# PERFECT – Intellectual Output 1
Exploring the Purchasing and Supply Management Skills Concept

Aim and Structure: to review relevant academic and practitioner literature to identify the key skills and competencies required by PSM professionals and provide a platform for the later Intellectual Outputs of the project. It draws upon different sources and analyses them in novel ways to provide a set of key findings that will be of use to a wide audience of interested parties.
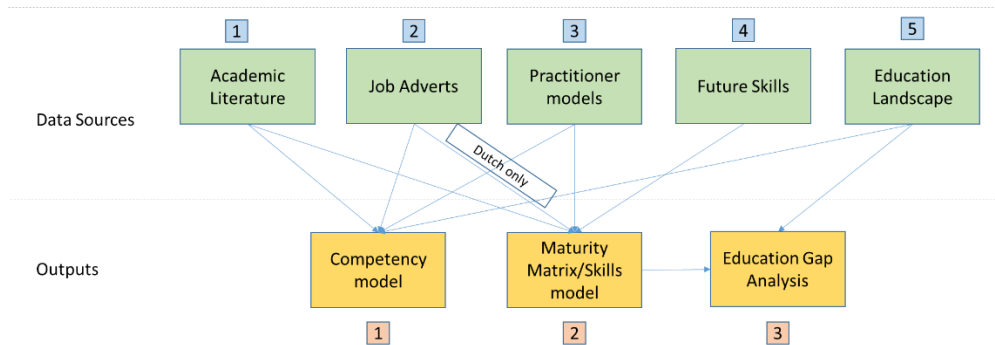
Output 1 – Competency Model: PSM Archetypes

Using a competency based model of analysis (KODE®X competence modulation), a series of idealised PSM personality archetypes have been developed from different inputs, as follows:

- *An intelligent, systematic thinking team player with professional knowledge of the profession and the market* (required according to academic PSM literature)
- *An intelligent, systematic thinking team player with professional knowledge of the profession and the market* (required according to PSM Associations)
- *A multi-disciplinary professional with knowledge of the profession and the market* or *Result-orientated, bilingual, proactive, mobile, devoted decision maker* (according to online job advertisements from Austria and the Netherlands)

Output 2 – Maturity Matrix Skills model

PSM skills identified are clustered into a PSM Maturity Model. Top 10 Skills identified:

Negotiation skills	Risk management
Analytical skills	Decision making
Problem solving	Cost analysis
Leadership	Project management
Change management	Interpersonal communication skills

Output 3 – Education Gap Analysis

An initial analysis of the PSM education landscape shows that it is mainly constituted of short, professional or postgraduate courses and often focus on the broader supply chain management. An initial gap analysis between the PSM Maturity Skills model and a selection of courses from the Education landscape show that gaps exist between the skills required and the current provision of education. The PSM maturity based skills model shows that there is a greater focus on soft/tacit/non-technical skills over those more traditionally associated with PSM. However, the analysis shows that education focuses on the Process Organisation of PSM, but lacks a focus on Structural Organisation and even more so on Human Resources and Leadership.

Details on Intellectual Output 1 can be found in the IO1 White Paper, available at www.project-perfect.eu