# Sourcing SORC

Managing, or providing advice on, the procurement or commissioning of products and services.

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| **Guidance Notes:**  Activities may include, but are not limited to:   * providing policies and standards for procurement * commercial governance, compliance to legislation and assurance of information security * implementing compliant procurement processes, taking full account of the issues and imperatives of both the commissioning and supplier sides * clarifying requirements for products and services * identifying, evaluating and selecting suppliers * evaluating tenders * developing "build or buy" criteria * evaluating and purchasing cloud-based services * benchmarking supplier performance * placing, monitoring and terminating contracts. |

## Level 2

Assists in the preparation of pre-qualification questionnaires and tender invitations in response to business cases.   
Assembles relevant information for tenders.   
Produces detailed evaluation criteria for simple tender criteria.   
Assists in the evaluation of tenders.

## Level 3

Prepares pre-qualification questionnaires and tender invitations in response to business cases.   
Recognises the difference between open source and proprietary systems options.   
Applies standard procedures and tools to produce detailed evaluation criteria for complex tenders and to evaluate tenders.

## Level 4

Reviews business cases (requirements, potential benefits and options) and determines appropriate procurement routes.   
Using market knowledge to inform specifications, ensures detailed pre-qualification questionnaires and tender invitations are prepared.   
Collects and collates data to support collaboration and negotiates terms and conditions to reflect the scale of requirements and encourage good performance.   
Evaluates tenders based on specification and evaluation criteria, prepares acceptance documentation and advises on contracts and service level agreements.

## Level 5

Plans and manages procurement activities.   
Manages tender, evaluation and acquisition processes. Researches suppliers and markets, and maintains a broad understanding of the commercial environment, to inform and develop commercial strategies and sourcing plans.   
Advises on the business case for alternative sourcing models. Advises on policy and procedures covering tendering, the selection of suppliers and procurement.   
Negotiates with potential partners and suppliers, developing acceptance criteria and procedures. Drafts and places contracts.

## Level 6

Develops policy and procedures for sourcing and procurement activities.   
Establishes procurement strategies, standards, methods, processes and good practices that ensure compliance with legislation, regulation and third-party information security.   
Leads the procurement process, from clarifying requirements through to placing, monitoring and terminating contracts. Conducts complex negotiations and sets parameters for routine negotiations, ensuring strategic alignment of terms and conditions.  
Identifies external partners, engaging with professionals in related disciplines as appropriate. Ensures that terms and conditions are aligned with current legislation and policy.

## Level 7

Shapes and leads the organisation's overarching sourcing and procurement strategies, ensuring alignment with the global business vision and long-term objectives.  
Assumes full accountability for all sourcing and procurement activities, guiding the organisation's sourcing vision and strategic procurement decisions.  
Strategically develops, deploys, and continually assesses acquisition processes to align with dynamic market conditions and organisational goals.  
Leads high-level negotiations for major, organisation-defining contracts, setting negotiation frameworks and strategies that significantly impact the organisation's market position and success.