



PROFESSIONAL STANDARD

A Professional standard is a document that describes professional activities and provides the competency requirements, that is, the set of skills, knowledge and attitudes necessary for successful work.

Application areas of a professional standard

- 1) Compilation of the curricula and training programmes that conform with the labour market requirements
- 2) Assessment of people’s competence, incl. self-assessment and conformity assessment when providing a vocation
- 3) Describing and introducing professions
- 4) Career planning and creating a basis for lifelong learning
- 5) Determining the training needs and planning of trainings
- 6) Compilation of job descriptions and recruitment of employees
- 7) Comparing professions and qualifications

Link of a professional standard to the relevant vocational of higher education curriculum

This initial profession’s professional standard is the basis for a vocational education curriculum.

This initial profession’s professional standard is the basis for Bachelor’s, professional higher, Master’s or Doctoral education curriculum (select the appropriate level of education).

Professional title	Estonian Qualification Framework (EstQF) level
Purchasing manager	6

Part A

DESCRIPTION OF THE PROFESSION

A.1 Description of the work
The professional area of purchasing includes the professions of purchasing assistant and purchasing

manager. Purchasing assistant performs the purchase-technical tasks, a purchasing manager performs tactical purchasing and organises the substantive purchasing activity of the enterprise, ensuring the availability of assortment and products.

The substance of the purchasing manager's work is to organise the purchasing activities of the enterprise, incl. buying in the materials (goods) needed for the functioning of the enterprise at the right time, from the right place, with the correct price and quality ratio, using the resources in an optimal manner. One of the important tasks of the purchasing manager is also management of suppliers.

The tasks of a purchasing manager are strategic and practical planning, selection of suppliers, negotiations, communication, evaluation of suppliers, measuring purchasing activities, preparation of the purchasing budget, preparation of inquiries, management of supplies, etc.

The purchasing manager works independently, supervising the work of the subordinates. He/she is responsible for implementation of the enterprise's purchasing strategy and activities.

A purchasing manager has to be prepared for teamwork. This job requires communicating with co-workers as well as partners.

The important characteristics in the work of a purchasing manager are ability to analyse, good communication skills, ability to work under pressure, ability to cope with different situations, courage to make decisions and fast reaction.

The complete list of the assignments is stated in Annex 1 "Parts of the job and the job assignments".

A.2 Parts of the job

A.2.1 Developing a purchasing strategy

A.2.2 Planning the purchasing need, preparation and implementation of the purchasing activities

A.2.3 Creation of the purchasing activity processes, observing and measuring the activities

A.2.4 Managing the supplies (materials, products/goods)

A.2.5 Supervising the purchasing organisation and developing purchasing activities

A.2.6 Managing suppliers

A.2.5 Supervising and developing personnel

A.2.8 Supervising marketing activities

A.3 Working environment and characteristics of the work

The working hours of a purchasing manager depend on the organisation of labour at the enterprise. Under special circumstances, working outside the regular hours may be possible.

The job of a purchasing manager is tense, it requires acting in accordance with priorities and fast reaction to the changes in the market situation. A purchasing manager has to be able to make the right tactical choices.

A purchasing manager works at the office, but the job may require business trips.

A.4 Working equipment

A purchasing manager uses the most common office equipment and communication devices at his/her job.

A.5 Necessary personal traits: abilities and characteristics

The mental presuppositions for purchasing manager's job are systematicness, logical thinking and mathematical capabilities (understanding of numbers and quantitative correlations).

A purchasing manager has to be able to handle stress, be responsible and able to adapt, be ambitious and able to co-operate.

A.6 Documentation required for working in this profession
None
A.7 Possible business titles
The possible business titles of a purchasing manager are manager of purchasing, buyer, purchase manager, purchasing department manager, sourcing officer, sourcing specialist, category manager, purchasing coordinator, strategic purchaser.
A.8 Vocational training
Generally, a purchasing manager has a Bachelor's degree, professional higher education or some other corresponding qualification. Vocational training may also take place at the qualification and/or refresher course. The necessary vocational skills may also be acquired at work.

Part B COMPETENCY REQUIREMENTS

B.1. Competencies required when applying for a profession
Competences B.2.1 – B.2.9 shall be certified when applying for this profession.

B.2 Description of the competencies

B.2.1 Developing a purchasing strategy	EstQF level 7
<u>Activity indicators</u>	
<ol style="list-style-type: none"> 1) Determines the key aspects of purchasing activities on the basis of the objectives of the enterprise. 2) Develops the purchasing strategy pursuant to the objectives of the enterprise, the way its vision is implemented and the purchasing system that is used. 3) Determines the tasks of the purchasing activities and the purchasing tactics, based on the mapped key factors, and integrating the purchasing strategy with the strategy of the organisation. 4) Constantly monitors and analyses the market trends and if necessary, reshapes the purchasing tactics in accordance with the changes in the market situation and basing on the experiences of the enterprise, and the analysis. 	
<u>Evaluation method (s):</u> interview, open-ended questionnaire, practical work	
B.2.2 Determining the purchasing need, preparation and implementation of the purchasing activities	EstQF level 6
<u>Activity indicators</u>	
<ol style="list-style-type: none"> 1) Develops and compiles the assortment in accordance with the needs and the particularities of the enterprise. 2) Prepares the purchasing budget and plan in its area of responsibility, taking into consideration the general strategy of the enterprise. 3) Determines the purchasing criteria of the materials/goods/services, as well as quality requirements in accordance with the purchasing needs and particularities of the enterprise, and conforms to the legal obligations, taking into consideration the particularities of the enterprise. 4) Maps the potential suppliers and makes the final selection in accordance with the supplier selection criteria. 5) Prepares price queries and invitations to offers for purchase of goods/services in large quantities and 	

<p>during an extensive period, and analyses the received offers in accordance with the set criteria.</p> <p>6) Determines all of the acquisition costs of the materials/services/products to be purchased, and finds out the cost price of the product/ service/ materials, based on the price formation strategy of the enterprise.</p> <p>7) Prepares and carries out purchase negotiations with the suppliers, taking into consideration the objectives of the enterprise, and if necessary, prepares procurement and purchase agreements, taking into consideration the terms and conditions set by the enterprise.</p> <p>8) Supervises the purchasing activities and processes, and develops cooperation relations with the suppliers, based on the plans of the enterprise in order to achieve the best possible conditions for his/her enterprise.</p> <p>9) Manages the incoming logistics activities and processes in a comprehensive manner, ensuring the availability of the necessary documentation, entering of data into the information system and the accuracy of the reception inspection of the goods.</p>
<p><u>Knowledge</u></p> <p>1) Quality requirements (ISO 14001, ISO 9001:2008)</p> <p>2) Customs Tariff (the TARIC system)</p> <p>3) European import quotas</p> <p>4) The EU requirements (in accordance with the needs and the particularities of the enterprise)</p> <p>5) Public Procurement Act of the Republic of Estonia</p> <p>6) Rules of the Veterinary and Food Board and/or Consumer Protection Act (in accordance with the needs and the particularities of the enterprise)</p> <p>7) Packaging Act</p> <p>8) INCOTERMS 2010</p> <p>9) CMR Convention</p> <p>10) Intrastat</p>
<p><u>Evaluation method (s):</u> interview, open-ended questionnaire, practical work</p>

B.2.3 Creating purchasing activity processes, observing and measuring the activities	EstQF level 6
<p><u>Activity indicators</u></p> <p>1) Establishes the system of calculating purchase-related costs and the cost price of the product, and determines the prices, basing on the objectives of the enterprise and the system created.</p> <p>2) Organises the measuring of purchasing activities, evaluates the efficiency on the basis of the criteria set by the enterprise and improves the purchasing activities, if necessary.</p>	
<p><u>Evaluation method (s):</u> multiple choice test, open-ended questionnaire, practical work</p>	
B.2.4 Managing the supplies (materials, products/goods)	EstQF level 6
<p><u>Activity indicators</u></p> <p>1) Determines the ways and methods of managing supplies in accordance with the needs and particularities of the product. Sets the objectives of supply management, monitors and analyses the circulation of products/materials, and selects the suitable ordering method in accordance with the characteristics of the enterprise, ensuring the optimal stock reserve.</p> <p>2) Estimates the demand for materials/products and services in accordance with the production or sales plan.</p> <p>3) Analyses and optimises supplies, taking into consideration the demand statistics, time of performance of the supplies, their seasonality, etc.</p>	

<u>Evaluation method (s):</u> multiple choice test, practical work	
B.2.5 Supervising the purchasing organisation and developing purchasing activities	EstQF level 7
<u>Activity indicators</u> 1) Determines the division of labour, authorities and responsibility of the purchasing department employees on the basis of their professional duties. 2) Develops an action plan of the purchasing department, basing on the strategy and objectives of the enterprise. 3) Organises the movement of information in accordance with the practices of the enterprise, ensuring the availability of the information necessary for doing the job to the all related parties. 4) Analyses the resources of the purchasing department (e.g. work force resources or instruments) in accordance with the needs of the enterprise, and in the event of a change in these needs, makes the necessary proposals to the manager.	
<u>Evaluation method (s):</u> interview, open-ended questionnaire, practical work	
B.2.6 Managing suppliers	EstQF level 6
<u>Activity indicators</u> 1) Periodically evaluates the capabilities of suppliers by analysing the efficiency of the previous period. 2) Regularly manages, organises and monitors the supply processes in accordance with the set work tasks. 3) Develops and manages co-operation with the suppliers, proceeding from the objectives of the enterprise, and renews contracts in order to achieve better conditions, if necessary.	
<u>Knowledge</u>	
1) Traditions of international business management	
<u>Evaluation method (s):</u> interview, open-ended questionnaire, multiple choice test, practical work	
B.2.7 Supervising and developing personnel	EstQF level 6
<u>Activity indicators</u> 1) Finds out the optimum need for employees and their qualifications in accordance with the needs and the particularities of the enterprise. In the event of a need for training, makes the proposals for the management or the personnel department for organising the training in accordance with the budget of the enterprise. 2) Compiles the best possible team and supervises it, basing on the personnel policies of the enterprise and the particularities of the department. 3) Finds out the training needs of the employees, prepares a training plan and renews the work equipment in accordance with the needs and changing trends. 4) Participates in the process of developing ethical norms and observes them in accordance with the procedure/rules set by the enterprise. 5) Carries out performance appraisals pursuant to the practices and evaluation criteria of the enterprise.	
<u>Evaluation method (s):</u> interview, open-ended questionnaire	
B.2.8 Supervising of marketing activities	EstQF level 6
<u>Activity indicators</u> 1) Prepares a marketing plan in accordance with the business plan of the enterprise. 2) Helps making the enterprise visible to the customers by using different outputs and media channels (e.g. social media, outdoor media, loyal customer cards, prize games, campaigns).	

<p>3) Analyses the market situation and changes the action plan in accordance with the changed conditions, in order to maintain and expand the present customer base in accordance with the objectives of the enterprise.</p> <p>4) Supports the achievement of sales objectives through different additional activities, taking into consideration the objectives of the enterprise.</p> <p>5) Prepares campaigns in accordance with the marketing plan of the enterprise and considering the price formation strategy and policy of the enterprise. Analyses campaigns upon completion (cost-benefit analysis, etc.), comparing it to the set criteria, and makes decisions on organising further campaigns on the basis of the results of the analysis.</p>
<p><u>Evaluation method (s):</u> interview, open-ended questionnaire, practical work</p>

B.2.9 Recurrent competencies of the profession of a purchasing manager	EstQF level 6
<p><u>Activity indicators</u></p> <p>1) Plans his/her work (e. g. purchases, budget, etc.) and time for achieving the objectives pursuant to the given schedule and the strategic objectives of the enterprise. Plans the work of the subordinates in accordance with the organisation of work at the department.</p> <p>2) Analyses the market situation, setup of supplies (assortment), total purchasing costs, demand statistics and sales history for making better purchase decisions in the future, taking into consideration the particularities of the enterprise.</p> <p>3) Uses Estonian at the level of C1 and English at the level of B2 (see Annex 2)</p> <p>4) Uses computer in his/her work at the medium level: AO1 – the main concepts of information technology and the information society, AO2 – use of a computer and file management, AO3 – text processing, AO4 – table processing, AO5 – databases, AO6 – presentation, AO7 – information and communication (see Annex 3)</p>	
<p><u>Evaluation method (s):</u> The recurrent competences are evaluated in an integrated manner in the course of evaluating the competences of all other competences stated in the professional standard.</p>	

Part C

GENERAL INFORMATION AND ANNEXES

C.1 Information about compilation and approval of a professional standard, and about awarders of the vocation, and reference to the location of the professional standard in the classifications	
1. Designation of the professional standard in the register of professions	
2. Profession and vocations of the profession	<p>Profession: purchasing activity</p> <p>Vocations of the profession: purchasing manager level 6</p>

3. Related professions and vocations of the profession	Purchasing assistant
4. Compilers of the professional standard: names of people and organisations (<i>the name of the coordinator is not to be designated here</i>)	Janek Õsso, AS <i>Wendre</i> Ain Tulvi, <i>Estonian Purchasing and Supply Chain Management Association</i> , <i>PAC Training OÜ</i> Margit Kissa, <i>Selver AS</i> Tiia Karu, <i>Prisma Peremarket AS</i> Veronika Kuuskmann, <i>Elcoteq Tallinn AS</i>
5. Approver of the professional standard (name of the professional council)	
6. No. of the professional council's decision	
7. Date of the professional council's decision	
8. The professional standard is valid until (date)	
9. Professional standard version No.	
10. Reference to the Standard Classification of Occupations (ISCO 08) (<i>min 2, max 4 numbers</i>)	
11. Reference to the European Qualifications Framework (EQF)	
C.2 Professional title in foreign languages	
In English Purchasing manager	
In Russian Руководитель отдела закупок	
In Finnish Ostopäällikkö	
C.3 Annexes	
Annex 1 Parts of the job and the job assignments	
Annex 2 Scale for language skills assessment	
Annex 3 Computer skills criteria	

Annex 1

Parts of the job and the job assignments

1. Developing a purchasing strategy	
1.1	Mapping the key factors of purchasing activities
1.2	Developing the concept of purchasing policy
1.3	Determining the tasks of purchasing activities, and the purchasing tactics
1.4	Observing and analysing market trends, and reforming of the purchasing strategy if necessary
2. Determining the purchasing need, preparation and implementation of the purchasing activities	
2.1	Developing the assortment structure and compiling of the assortment
2.2	Preparing the purchasing budget and plans
2.3	Determining the purchase needs and criteria and complying with the quality requirements necessary for purchase and legal obligations
2.4	Mapping suppliers on the market and selecting potential suppliers
2.5	Preparing price queries, analysing offers and choosing a supplier in accordance with the strategy
2.6	Determining and analysing the total costs related to the selection (determining the import taxes, settling of accounts, etc.)
2.7	Holding purchase negotiations and preparing procurement and purchasing agreements
2.8	Supervising the purchasing activities, purchasing processes and supplies, as well as developing cooperation relations with suppliers
2.9	Comprehensive managing of the incoming logistics procedures and processes
3. Creating purchasing activity processes, observing and measuring the activities	
3.1	Creating the system for calculating purchase-related costs and the cost price of the product, and price formation
3.2	Organising the purchasing activity measuring, assessing the effectiveness of purchasing activities and improving the purchasing activities where necessary
4. Managing the supplies (materials, products/goods)	
4.1	Setting the supply management objectives, determining and measuring supply types and the ways and methods for the management of supplies
4.2	Estimating the demand for materials and products on the basis of the production and sales plans
4.3	Analysing and optimising supplies
5. Supervising the purchasing organisation and developing purchasing activities	
5.1	Determining the role, authorisations, obligations and responsibilities of the purchasing department employees
5.2	Developing an action plan for the purchasing department
5.3	Organising the transfer of information
5.4	Bring the purchasing department resources into accordance with the needs of the enterprise (e.g. expansion)
6. Managing suppliers	
6.1	Periodic evaluation of the suppliers' capabilities
6.2	Regular monitoring of the supply processes and organisation
6.3	Developing cooperation with the suppliers, managing and developing supply relations, renewing contracts
7. Supervising and developing personnel	
7.1	Determining the optimal needs for and the qualification of the employees
7.2	Compiling and supervising a necessary team
7.3	Determining the training needs and renewing the working equipment
7.4	Participating in the development of the ethical norms of the organisation, and observing these norms
7.5	Carrying out performance appraisals
8. Supervising marketing activities	
8.1	Preparing a marketing plan

8.2	Making oneself visible for customers
8.3	Maintaining the customers
8.4	Supporting sales objectives
8.5	Preparing and analysing campaigns

Annex 2 Scale for language skills assessment

		A1	A2	B1	B2	C1	C2
U N D E R S T A N D I N G	Listening	I can understand familiar words and very basic phrases concerning myself, my family and immediate concrete surroundings when people speak slowly and clearly.	I can understand phrases and the highest frequency vocabulary related to areas of most immediate personal relevance (e.g. very basic personal and family information, shopping, local area, employment). I can catch the main point in short, clear, simple messages and announcements.	I can understand the main points of clear standard speech on familiar matters regularly encountered in work, school, leisure, etc. I can understand the main point of many radio or TV programmes on current affairs or topics of personal or professional interest when the delivery is relatively slow and clear.	I can understand extended speech and lectures and follow even complex lines of argument provided the topic is reasonably familiar. I can understand most TV news and current affairs programmes. I can understand the majority of films in standard dialect.	I can understand extended speech even when it is not clearly structured and when relationships are only implied and not signalled explicitly. I can understand television programmes and films without too much effort.	I have no difficulty in understanding any kind of spoken language, whether live or broadcast, even when delivered at fast native speed, provided. I have some time to get familiar with the accent.
	Reading	I can understand familiar names, words and very simple sentences, for example on notices and posters or in catalogues.	I can read very short, simple texts. I can find specific, predictable information in simple everyday material such as advertisements, prospectuses, menus and timetables and I can understand short simple personal letters.	I can understand texts that consist mainly of high frequency everyday or job-related language. I can understand the description of events, feelings and wishes in personal letters.	I can read articles and reports concerned with contemporary problems in which the writers adopt particular attitudes or viewpoints. I can understand contemporary literary prose.	I can understand long and complex factual and literary texts, appreciating distinctions of style. I can understand specialised articles and longer technical instructions, even when they do not relate to my field.	I can read with ease virtually all forms of the written language, including abstract, structurally or linguistically complex texts such as manuals, specialised articles and literary works.
S P E A K I N G	Spoken Interaction	I can interact in a simple way provided the other person is prepared to repeat or rephrase things at a slower rate of speech and help me formulate what I'm trying to say. I can ask and answer simple questions in areas of immediate need or on very familiar topics.	I can communicate in simple and routine tasks requiring a simple and direct exchange of information on familiar topics and activities. I can handle very short social exchanges, even though I can't usually understand enough to keep the conversation going myself.	I can deal with most situations likely to arise whilst travelling in an area where the language is spoken. I can enter unprepared into conversation on topics that are familiar, of personal interest or pertinent to everyday life (e.g. family, hobbies, work, travel and current events).	I can interact with a degree of fluency and spontaneity that makes regular interaction with native speakers quite possible. I can take an active part in discussion in familiar contexts, accounting for and sustaining my views.	I can express myself fluently and spontaneously without much obvious searching for expressions. I can use language flexibly and effectively for social and professional purposes. I can formulate ideas and opinions with precision and relate my contribution skilfully to those of other speakers.	I can take part effortlessly in any conversation or discussion and have a good familiarity with idiomatic expressions and colloquialisms. I can express myself fluently and convey finer shades of meaning precisely. If I do have a problem I can backtrack and restructure around the difficulty so smoothly that other people are hardly aware of it.
	Spoken Production	I can use simple phrases and sentences to describe where I live and people I know.	I can use a series of phrases and sentences to describe in simple terms my family and other people, living conditions, my educational background and my present or most recent job.	I can connect phrases in a simple way in order to describe experiences and events, my dreams, hopes and ambitions. I can briefly give reasons and explanations for opinions and plans. I can narrate a story or relate the plot of a book or film and describe my reactions.	I can present clear, detailed descriptions on a wide range of subjects related to my field of interest. I can explain a viewpoint on a topical issue giving the advantages and disadvantages of various options.	I can present clear, detailed descriptions of complex subjects integrating sub-themes, developing particular points and rounding off with an appropriate conclusion.	I can present a clear, smoothly-flowing description or argument in a style appropriate to the context and with an effective logical structure which helps the recipient to notice and remember significant points.

W R I T I N G	Writing	I can write a short, simple postcard, for example sending holiday greetings. I can fill in forms with personal details, for example entering my name, nationality and address on a hotel registration form.	I can write short, simple notes and messages. I can write a very simple personal letter, for example thanking someone for something.	I can write simple connected text on topics which are familiar or of personal interest. I can write personal letters describing experiences and impressions.	I can write clear, detailed text on a wide range of subjects related to my interests. I can write an essay or report, passing on information or giving reasons in support of or against a particular point of view. I can write letters highlighting the personal significance of events and experiences.	I can express myself in clear, well-structured text, expressing points of view at some length. I can write about complex subjects in a letter, an essay or a report, underlining what I consider to be the salient issues. I can select a style appropriate to the reader in mind.	I can write clear, smoothly-flowing text in an appropriate style. I can write complex letters, reports or articles which present a case with an effective logical structure which helps the recipient to notice and remember significant points. I can write summaries and reviews of professional or literary works.
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Annex 3

COMPUTER SKILLS CRITERIA

The computer driving licence – AO (ECDL/ICDL – The European Computer Driving Licence/The International Computer Driving Licence) verifies the practical skills of its holder upon using consumer software (AO license holding is not obligatory upon applying for a professional qualification)

The 7 modules are:

AO1 – Basic Concepts of Information Technology;

AO2 – Using the Computer and Managing Files;

AO3 – Word Processing;

AO4 – Spreadsheets;

AO5 – Database;

AO6 – Presentation;

AO7 – Information and Communication

AO1 BASIC CONCEPTS OF INFORMATION TECHNOLOGY

1. Main definitions
2. Hardware
3. Memory
4. Software
5. Computer networks
6. Computers in daily life
7. Information technology and society
8. Security, legal protection and legislation
9. Information technology and Estonia

AO2 USING THE COMPUTER AND MANAGING FILES

1. Basic skills
2. Desktop
3. File administration
4. Basic file editing
5. Print administration

AO3 WORD PROCESSING

1. Getting started
2. Main operations
3. Formatting
4. Document revision
5. Printing
6. Other skills

AO4 SPREADSHEETS

1. Basic skills
2. Main operations
3. Formulas and functions

4. Formatting
5. Diagrams and objects
6. Printing

AO5 DATABASE

1. Getting started
2. Creating a database
3. Formatting
4. Data search
5. Reports

AO6 PRESENTATION

1. Basic skills
2. Main operations
3. Formatting
4. Graphics and diagrams
5. Printing and publishing
6. Slide show effects
7. Viewing a slide show

AO7 INFORMATION AND COMMUNICATION

1. Basic web skills
2. Web navigation
3. Web search
4. Bookmarks
5. Basic e-mail skills
6. Correspondence
7. Letter addressing
8. Mailbox administration
9. Lists and newsgroups