


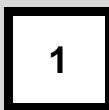




PSAA Technical Proficiencies

PROCUREMENT MANAGER

This **Technical Proficiencies** model outlines some of the core areas of technical knowledge, skills, and capabilities required across PSAA. Whilst the Behavioural Framework focuses on 'how' we approach our work, the Technical Proficiencies focus more on the 'what' e.g. the technical knowledge, skills, and expertise individuals need to perform their roles effectively. Both frameworks work together to create a balanced approach to professional development.

Note that the level of proficiency we need will be dependent on our specific roles. Different roles may require different professional or specialist knowledge. Not all staff need to aspire to be 'Experts' and the level of technical proficiency required in each role will be different, depending on the nature of the function. 'Foundation' level may be adequate for some roles, and more specialist roles may require higher levels of expertise. Each of the performance levels show an increasing level of knowledge, responsibility, impact, thought leadership and influence. The table below provides some guidance that you could use to differentiate proficiency in your own technical or functional area. Note 'Entry' level refers to colleagues new in role.

Foundation	Skilled	Expert
<ul style="list-style-type: none"> • Basic awareness or introductory knowledge. • Follows instructions and established processes, performs routine or structured tasks with guidance. • Identifies problems or risks, seeks solutions with help and supervision. • Shares information and works supportively with more knowledgeable colleagues. • Adapts to changes with support. 	<ul style="list-style-type: none"> • Sound, practical knowledge applied with minimal guidance to make informed decisions • Handles complex tasks independently, applies judgement in novel or varied situations. • Analyses problems, proposes solutions, and adapts approaches with little supervision. • Clearly conveys complex information, advises others. Takes initiative and provides informal leadership. • Actively contributes to continuous improvement and innovation. 	<ul style="list-style-type: none"> • Deep, strategic understanding; recognised authority who advises and shapes policy/practice. • Solves complex, ambiguous issues, anticipates and resolves challenges impacting the organisation or our stakeholders. • Provides thought leadership, sets direction, and mentors others. Influences at senior levels; represents the organisation. • Drives organisational improvements and innovation, anticipating and leading change.

Entry	Foundation	Intermediate	Skilled	Advanced	Expert
					

Understanding The Local Audit Environment

This proficiency focuses on understanding and applying local audit policies, statutory requirements, and regulatory frameworks. It includes adherence to procurement and contractual rules, audit standards, and quality assurance procedures to ensure compliance and integrity in public financial auditing.

Foundation	Skilled	Expert
<ul style="list-style-type: none">• Demonstrates a basic awareness of public sector statutory requirements, contractual and procurement rules, audit standards, and compliance frameworks.• Follows established process for compliance and quality assurance under supervision, identifies potential risks/deviations.• Recognises key local audit principles but may require some guidance to apply them in practice.• Knows who to ask and seeks clarification on regulatory and compliance requirements when needed.	<ul style="list-style-type: none">• Applies knowledge of public sector statutory requirements, audit standards, and procurement rules in daily work with minimal supervision.• Contributes to ensuring compliance by supporting development of systems and quality assurance procedures.• Identifies risks and potential compliance gaps in processes and suggests improvements.• Maintains up-to-date knowledge of changes in the local audit landscape, e.g. regulations and applies them appropriately.	<ul style="list-style-type: none">• Provides authoritative guidance on public sector statutory requirements, procurement rules, audit standards and compliance frameworks.• Shapes and improves work systems in local audit, ensuring best practices are embedded across the organisation.• Anticipates and interprets regulatory changes, advising leadership and influencing policy decisions.• Develops and delivers training, briefings or mentoring on local audit compliance and quality assurance.• Engages with external regulatory bodies and contributes to sector-wide discussions on local audit standards.

Entry	Foundation	Intermediate	Skilled	Advanced	Expert
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Target Level:

3

Managing Data (inc. Security/Risk Management)

This proficiency covers the ability to handle, analyse, and protect data effectively. It includes ensuring data accuracy and integrity, generating insights, communicating findings, and managing security and risk in compliance with regulatory requirements.

Foundation	Skilled	Expert
<ul style="list-style-type: none">Understands and follows organisational policies and guidelines on data security, privacy (e.g., GDPR), and risk management.Accurately inputs, stores, and retrieves data using approved systems, ensuring minimal errors.Uses basic data analysis tools (e.g., spreadsheets, reports) to organise and present information.Understands and avoids potential risks related to data/cyber security (e.g., phishing emails, weak passwords) and escalates issues immediately.Communicates data insights using simple reports or pre-defined templates with guidance.	<ul style="list-style-type: none">Applies data analysis techniques to interpret and generate meaningful insights from complex datasets.Develops structured reports, dashboards, or presentations to communicate key findings to stakeholders.Acts to ensure compliance with data privacy regulations, works to mitigate risks related to data security, particularly when handling sensitive information.Gathers the right data from appropriate sources, ensuring reliability and consistency, identifying any biases/anomalies.Uses advanced tools to enhance decision-making.	<ul style="list-style-type: none">Advises colleagues on best practices for data management, including secure storage, sharing, and disposal ensuring robust controls are in place.Champions a data-driven culture, demonstrating how analytical insights can inform strategic decision-making.Designs and oversees the development of advanced analytics tools, dashboards, and reporting mechanisms.Develops training and guidance for staff on best practices in data management.Innovates and integrates new technologies (e.g., AI-driven analytics, automation) to improve data integrity and efficiency.

Entry	Foundation	Intermediate	Skilled	Advanced	Expert
<div></div>	<div>1</div>	<div>2</div>	<div>3</div>	<div>4</div>	<div>5</div>

Target Level:

3

Using Technology Efficiently (e.g. Digital Literacy)

This proficiency focuses on the ability to effectively use and apply technology to enhance productivity, efficiency, and sustainability in our work. It includes using digital tools, adopting new technologies, and optimising processes to improve work outcomes.

Foundation	Skilled	Expert
<ul style="list-style-type: none">• Uses core office software (e.g., spreadsheets, document management, data entry tools) to complete tasks efficiently.• Demonstrates willingness to learn and adapt to new software methods or digital tools with guidance and support.• Uses basic digital communication tools (e.g., email, video conferencing) effectively in daily tasks.• Identifies common technical issues and seeks support to resolve them.• Acknowledges the benefits of technology for improving efficiency and welcomes support to apply new tools or approaches effectively.	<ul style="list-style-type: none">• Selects and applies the most appropriate software and digital tools to enhance work efficiency and effectiveness.• Scans broadly and identifies ways to improve processes through technology and recommends practical solutions.• Provides support and guidance to colleagues on how to apply technology and helps troubleshoot issues.• Applies methods or automation tools to streamline routine tasks and improve workflow efficiency.• Quickly learns and adopts new methods or digital tools with minimal support and shares with colleagues.	<ul style="list-style-type: none">• Leads the adoption and implementation of innovative digital tools and systems to drive efficiency and performance in the business.• Shapes and influences organisational approach to harnessing technology.• Mentors and trains colleagues on advanced digital tools, fostering a culture of continuous technological improvement.• Anticipates future or emerging digital trends and advises leadership on technology strategy.• Ensures digital solutions are sustainable, scalable, and aligned with business needs and regulatory requirements.

Entry	Foundation	Intermediate	Skilled	Advanced	Expert
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Target Level:

3

Commercial Thinking & Financial Responsibility

This proficiency focuses on ensuring financial accountability, achieving value for money, and using commercial awareness to optimise financial decision-making. It includes identifying cost-saving opportunities, demonstrating diligence in financial expertise, and ensuring resources are used effectively.

Foundation	Skilled	Expert
<ul style="list-style-type: none">Understands and follows organisational financial policies and procedures to ensure responsible use of resources.Demonstrates awareness of the importance of cost-effectiveness and value-for-money principles in decision-making.Raises concerns about potential financial risks, inefficiencies or waste with appropriate colleagues.Complies with financial regulations, procurement rules, and professional requirements in their role.Keeps clear records and uses financial tools (e.g., expense tracking, budgeting systems) to monitor and report financial information.	<ul style="list-style-type: none">Applies commercial thinking to daily work, ensuring cost-effective use of resources without compromising quality.Identifies and implements practical solutions to improve efficiency and reduce unnecessary expenditure.Demonstrates fiscal accountability by monitoring budgets, tracking spending, identifying and mitigating financial risks.Ensures compliance with procurement and financial regulations, advising colleagues where needed.Negotiates favourable terms with internal and external stakeholders, engaging to explore opportunities to realise best value-for-money.	<ul style="list-style-type: none">Helps shape financial strategy, ensuring alignment with long-term organisational goals and high-value sustainability.Leads initiatives to support cost-efficiency, optimise financial decision-making, and achieve measurable value-for-money.Develops and implements innovative financial models, procurement strategies, or contract management approaches.Identifies trends in public sector financial management, anticipating future challenges and opportunities.Represents the organisation in discussions with key stakeholders on commercial and financial matters.

Entry	Foundation	Intermediate	Skilled	Advanced	Expert
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Target Level:

3

Project and Change Management, Process Efficiency

This proficiency focuses on effectively managing projects, delivering change, improving process efficiency, and engaging stakeholders to achieve organisational goals. It includes applying agile project management principles, mitigating risks, and streamlining operations for better outcomes.

Foundation	Skilled	Expert
<ul style="list-style-type: none">Understands the basic principles of project management and follows established processes and methods.Supports change initiatives by adapting to new ways of working and following guidance on implementation.Uses project planning tools to produce detailed plans, roadmaps and timescales.Recognises potential project risks and escalates concerns to appropriate colleagues.Produces clear project documentation, communicates effectively with colleagues, helping clarify tasks and responsibilities.	<ul style="list-style-type: none">Independently manages small to medium-scale projects, effectively engaging stakeholders, ensuring timely delivery within scope and budget.Applies change management principles to support successful adoption of new processes, systems, or policies.Identifies inefficiencies in workflows and implements improvements to streamline operations.Proactively assesses risks in projects and develops mitigation plans to minimise impact.Monitors progress using project management tools and adjusting approach as necessary.	<ul style="list-style-type: none">Leads complex, high-impact projects and change initiatives, aligned with our future, strategic goals.Develops and oversees robust risk management processes, mitigating operational and project risks.Innovates and drives process transformation, using project methodologies such as Lean, Six Sigma, or Agile.Provides expert guidance on project and change management, mentoring others and building organisational capability.Anticipates future challenges in project and process management, shaping solutions to improve resilience and agility.

Entry	Foundation	Intermediate	Skilled	Advanced	Expert
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Target Level:

4

Knowledge Management and Sharing

This proficiency focuses on the ability to document, manage, and share knowledge effectively to improve organisational learning, enhance decision-making, and foster collaboration. It includes capturing best practices, mentoring, peer learning, and using appropriate tools to ensure knowledge is accessible and utilised effectively.

Foundation	Skilled	Expert
<ul style="list-style-type: none">Understands the importance of knowledge management and follows established processes for documenting and sharing information.Uses organisational tools and systems (e.g., document repositories, shared drives, intranets) to access and store knowledge.Participates in knowledge-sharing activities such as team meetings, training sessions, or informal discussions.Documents work and insights in a structured way to support future learning and reference.Engages in peer learning by asking questions and sharing relevant information with colleagues.	<ul style="list-style-type: none">Captures and organises knowledge, ensuring key learnings and best practices are documented and accessible.Uses knowledge management tools effectively to support collaboration and knowledge-sharing across teams.Actively contributes to knowledge-sharing initiatives such as peer reviews, mentoring, and collaborative forums.Identifies gaps in existing knowledge repositories and ensures important operational experiences are captured and disseminated.Encourages a culture of continuous learning by facilitating discussions and supporting knowledge transfer within the organisation.	<ul style="list-style-type: none">Helps lead the development and implementation of knowledge management strategy in the business.Supports innovation in knowledge management by integrating new tools and methodologies to improve learning.Shapes policies and frameworks that ensure knowledge is systematically captured, retained, and leveraged in the future.Engages with external networks, advisors and sector experts to enhance organisational learning and bring in best practices.Ensures knowledge management practice is aligned with organisational goals, using insights to drive performance and strategic outcomes.

Entry	Foundation	Intermediate	Skilled	Advanced	Expert
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Target Level:

3