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Module: Commercial Contracting (L4M3) • Procurement Training Framework • Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management • Academy Workshop: Advanced Category Management • Academy Workshop: Strategic Information Management • Academy Workshop: Financial Planning
Level 5 – Master/Leader	<ul style="list-style-type: none"> • CIPS Module: Managing Supply Chain Risk (L5M2) • CIPS Module: Global Commercial Strategy (L6M2) • Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management

Commercial Models	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • Procurement Training Framework PR05 Introduction to Public Procurement • Procurement Journey: Leadership and Governance
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • Procurement Journey: Leadership and Governance • Academy Workshop: Managing Expenditures with Suppliers
Level 3 – Practitioner	<ul style="list-style-type: none"> • Academy Workshop: Managing Expenditures with Suppliers
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Module: Managing Supply Chain Risk (L5M2) • Academy Workshop: Strategic Information Management • Academy Workshop: Financial Planning
Level 5 – Master/Leader	<ul style="list-style-type: none"> • CIPS Module: Global Commercial Strategy (L6M2)

Business Case Development	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • APM: Business Case • Stay Connected Online Workshop: Project Management Fundamentals • Procurement Training Framework PR05 Introduction to Public Procurement
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • Project Delivery Training Framework: Better Business Cases (Foundation) • Academy Workshop: Managing Expenditures with Suppliers
Level 3 – Practitioner	<ul style="list-style-type: none"> • CIPS Module: Defining Business Need (L4M2) • Project Delivery Training Framework: Better Business Cases (Practitioner) • Academy Workshop: Managing Expenditures with Suppliers • SQA PDA: Project Management
Level 4 – Expert	<ul style="list-style-type: none"> • Project Delivery Training Framework: Better Business Cases (Practitioner) • SQA PDA: Project Management
Level 5 – Master/Leader	<ul style="list-style-type: none"> • CIPS Module: Global Strategic Supply Chain Management (L6M3)

Financial Management and Modelling	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • Stay Connected Online Workshop: Information Based Decision Making • Procurement Training Framework PR05 Introduction to Public Procurement
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • Scotland Excel Academy: CMI Level 5 Diploma in Leadership & Management • Academy Workshop: Managing Expenditures with Suppliers • Academy Workshop: Information Based Decision Making
Level 3 – Practitioner	<ul style="list-style-type: none"> • CIPS Module: Defining Business Need (L4M2) • Scotland Excel Academy: CMI Level 6 Diploma in Leadership & Management • Procurement Training Framework: PR12 Finance for Procurers • Sustainable Procurement Training Framework: SP02 Principles of Life Cycle Costing • Academy Workshop: Managing Expenditures with Suppliers • Academy Workshop: Information Based Decision Making
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Module: Advanced Contract and Financial Management (L5M4) • Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management • Academy Workshop: Strategic Information Management
Level 5 – Master/Leader	<ul style="list-style-type: none"> • CIPS Module: Advanced Contract and Financial Management (L5M4) • CIPS Module: Global Commercial Strategy (L6M2) • Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Strategic Leadership & Management

Budgets	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • Stay Connected Online Workshop: Information Based Decision Making • Procurement Training Framework PR05 Introduction to Public Procurement
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • Academy Workshop: Managing Expenditures with Suppliers • Academy Workshop: Information Based Decision Making
Level 3 – Practitioner	<ul style="list-style-type: none"> • Procurement Training Framework: PR12 Finance for Procurers • Academy Workshop: Managing Expenditures with Suppliers • Academy Workshop: Information Based Decision Making
Level 4 – Expert	<ul style="list-style-type: none"> • Academy Workshop: Strategic Information Management
Level 5 – Master/Leader	<ul style="list-style-type: none"> • CIPS Module: Strategic Programme Leadership (L6M5)

Project and Programme Management	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • Project Delivery Training Framework • Project Fundamentals Qualification (PFQ) APM accredited course • Stay Connected Online Workshop: Project Management Fundamentals • Procurement Training Framework PR05 Introduction to Public Procurement
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • Project Delivery Training Framework • Project Management Qualification (PMQ) APM accredited course • Managing Successful Programmes (MSP) Axelos accredited course • Scotland Excel Academy: Project Development & Control workshop • Scotland Excel Academy: Professional Development Award (PDA) in project management. • Academy Workshop: Project Development and Control • SQA PDA: Project Management
Level 3 – Practitioner	<ul style="list-style-type: none"> • Project Delivery Training Framework • Procurement Training Framework PR14 Negotiation for Procurers • Project Professional Qualification (PPQ) APM accredited course • Managing Successful Programmes (MSP) Axelos accredited course • Change Management APMG accredited course • Managing Benefits APMG accredited course • Management of Value (MoV) Axelos accredited course • Management of Risk (MoR) Axelos accredited course • Portfolio, Programme and Project Offices (P3O) Axelos accredited course • CIPS Module: Project and Change Management (L5M8) • Academy Workshop: Project Development and Control • SQA PDA: Project Management
Level 4 – Expert	<ul style="list-style-type: none"> • Project Delivery Training Framework • Registered Project Professional (RPP) APM guidance • Programme and Project Sponsorship (PPS) APMG accredited course • Management of Value (MoV) Axelos accredited course • Management of Risk (MoR) Axelos accredited course • Portfolio, Programme and Project Offices (P3O) Axelos accredited course • Major Projects Leadership Academy

	<ul style="list-style-type: none"> • <u>Project Leadership Programme</u> • CIPS Module: <u>Project and Change Management (L5M8)</u> • CIPS Advanced Practitioner Corporate Award Programme: Developing People in Procurement and Supply • CIPS Advanced Practitioner Corporate Award Programme: Implementing Change • SQA PDA: Project Management • Academy Workshop: Strategic Project Management
Level 5 – Master/Leader	<ul style="list-style-type: none"> • <u>Project Delivery Training Framework</u> • <u>Major Projects Leadership Academy</u> • CIPS Module: <u>Project and Change Management (L5M8)</u> • CIPS Module: <u>Strategic Programme Leadership (L6M5)</u> • CIPS Advanced Practitioner Corporate Award Programme: Developing People in Procurement and Supply • CIPS Advanced Practitioner Corporate Award Programme: Implementing Change

Risk Management	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • Procurement Training Framework PR05 Introduction to Public Procurement PR19 Introduction to ICT Procurement • APM: Introduction to Risk Management • Procurement Journey: Leadership and Governance • Stay Connected Online Workshop: Information Based Decision Making
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • Procurement Training Framework • Scotland Excel Academy: CMI Level 5 Diploma in Leadership & Management • Management of Risk (MoR) Axelos accredited course • Procurement Journey: Leadership and Governance
Level 3 – Practitioner	<ul style="list-style-type: none"> • CIPS Module: Procurement and Supply Environments (L3M1) • Procurement Training Framework: PR19 Introduction to ICT Procurement PR20 Unique Aspects of ICT Contracting and Software PR21 Managing ICT Contracts, Implementation & Exit Arrangements • Scotland Excel Academy: CMI Level 6 Diploma in Leadership & Management
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Module: Managing Supply Chain Risk (L5M2) • Procurement Training Framework • Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Leadership & Management • Management of Risk (MoR) Axelos accredited course
Level 5 – Master/Leader	<ul style="list-style-type: none"> • Scotland Excel Academy: CMI Level 7 (Masters) Diploma in Leadership & Management • CIPS Module: Global Commercial Strategy (L6M2)

Sustainable Procurement	
	Training
Level 1 – Foundation/Awareness	<ul style="list-style-type: none"> • CIPS Module: Ethical Procurement and Supply (L3M3) • Procurement Training Framework PR05 Introduction to Public Procurement • Sustainable Procurement Training Framework • Procurement Journey: Route 1 • Climate Literacy Training
Level 2 – Developing/Working Knowledge	<ul style="list-style-type: none"> • CIPS Module: Ethical Procurement and Supply (L3M3) • Sustainable Procurement Duty Tools: Basic life cycle impact mapping • Sustainable Procurement Training Framework • Procurement Journey: Route 1 • Procurement Journey: Route 2 • Climate Literacy Training • SQA PDA: Business Analysis & Innovation
Level 3 – Practitioner	<ul style="list-style-type: none"> • CIPS Module: Ethical Procurement and Supply (L3M3) • Sustainable Procurement Duty Tools • Sustainable Procurement Training Framework: SP01 Embedding Sustainable Procurement SP02 Principles of Life Cycle Costing SP03 Social Issues in Procurement SP04 Sustainable Procurement Mentoring SP05 Delivering Sustainable Procurement in Contracts and Frameworks SP06 Embedding Equality in Procurement • Procurement Journey: Route 2 • Procurement Journey: Route 3 • Climate Literacy Training • SQA PDA: Business Analysis & Innovation • Academy Workshop: Managing Ideas and Innovation
Level 4 – Expert	<ul style="list-style-type: none"> • CIPS Module: Ethical and Responsible Sourcing (L4M4) • Sustainable Procurement Duty tools: Prioritisation methodology and other national tools. • Sustainable Procurement Training Framework • Procurement Journey: Route 3 • Climate Literacy Training • SQA PDA: Business Analysis & Innovation • Academy Workshop: Managing Ideas and Innovation
Level 5 – Master/Leader	<ul style="list-style-type: none"> • CIPS Module: Managing Ethical Procurement and Supply (L5M5) • CIPS Module: Strategic Ethical Leadership (L6M1) • CIPS Module: Innovation in Procurement and Supply (L6M8) • Sustainable Procurement Training Framework • Climate Literacy Training