DEVELOPMENT ASSESSMENT SUMMARY

ACME Industrial

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Background Information

Introduction

Your organization has completed a comprehensive capability assessment to help your staff, and you as a leader, accelerate their development efforts. This report is being provided to you for guidance on areas where common development training may provide significant impact. To complete this review, each of your employees participated in an assessment of their capabilities in relation to standardized behavioral and procurement technical competency sets.

The results summarized in this document are separated into two sections; a review of potential broad development needs covering the full organization and a more detailed summary of the needs at each level in your group.

Methodology

Your employees completed surveys where they, and their superiors, peers, clients and subordinates as appropriate provided feedback on their performance against the two competency sets noted above. These surveys requested information on both the importance of each competency to their position and their performance in each area. The results where then compiled into an individual summary document for each employee and into this organization summary document.

The importance of each competency was assessed as either Less Important (LI), Important (I), More Important (MI), or Critical (C) with all respondents required to place no more than four competencies into any one category.

Assessment of capability in each competency were rated on a seven level scale as follows:

Level 0 - No awareness
Level 1 - Introductory (performs under close supervision)
Level 2 - Competence (performs with minimal supervision)
Level 3 - Proficiency (performs without assistance and coaches others)
Level 4 - Mastery (performs exceptionally and consistently coaches others)
Level 5 - Leadership (deep expertise, sought out for knowledge, and trains broadly on topic)
Level 6 - Innovative Leadership (uses knowledge and skills to drive process improvement)

The results of your organization's assessments were consolidated to produce a summary of primary development needs for your group, both at a full organization level and with a breakdown of needs for each position.

Interpreting the Results

The first two charts summarize the overall development needs for your organization. All competencies and positions in your group are included on these charts to graphically show the primary development areas that need to be addressed. The remaining charts provide a breakdown of capability for each level within the organization.

The prioritization method used for this evaluation mirrors that used for the individual reports. Competencies where the importance is "Critical" or "Very Important" and the median performance of the specified group is "Below Standard" are anticipated to be Priority 1 development needs at an organization level. Competencies where the importance is "Less Important" or "Important" and the performance is "Below Standard" are considered Priority 2 development needs. Competencies where the importance is "Critical" or "Very Important" and the median performance is "At Standard" are also anticipated to be Priority 2 development needs as capability in these areas needs improvement to maximize the performance of the organization. Broad training for the procurement group in areas were more than one group has Priority 1 development needs, or a large portion of the organization is performing at the lower end of "At Standard", should improve the efficiency of the organizations training efforts.

While this report provides an overview of your organization's development needs, not all of your staff will benefit from a training program built around these results. We recommend that you work with your staff individually to help them build development plans specific to their needs. Broad training efforts focused on the needs covered in this report will improve your training efficiency, but will not cover all the development priorities of your staff.

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Behavioral Competency Overview - All Procurment Staff
ACME Industrial

Behavioral Competency/Aligned Title	Associate Buyer	Buyer	Senior Buyer	Senior Buyer II	Purchasing Supervisor	Principal Buyer	Category Manager	Commodity Manager	Procurement Manager
Business Acumen			P2		P2	P2	P2	P2	P2
Customer Focus	P1	P2	P2	P2	P2	P2	P2	P2	P2
Results Orientation	P2	P2	P2	P2	P2	P1	P2	P1	P2
Innovation and Creativity									
Problem Solving and Decision Making	P1	P2	P2	P1	P1	P2	P2	P2	
Facilitating Change									
Interpersonal Capability					P2				P2
Teamwork	P2	P2	P1	P2	P2	P2	P1	P2	
Impact and Influence									P2
Adaptability							P2	P2	P2
Valuing Diversity	P2	P2	P2	P2			P2	P2	
Developing Self and Others	P2	P2	P2	P2	P1	P1	P2	P1	P2
Integrity and Courage	P2	P2	P1	P2	P1	P1	P2		
Operational Awareness									P2

Note that competencies where the importance is Critical or Very Important and the median performance of the specified group is Below Standard are anticipated to be Priority 1 development needs. Competencies where the importance is Less Important or Important and the performance is Below Standard are considered Priority 2 development needs. Competencies where the importance is Critical or Very Important and the median performance is at Standard are also anticipated to be Priority 2 development needs as capability in these areas needs to be increased to maximize the performance of the organization. Broad training for the procurement group in areas were more than one group has Priority 1 development needs, or a large portion of the organization is performing at the lower end of at Standard, should improve the efficiency of the organizations training efforts.

Potential Areas for Broad Training Efforts

Results Orientation
Problem Solving and Decision Making
Teamwork
Customer Focus
Integrity and Courage
Developing Self and Others

Technical Competency Overview - All Procurement Staff
ACME Industrial

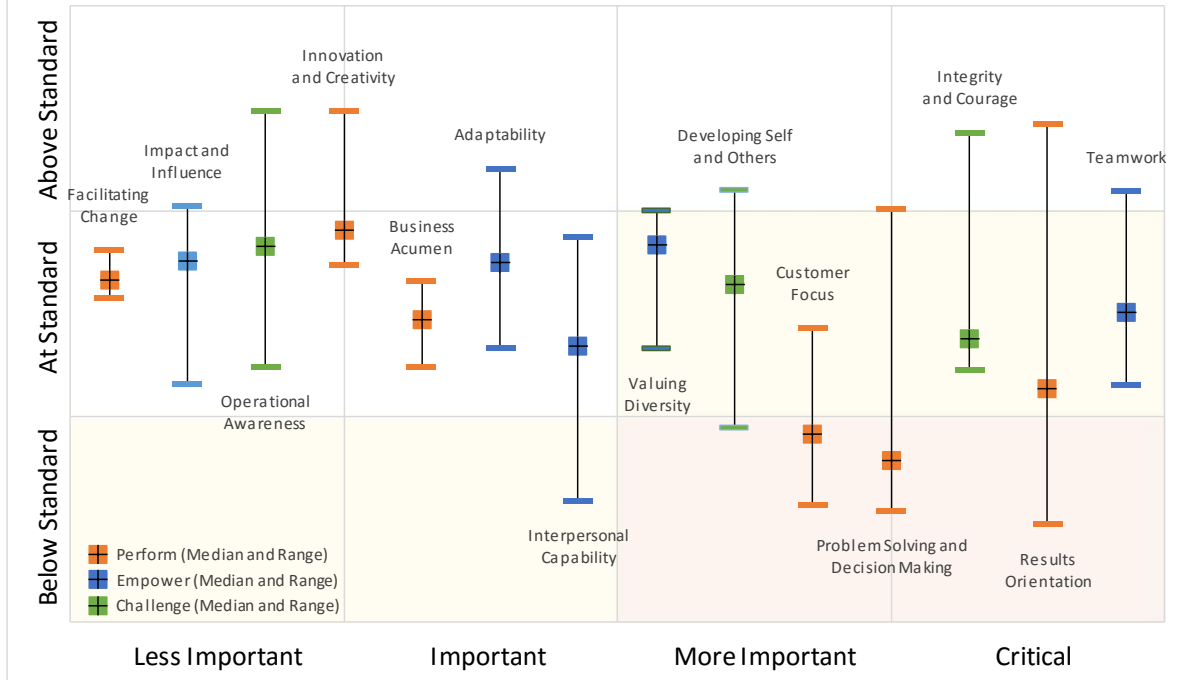| Technical Competency/Aligned Title	Associate Buyer	Buyer	Senior Buyer	Senior Buyer II	Purchasing Supervisor	Principal Buyer	Category Manager	Commodity Manager	Procurement Manager
Data Administration	P2	P2	P2						
Tactical Sourcing	P2	P2	P2	P2	P2				
Transaction Execution	P2	P2	P2	P2	P2				
Invoice Settlement	P2	P2							
Forecast and Plan				P2	P2	P2	P2	P1	P2
Commodity Analysis						P2	P2	P2	
Supplier Evaluation			P2	P2	P1	P2	P1	P2	P2
Strategy Development						P1	P2	P2	P2
Strategy Execution								P2	
Negotiation			P1	P1	P2	P2	P2	P1	P2
Contract Implementation	P2	P2	P2	P2	P2	P2	P1		
Manage Suppliers	P2	P2	P1	P2	P1	P2	P2	P2	P2
Manage Commodity									P2
Knowledge Sharing	P2	P2							

Note that competencies where the importance is Critical or Very Important and the median performance of the specified group is Below Standard are anticipated to be Priority 1 development needs. Competencies where the importance is Less Important or Important and the performance is Below Standard are considered Priority 2 development needs. Competencies where the importance is Critical or Very Important and the median performance is at Standard are also anticipated to be Priority 2 development needs as capability in these areas needs to be increased to maximize the performance of the organization. Broad training for the procurement group in areas were more than one group has Priority 1 development needs, or a large portion of the organization is performing at the lower end of at Standard, should improve the efficiency of the organizations training efforts.

Potential Areas for Broad Training Efforts

Manage Suppliers
Contract Implementation
Negotiation
Supplier Evaluation
Forecast and Plan
Strategy Development

INTUITIVUM
ACCELERATE VALUE CREATION

Behavioral Competency Overview for Associate Buyers
Total Population = 5

Above Standard / At Standard / Below Standard

Innovation and Creativity
Impact and Influence
Facilitating Change
Operational Awareness
Business Acumen
Adaptability
Interpersonal Capability
Developing Self and Others
Customer Focus
Valuing Diversity
Integrity and Courage
Teamwork
Problem Solving and Decision Making
Results Orientation

Perform (Median and Range)
Empower (Median and Range)
Challenge (Median and Range)

Less Important | Important | More Important | Critical

Priority Areas for Development for this Group
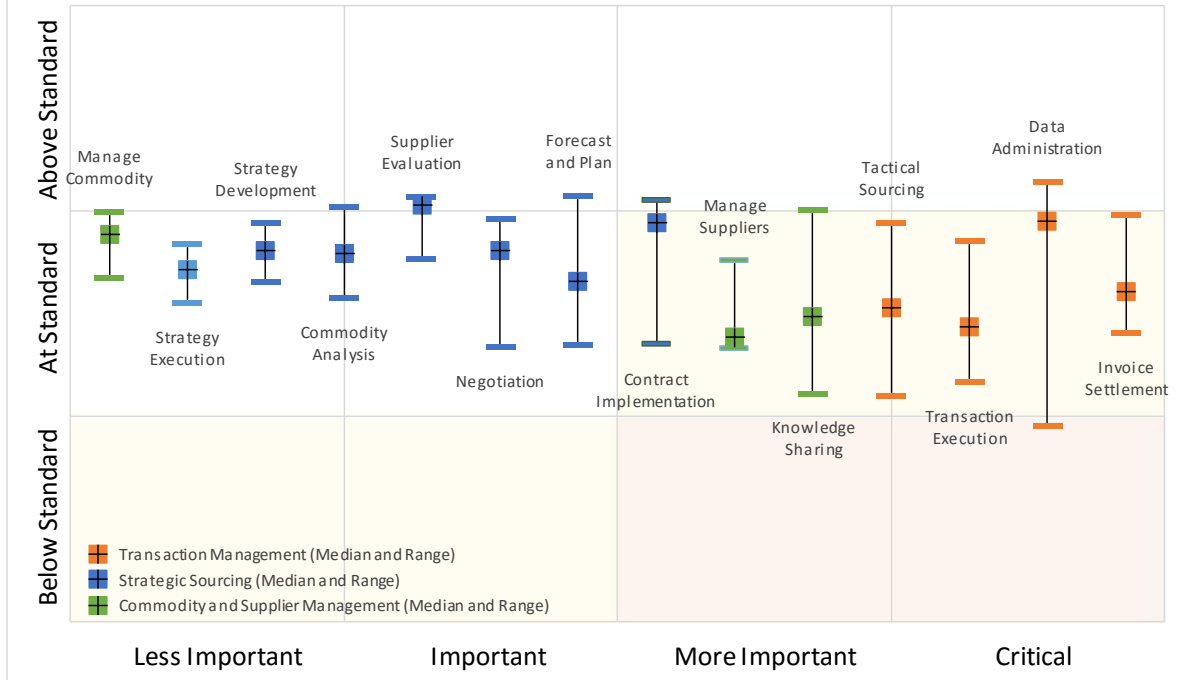
First Priority (Required)

Problem Solving and Decision Making
Customer Focus

Second Priority (Enhancements)

Results Orientation
Teamwork
Integrity and Courage
Developing Self and Others
Valuing Diversity

INTUITIVUM
ACCELERATE VALUE CREATION

Technical Competency Overview for Associate Buyers
Total Population = 5
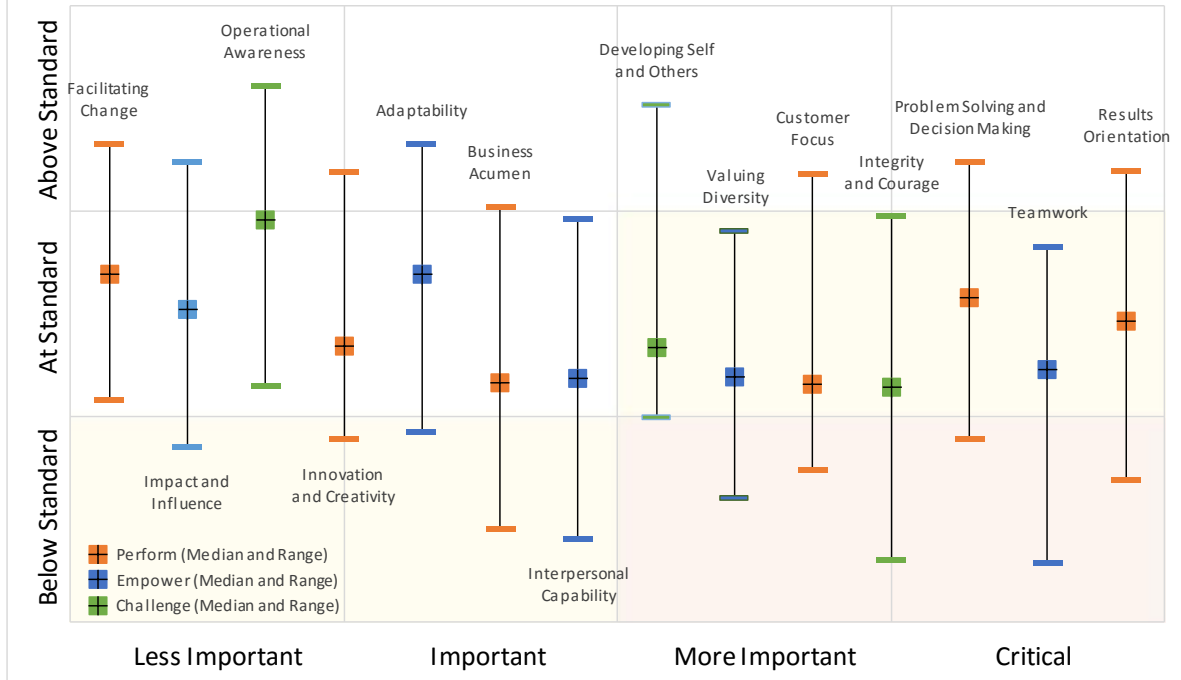
Priority Areas for Development for this Group

First Priority (Required)

Second Priority (Enhancements)

Invoice Settlement
Transaction Execution
Tactical Sourcing
Knowledge Sharing
Manage Suppliers
Data Administration

Behavioral Competency Overview for Buyers

Total Population = 15
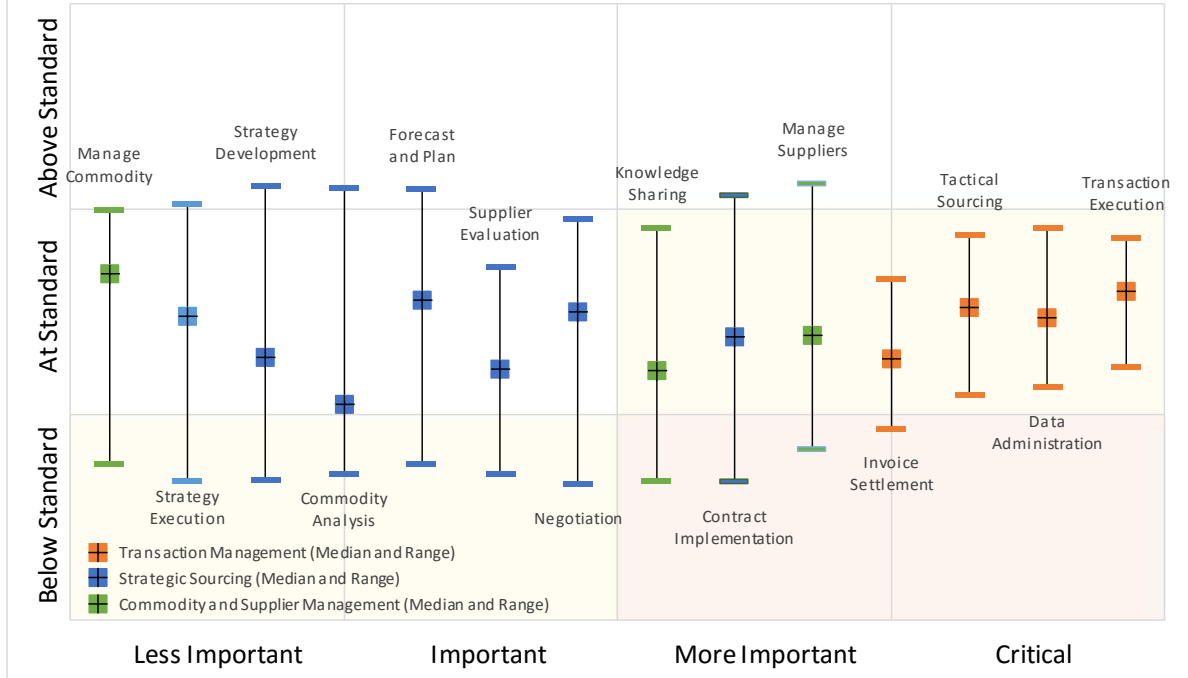
Priority Areas for Development for this Group

First Priority (Required)

Second Priority (Enhancements)

Teamwork
Results Orientation
Integrity and Courage
Customer Focus
Problem Solving and Decision Making
Valuing Diversity
Developing Self and Others

Technical Competency Overview for Buyers
Total Population = 15

Above Standard

At Standard

Below Standard

Manage Commodity
Strategy Development
Forecast and Plan
Supplier Evaluation
Knowledge Sharing
Manage Suppliers
Tactical Sourcing
Transaction Execution

Strategy Execution
Commodity Analysis
Negotiation
Contract Implementation
Invoice Settlement
Data Administration

Transaction Management (Median and Range)
Strategic Sourcing (Median and Range)
Commodity and Supplier Management (Median and Range)

Less Important   Important   More Important   Critical
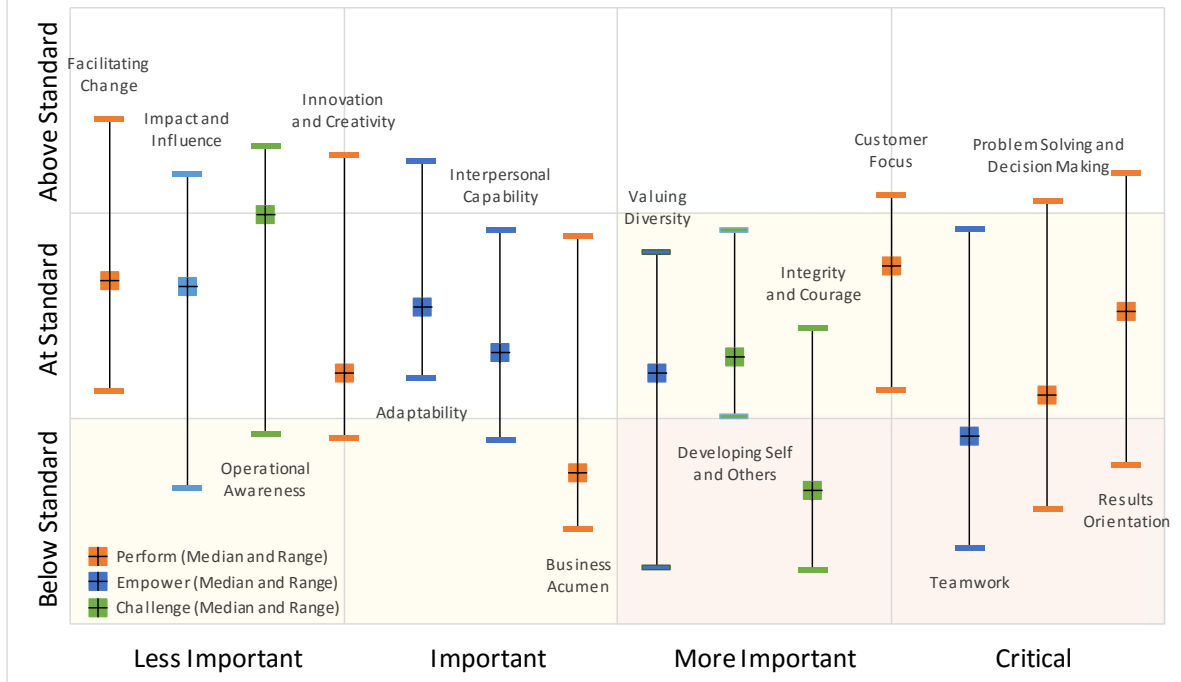
Priority Areas for Development for this Group

First Priority (Required)

Second Priority (Enhancements)

Data Administration
Transaction Execution
Invoice Settlement
Tactical Sourcing
Manage Suppliers
Contract Implementation
Knowledge Sharing

INTUITIVUM
ACCELERATE VALUE CREATION

Behavioral Competency Overview for Senior Buyers
Total Population = 9

Above Standard

At Standard

Below Standard

Facilitating Change

Impact and Influence

Innovation and Creativity

Interpersonal Capability

Adaptability

Operational Awareness

Business Acumen

Valuing Diversity

Integrity and Courage

Developing Self and Others

Customer Focus

Problem Solving and Decision Making

Teamwork

Results Orientation

Perform (Median and Range)
Empower (Median and Range)
Challenge (Median and Range)

Less Important   Important   More Important   Critical

Priority Areas for Development for this Group

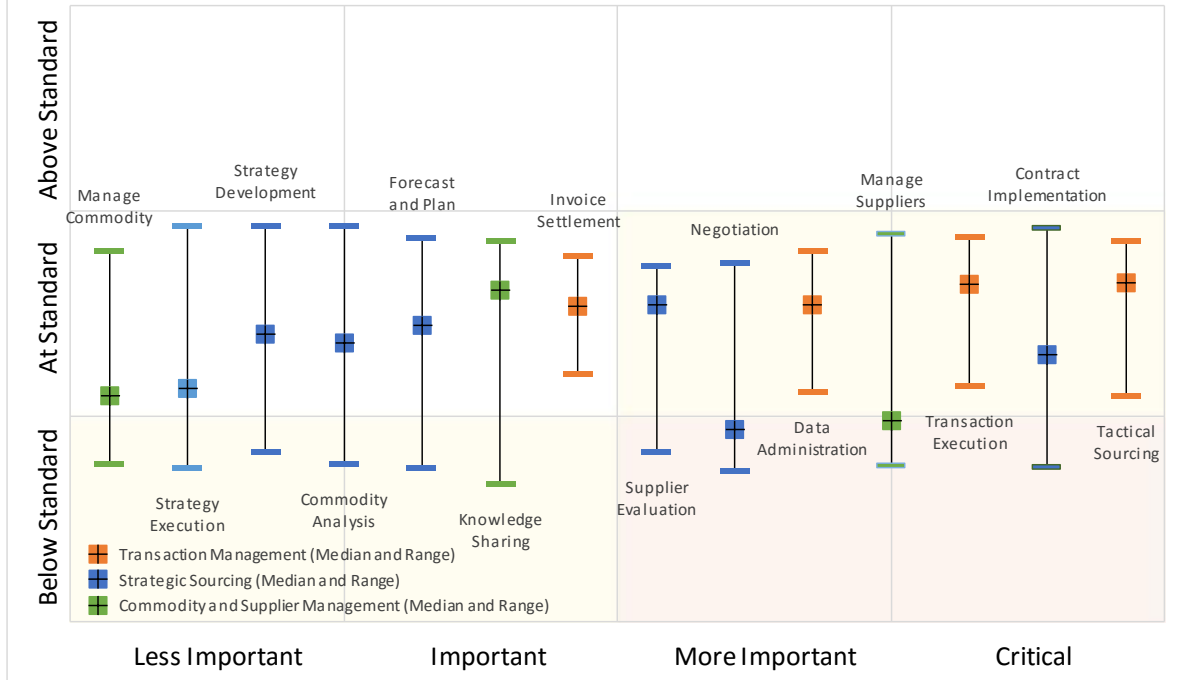### First Priority (Required)

Teamwork
Integrity and Courage

Second Priority (Enhancements)

Problem Solving and Decision Making
Results Orientation
Business Acumen
Developing Self and Others
Valuing Diversity
Customer Focus

INTUITIVUM
ACCELERATE VALUE CREATION

Technical Competency Overview for Senior Buyers

Total Population = 9

Priority Areas for Development for this Group
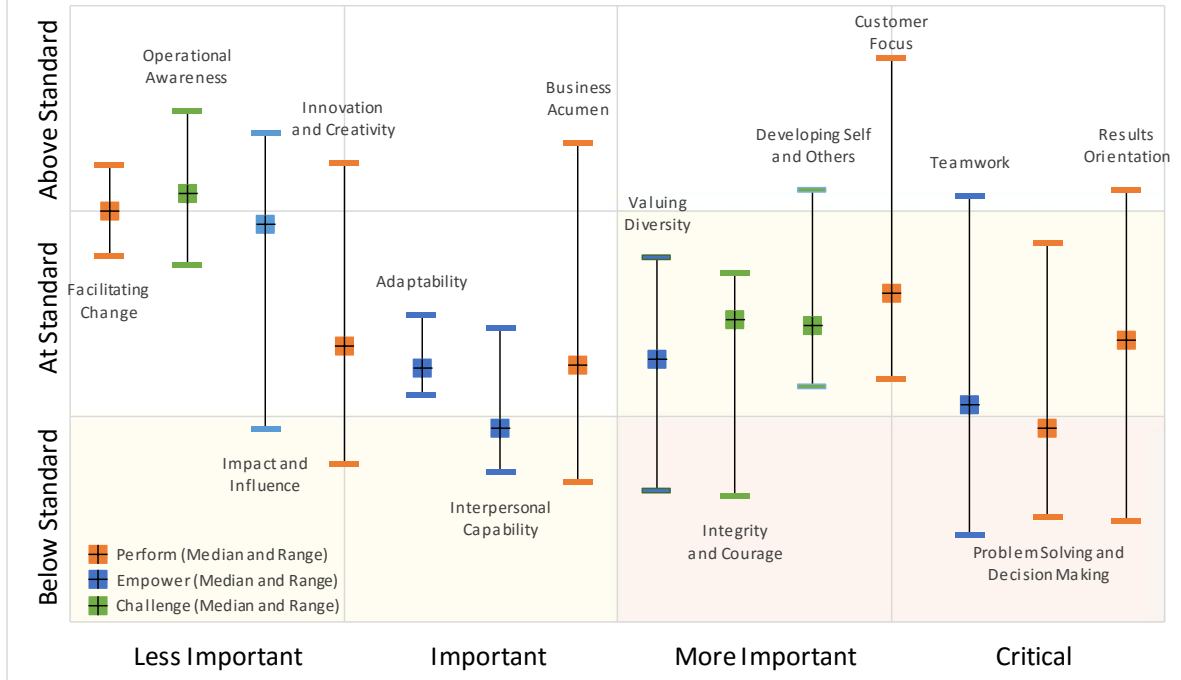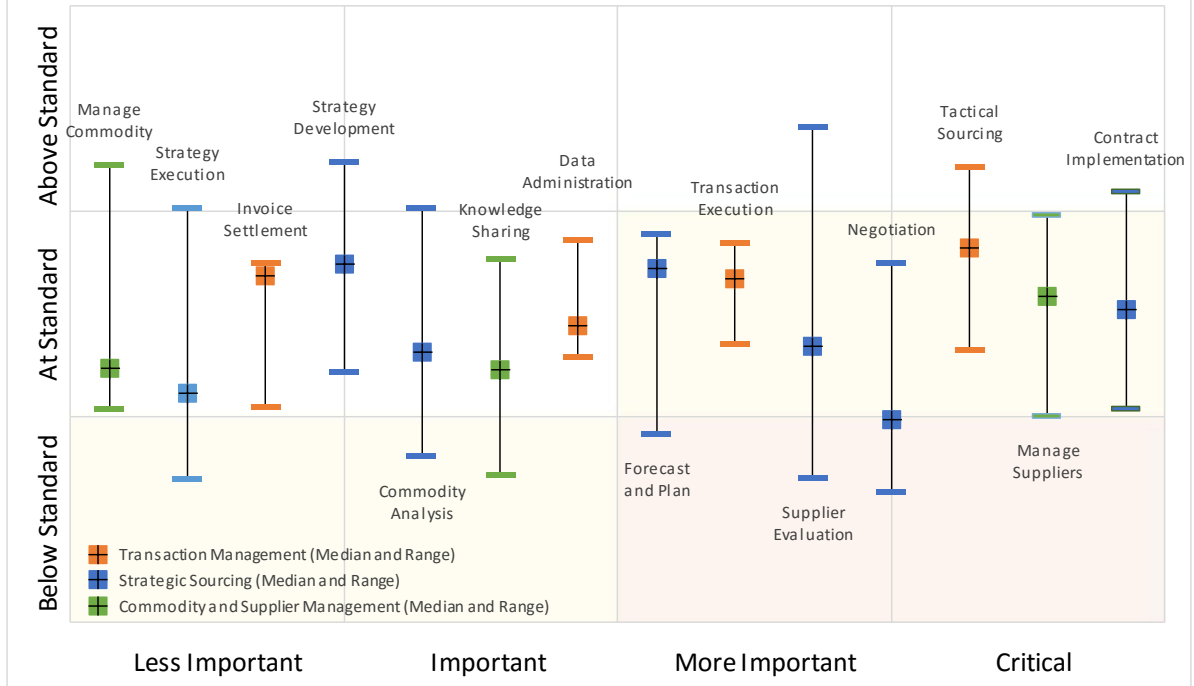
First Priority (Required)

Manage Suppliers
Negotiation

Second Priority (Enhancements)

Contract Implementation
Tactical Sourcing
Transaction Execution
Data Administration
Supplier Evaluation

Behavioral Competency Overview for Senior Buyer II
Total Population = 4

Above Standard
At Standard
Below Standard

Operational Awareness

Customer Focus

Innovation and Creativity

Business Acumen

Developing Self and Others

Teamwork

Results Orientation

Valuing Diversity

Facilitating Change

Adaptability

Impact and Influence

Interpersonal Capability

Integrity and Courage

Problem Solving and Decision Making

Perform (Median and Range)
Empower (Median and Range)
Challenge (Median and Range)

Less Important | Important | More Important | Critical

Priority Areas for Development for this Group

First Priority (Required)

Problem Solving and Decision Making

Second Priority (Enhancements)

Teamwork
Results Orientation
Developing Self and Others
Customer Focus
Integrity and Courage
Valuing Diversity
Interpersonal Capability

INTUITIVUM
ACCELERATE VALUE CREATION

Technical Competency Overview for Senior Buyer II
Total Population = 4

Priority Areas for Development for this Group
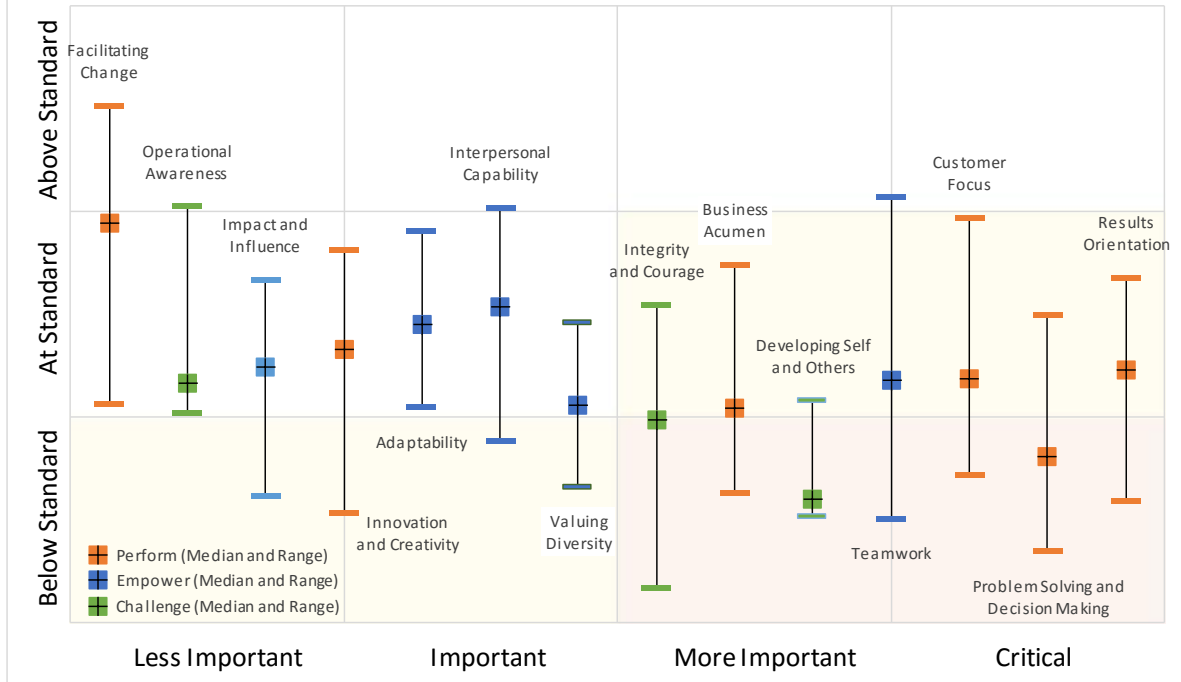
First Priority (Required)

Negotiation

Second Priority (Enhancements)

Contract Implementation
Manage Suppliers
Supplier Evaluation
Tactical Sourcing
Transaction Execution
Forecast and Plan

Behavioral Competency Overview for Purchasing Supervisors

Total Population = 4

Priority Areas for Development for this Group

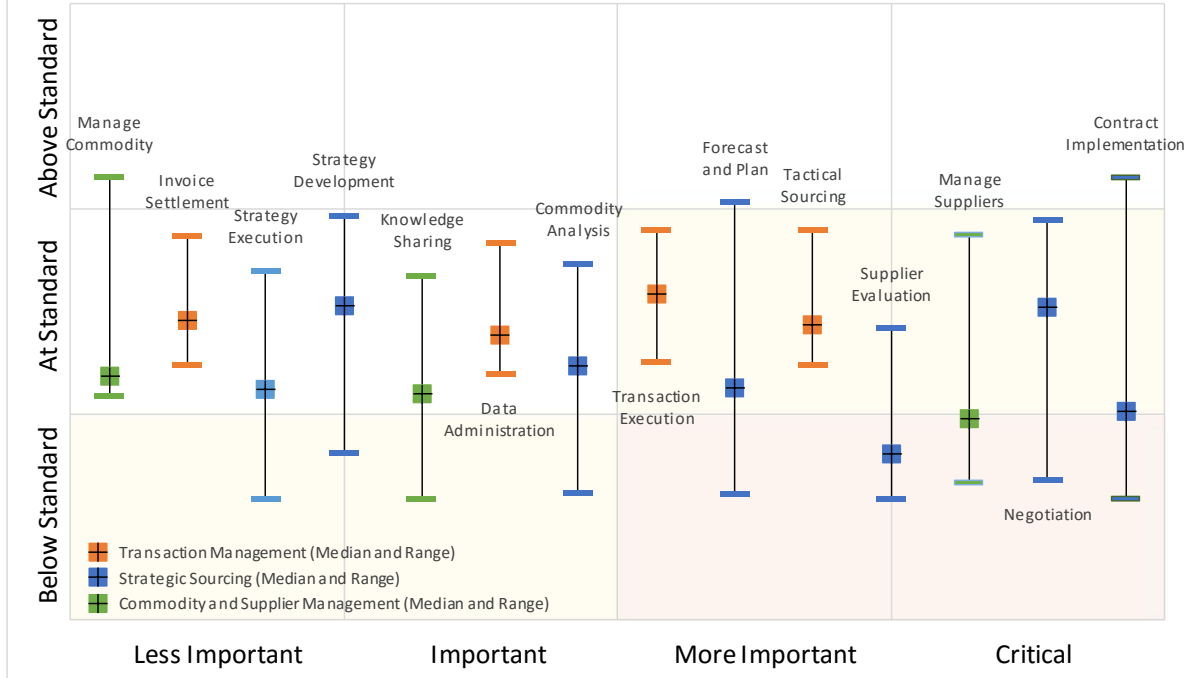**First Priority (Required)**

Problem Solving and Decision Making
Developing Self and Others
Integrity and Courage

Second Priority (Enhancements)

Results Orientation
Customer Focus
Teamwork
Business Acumen

Technical Competency Overview for Purchasing Supervisors
Total Population = 4

Priority Areas for Development for this Group
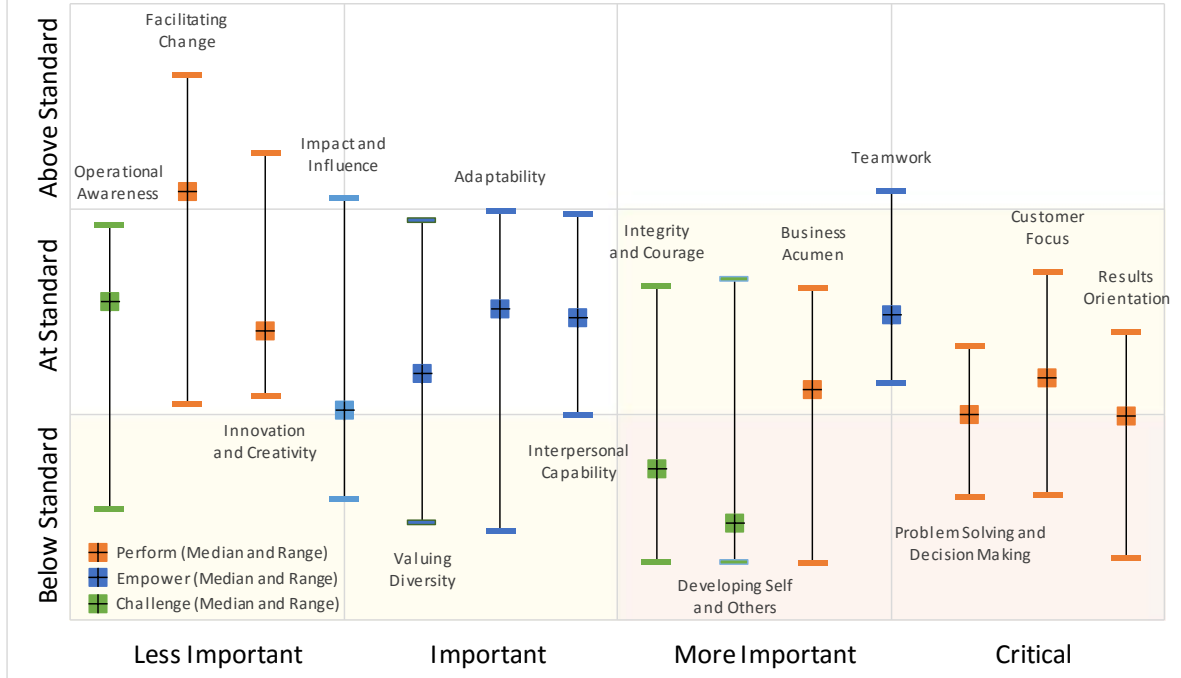
First Priority (Required)

Manage Suppliers
Supplier Evaluation

Second Priority (Enhancements)

Contract Implementation
Negotiation
Forecast and Plan
Tactical Sourcing
Transaction Execution

Behavioral Competency Overview for Principle Buyers

Total Population = 7

(Chart axes: Above Standard, At Standard, Below Standard (vertical); Less Important, Important, More Important, Critical (horizontal))

Competencies plotted: Facilitating Change, Operational Awareness, Impact and Influence, Adaptability, Innovation and Creativity, Valuing Diversity, Interpersonal Capability, Teamwork, Integrity and Courage, Business Acumen, Customer Focus, Results Orientation, Developing Self and Others, Problem Solving and Decision Making

Legend:
- Perform (Median and Range)
- Empower (Median and Range)
- Challenge (Median and Range)

Priority Areas for Development for this Group
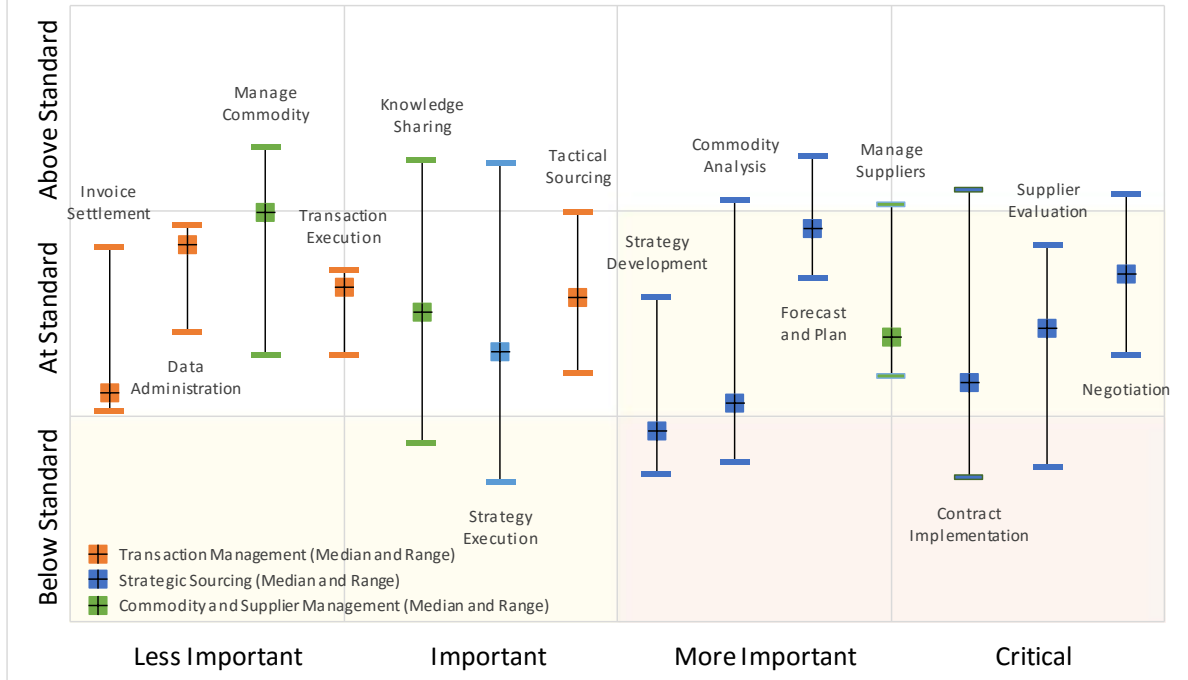
First Priority (Required)

Results Orientation
Developing Self and Others
Integrity and Courage

Second Priority (Enhancements)

Problem Solving and Decision Making
Customer Focus
Business Acumen
Teamwork

Technical Competency Overview for Principle Buyers
Total Population = 7

Above Standard / At Standard / Below Standard (vertical axis)

Labels in chart: Invoice Settlement, Manage Commodity, Knowledge Sharing, Tactical Sourcing, Commodity Analysis, Manage Suppliers, Supplier Evaluation, Transaction Execution, Data Administration, Strategy Development, Forecast and Plan, Negotiation, Strategy Execution, Contract Implementation

Legend:
- Transaction Management (Median and Range)
- Strategic Sourcing (Median and Range)
- Commodity and Supplier Management (Median and Range)

Horizontal axis: Less Important, Important, More Important, Critical

Priority Areas for Development for this Group

First Priority (Required)

Strategy Development

Second Priority (Enhancements)

Contract Implementation
Supplier Evaluation
Negotiation
Manage Suppliers
Commodity Analysis
Forecast and Plan

INTUITIVUM
ACCELERATE VALUE CREATION

Behavioral Competency Overview for Category Managers
Total Population = 5
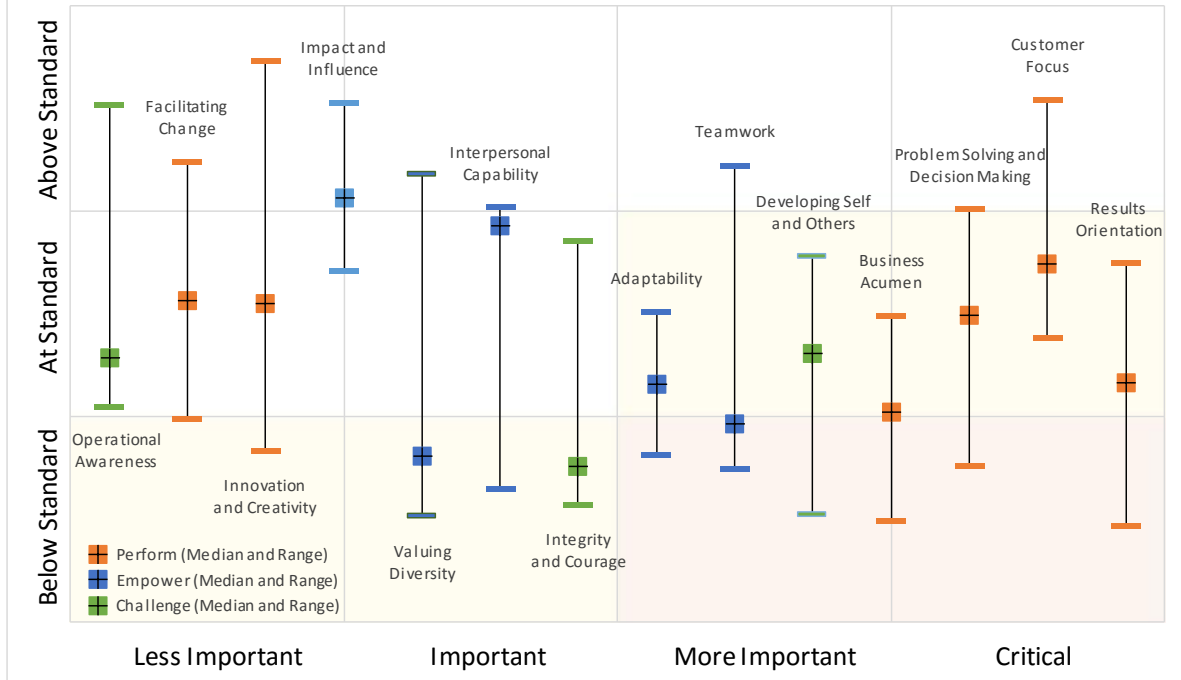
Priority Areas for Development for this Group
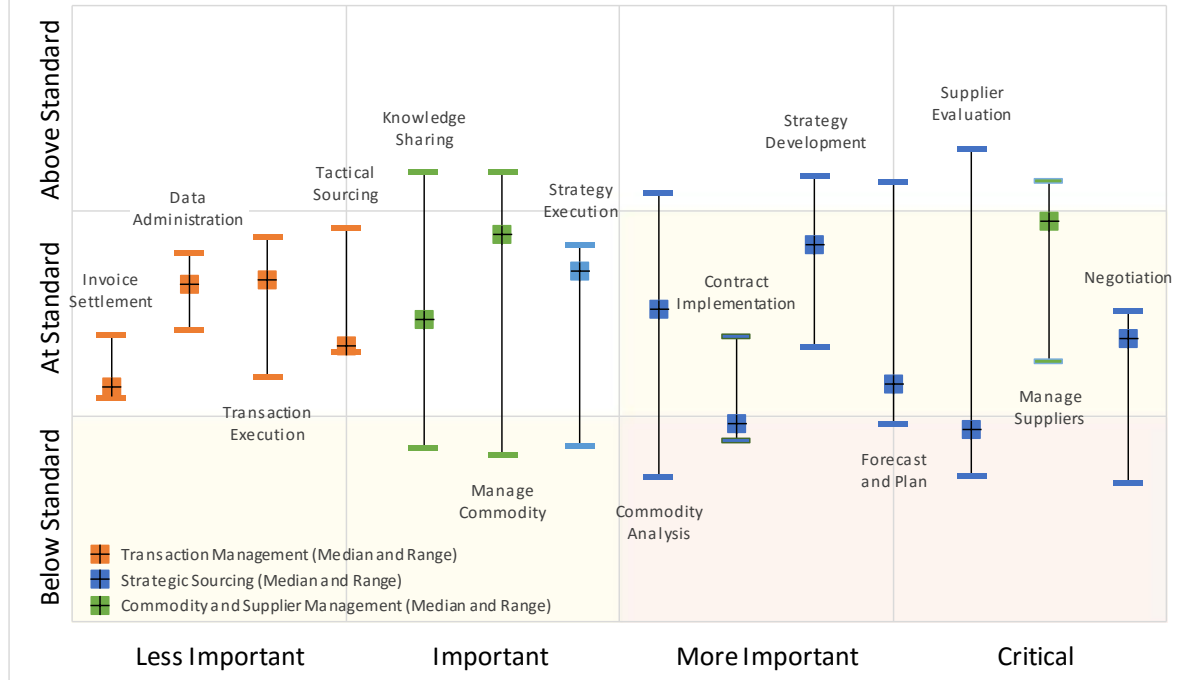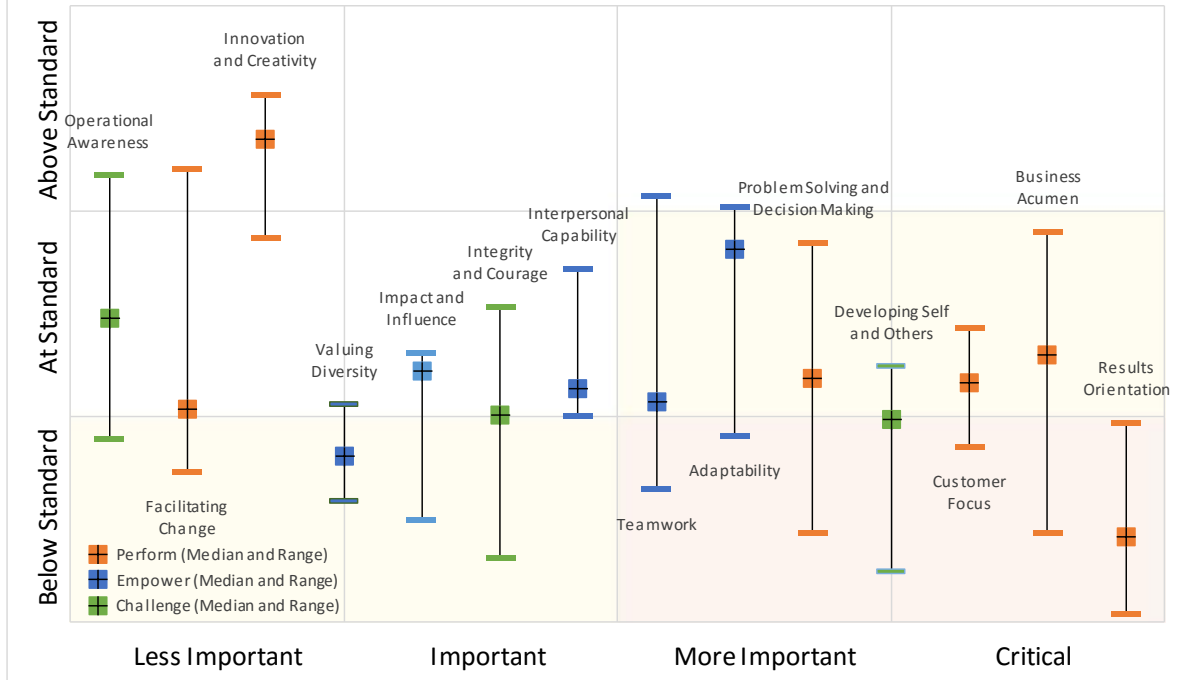
First Priority (Required)

Teamwork

Second Priority (Enhancements)

Results Orientation
Business Acumen
Problem Solving and Decision Making
Developing Self and Others
Customer Focus
Integrity and Courage
Adaptability
Valuing Diversity

Technical Competency Overview for Category Managers

Total Population = 5

Priority Areas for Development for this Group

First Priority (Required)

Supplier Evaluation
Contract Implementation

Second Priority (Enhancements)

Negotiation
Forecast and Plan
Manage Suppliers
Commodity Analysis
Strategy Development

Behavioral Competency Overview for Commodity Managers

Total Population = 4

Priority Areas for Development for this Group

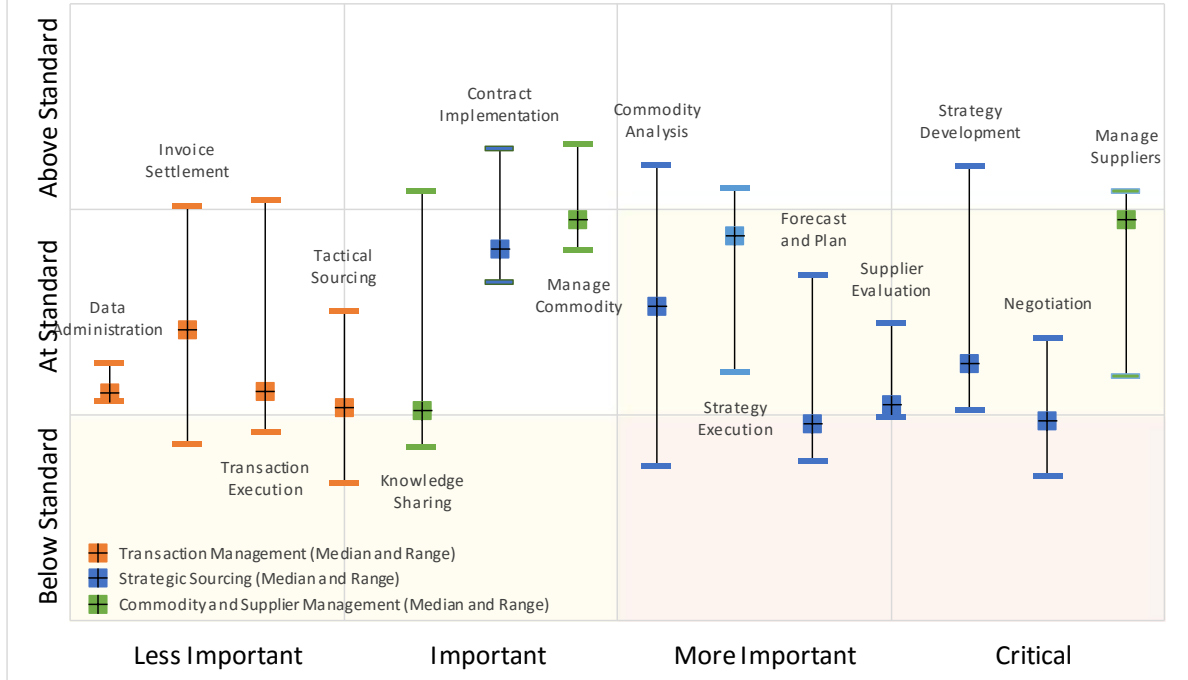### First Priority (Required)

Results Orientation
Developing Self and Others

Second Priority (Enhancements)

Business Acumen
Customer Focus
Problem Solving and Decision Making
Teamwork
Adaptability
Valuing Diversity

Technical Competency Overview for Commodity Managers

Total Population = 4

Priority Areas for Development for this Group
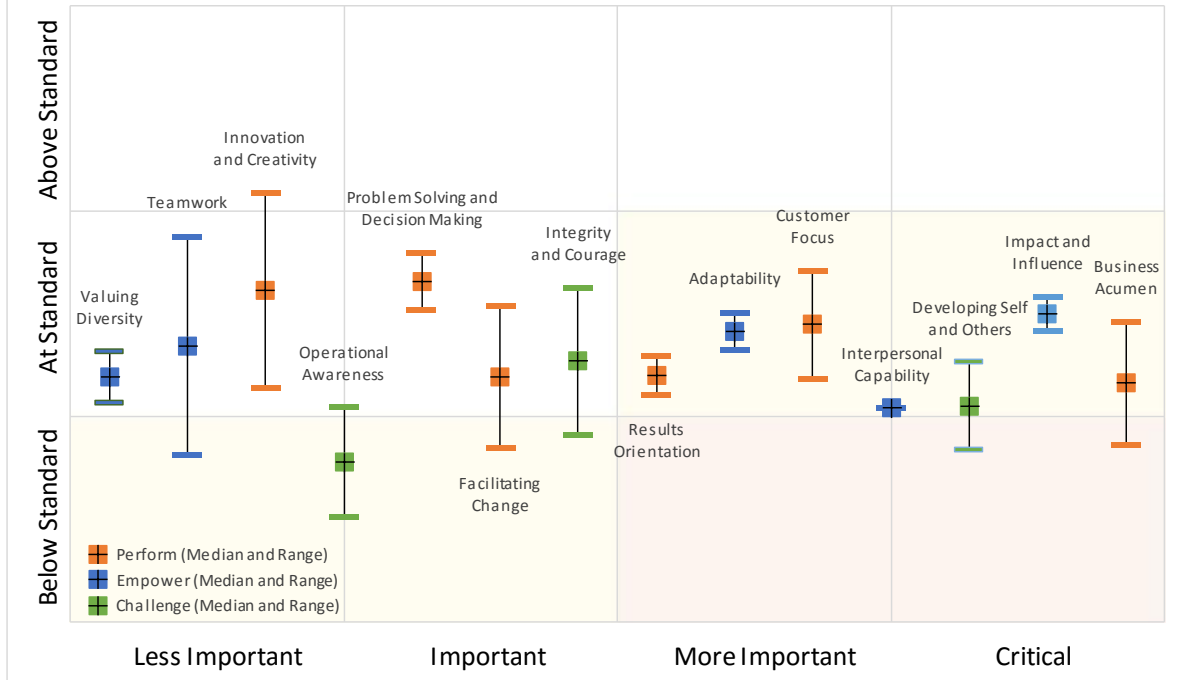
First Priority (Required)	**Second Priority (Enhancements)**
Negotiation	Supplier Evaluation
Forecast and Plan	Strategy Development
	Manage Suppliers
	Commodity Analysis
	Strategy Execution

Behavioral Competency Overview for Procurement Managers

Total Population = 2

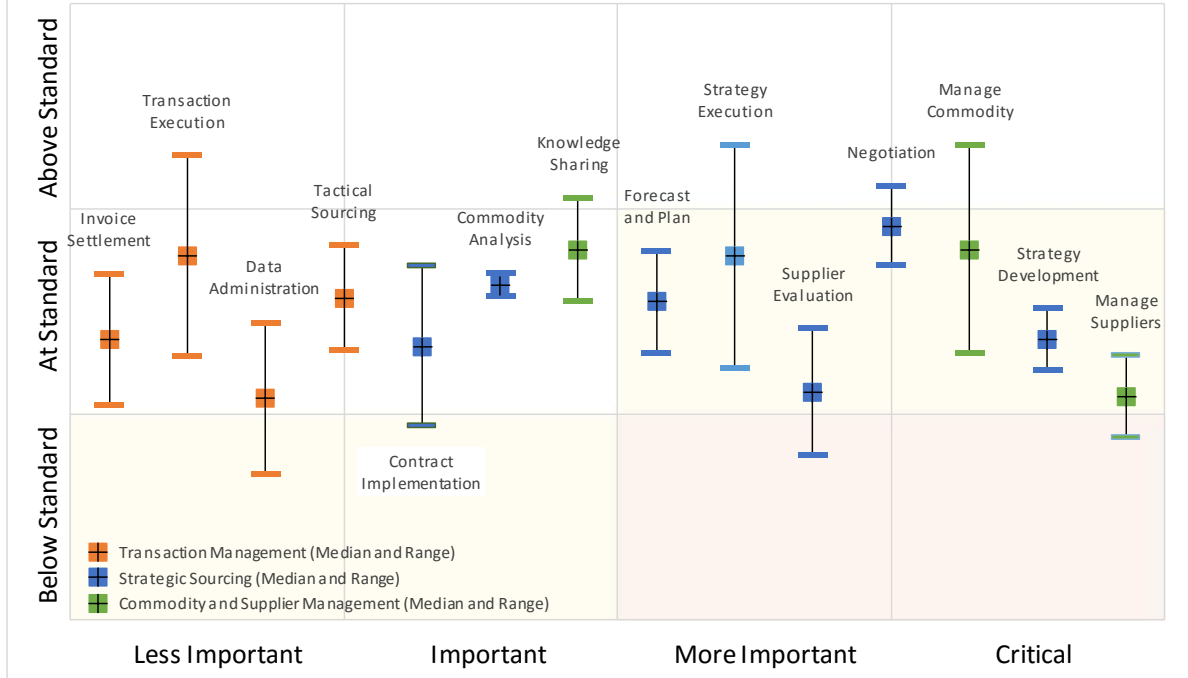## Priority Areas for Development for this Group

First Priority (Required)

Second Priority (Enhancements)

Business Acumen
Developing Self and Others
Interpersonal Capability
Impact and Influence
Customer Focus
Results Orientation
Adaptability
Operational Awareness

Technical Competency Overview for Procurement Managers

Total Population = 2

Priority Areas for Development for this Group

First Priority (Required) · **Second Priority (Enhancements)**

Manage Suppliers
Strategy Development
Supplier Evaluation
Manage Commodity
Negotiation
Forecast and Plan