

Building Sourcing Talent for the 21st Century

Knowledge Assessment and Development Tool[©]



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Knowledge Assessment and Development

Best Practice Companies have...

- Ability to appropriately select and manage a variety of Sourcing Business Models
- Strong Sourcing, Procurement and Supply Management technical skills
- Analytical approach to market, supply base and total cost
- Strong Risk Management protocol
- Spend prioritization, strategy development, and supplier relationship and performance management
- Cross functional integration
- High performance resource characteristics
- Continuous search of best practices

Supporting Business Objectives



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Research indicates a need for several skillsets:

- Technical Core
- Business
- Finance
- Interpersonal

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Employees need **clear job expectations** and **career development**.

Management's Goal:

Build a strong organization by ***identifying and targeting specific development needs*** for each employee & ***focusing training dollars*** to meet those needs.

The Knowledge Assessment and Development Tool© provides the Roadmap



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Knowledge Assessment & Development Tool (KAT) ©

What **Is It**?

- An ongoing process by which employees assess how knowledgeable they are on a series of topics related to the Sourcing and Supply Chain Management profession.
- The responses are evaluated by both management and the employee for input into a development plan.
- Supports professional career development and progression

What **It is NOT**:

- This is not a test.
- This tool will not be used for employee performance measurement.

Knowledge Assessment & Development Tool (KAT) ©

Why do We need this?

- Company expectations for Supply Chain Management organizations are increasing each year. New techniques and tools must be utilized to achieve continuing results
- Employees have expressed a need for clear job expectations and career development.
- Employee development is a key objective
- Management's goal is to build a strong organization by identifying and targeting specific development needs for each employee & matching training dollars to those needs.



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Knowledge Development Program Results:

- Customized Knowledge Assessment program that resulted in **training savings of 30%** per employee
- **Enabled Compensation Benchmark and Job Leveling** for large global manufacturer
- Resource **knowledge improvement of 15% in 12 months-** some as high as **30+%**
- Provided **Common Platform to measure Supply Management Value Contribution**
- Significantly **improved cross functional integration and communication with key stakeholders**
- Vehicle to **attract and retain strong professional resources**



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Step 1 : Employee Self – Assessment

- Employees Complete the Self-Assessment for their appropriate Job Cluster using the Assessment Form and Definition Guide

The
Assessment
Process

Step 2 : Manager Assessment

- Managers Complete their Assessment *in the same form* as the Employee's self-assessment, for each employee, and Submit for Report Generation

Step 3 : Report Generation (TFG)

- Rankings are consolidated and tallied to create Assessment Reports that identify the areas of Knowledge Gap and opportunity for Development

Step 4 : Feedback Sessions

- Managers meet with Employees to review Gaps and agree upon go-forward Knowledge Development Plan

Step 5 : Training & Development

- Employees participate in identified Training programs via the Knowledge Library



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Core Supply Management Skills

Step 1-Employee
Step 2 – Manager

Tool Overview: TFG Knowledge Assessment Tool (KAT)

The KAT assesses key skillset requirements against each Job Title

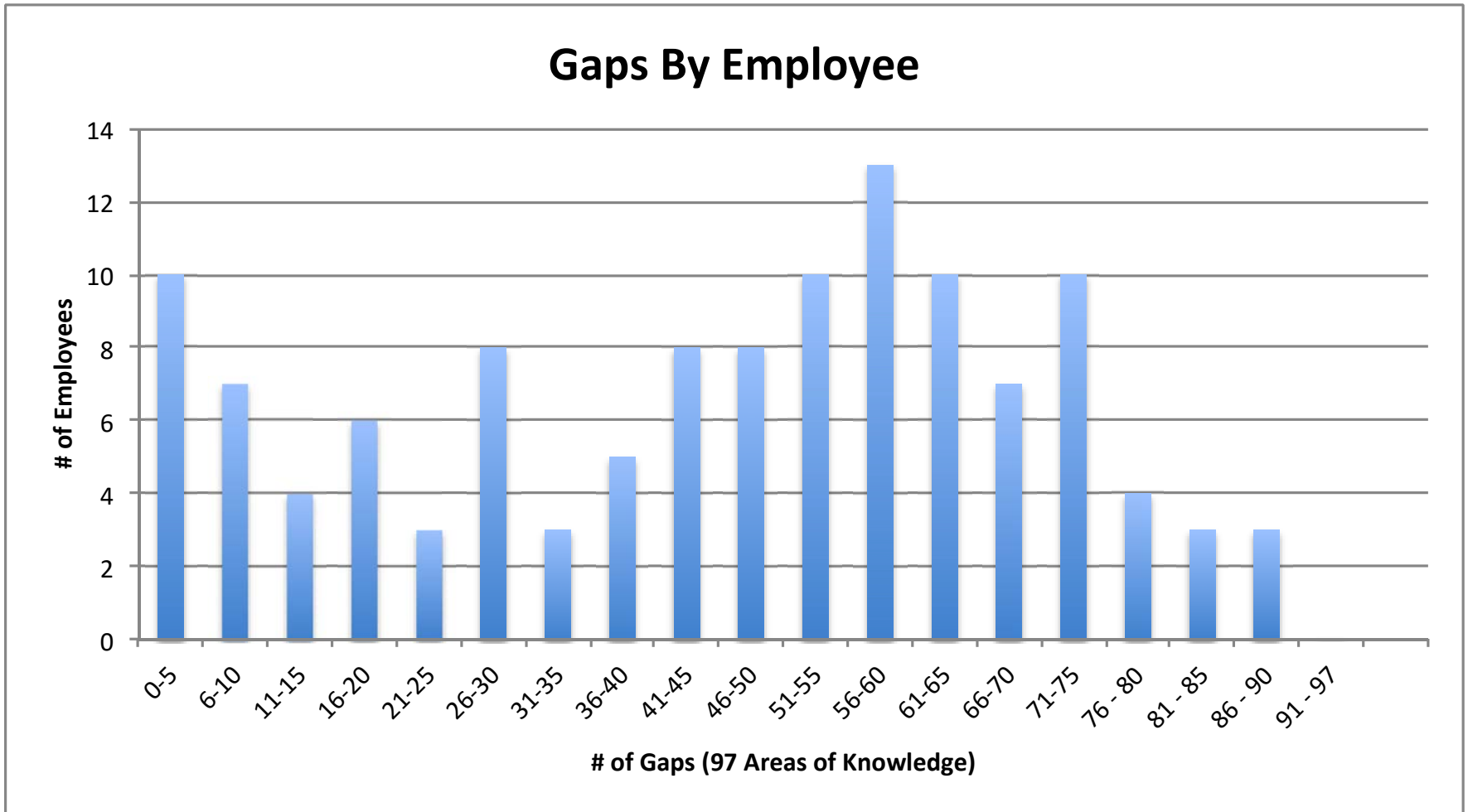
Individual Level of Knowledge
1) No understanding of concept
2) Familiar with Concept or where to get appropriate info.
3) Basic Understanding and Application with assistance
4) Strong understanding and application of concepts on specific activities / co
5) Advanced understanding and application in diverse environments

	11 Clusters:		Procurement I			Procurement II		
	Importance to job	Use today	Self Ranking	Experience Requirement	Delta	Self Ranking	Experience Requirement	Delta
CORE SUPPLY CHAIN MANAGEMENT SKILLS								
Business Strategy and Supply Chain Alignment				2			3	
Supply/Demand Planning & Modeling				2			3	
Collaborative Planning				2			3	
Special Event and Product Lifecycle Impact Planning				2			3	
Tools / Repairs Scheduling and Allocation				2			3	
Purchase Requirements Planning				2			3	
'What-If' Analysis				2			3	
Forecasting				3			3	
Forecast Continuous Improvement				3			3	
Raw Forecast Development				3			3	
Trend Forecasting				3			3	
Information Technology				3			3	
Inventory & Spend Management Continuous Improvement				3			3	
Inventory & Spend Management Planning/Modeling				3			3	
Inventory Modeling				3			3	
Inventory Management				3			3	
Market Behavior Analysis & Industry Knowledge				3			3	
Product or Service Design / Supply Chain Coordination				2			3	



Knowledge Assessment and Development Gap Report

Step 3 – Gap Reports



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Knowledge Assessment and Development Feedback Session

Step 4 – Feedback

- Managers and employees meet one-on-one to discuss where differences in assessment exist.
- Managers and employees together determine development needs with priorities.

Knowledge Assessment and Development Training Matrix

Step 5 – Training Plan

For each area of knowledge, several opportunities for development will be identified. Examples are:

- Virtual courses offered through On-Line Learning Tool
- Internal educational offerings in PeopleSoft
- External classes
- Learning at Lunch
- Readings
- Experiential Learning (Shadowing)

Specific training will be determined by managers & employees. Time & training dollars available must be taken into consideration.



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Knowledge Library

- The Knowledge Library is a database of courseware options by Skill Area, and for each Job Cluster
- It is a “live” document that should be updated as both internal and external training options become available
- Each Job Cluster will have different Training options based on the Skill Area, and its relevancy to their role
- Managers will have different Training options than Level I job clusters, even for the same Skill Area, to ensure level of development is appropriate

Training Plans: For the Employee **AND** at the Company Level can be developed!



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Knowledge Assessment and Development Training and Development Plan

Knowledge Library: linked to Job Cluster, by Area of Knowledge

Supplier Relationship Leader					
		Internal Seminar	External Training	On Line Reading Assignment	Experiential Learning
CORE PROCUREMENT KNOWLEDGE					
Legal Aspects of Purchasing	UCC vs Common Law Workshop (LAL)	<u>How Does the Legal System Impact a Supply Manager? (V) (ISM #3943)</u>	<u>"Purchasing and Law: What's the Connection" Martin Carrara, J.D., CPM and Ernest Gabbard, J.D., CPM NAPM InfoEdge (January 1999)</u>	Module A: Review Contract with Legal	
			<u>"All's Well that's Contracted Well" Dan J. Ricketts, J.D. <i>Purchasing Today</i>® (June 1998) pp. 33-35</u>	Module B: Review supplier T's C's	
			<u>"Intention to be Legally Bound." Purchasing. John Murray, Jr. 10/10/02</u>		

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For More Information on:

- Sourcing Business Models Mapping and Selection
- TFG Knowledge Assessment and Development Toolkit (KAT)
- TFG High Performance Skills Development
- TFG Career Progression Roadmap
- Organization Optimization Design Model
- TFG Maturity Assessment
- TFG Training Curriculum Catalog

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