

Personal Professional Development Scorecard

The Personal Professional Development Scorecard is a key tool to use to support your lifelong professional development goals and objectives. Investing in a scorecard and its accompanying processes can significantly improve your advancement opportunities and job security while simultaneously adding value to your organization. To remain competitive, supply professionals must be better, faster. Take control of your career by leveraging your scorecard to enhance your employability and increase your staying power -- identify needs, set goals and measure your progress throughout your career.

Successful supply professionals need a unique set of knowledge and skills that change over time. The knowledge and skills listed here cover a broad set of topics that require education, training and

constant practice. As the focus intensifies on supply management, these knowledge and skills grow ever more complex and important.

The priority of these crucial abilities shifts over time. To keep up with future requirements and to become more agile and adaptable, supply professionals need to creatively and effectively respond to changing priorities. This is where your scorecard comes in.

It is likely you have considerable education, experience and training and

have worked diligently to improve yourself. However, it is also likely you have only a rudimentary and partially documented set of key information. A scorecard is a project plan for *your* personal development and a plan for which *you* take responsibility. A thorough scorecard maps your learning path, identifies your current abilities, where you need to go, how you can get there and how you will measure progress and results as you proceed.

Development of your initial scorecard will begin with answers the following questions:

1. Do you have a clear understanding of your current abilities?
2. Do you understand your strengths and weaknesses?
3. Do you understand the business in which your employer operates? Do you understand the language of business?
4. Do you know what you will need to know and understand to be successful in two years? Five years? Ten years?
5. Do you have a scorecard to share with your supervisor so you can negotiate an adequate budget to cover your professional development needs?
6. Are you a member of the most appropriate professional associations(s)/organization(s) that can help guide your professional career?
7. Have you developed a system of metrics and benchmarks that will allow you to identify professional development alternatives, then measure, evaluate and report your results over time?

Knowledge & Skills for the Successful Supply Professional

- ▶ Commodity Management
- ▶ Ethics & Social Responsibility
- ▶ General Management & Leadership
- ▶ Legal Concepts & Contracting
- ▶ Manufacturing & Production
- ▶ Negotiations & Collaboration
- ▶ Quality Control & Management
- ▶ Services Purchasing
- ▶ Strategic Supply Management & Positioning
- ▶ Cost and Price Strategies
- ▶ Finance
- ▶ Global Positioning
- ▶ Logistics & Transportation
- ▶ Materials Management and Inventory Control
- ▶ Procurement
- ▶ Relationship Management
- ▶ Risk Management & Compliance
- ▶ Technology & Innovation

Source: ISM Assessment Tool

Many of the answers to these questions will come when you complete a five-step process to create your scorecard. And, once you have a scorecard you have what you need to update your plan for the future and over your career lifetime.

Step 1. Gather Information and Create Your Vision

Your first step is to identify the professional abilities you will need in five, ten or fifteen years to provide world class supply management for your organization, its customers and its supply chains. Begin with a sound assessment of the current and expected future situation of supply management.

This process should be an honest, soul-searching assessment. Obtain input and involvement by other organizational elements and the supply chain. And, of course, find and review documents and studies of professional organizations to identify knowledge and skills necessary for the future. For example, use studies published by CAPS Research and skills found in the Certified Professional in Supply Management (CPSM) qualification. Find out what is being presented at conferences in supply management. Ask your human resource department what information they have gathered. Pay attention to what industry experts have to say. Speak with your mentor and people in your professional network. Ask these people what concepts and skills they consider to be important and why.

Step 2. Develop Your Personal Professional Development Scorecard

Next, develop a consistent multi-faceted scorecard for yourself. (A scorecard sample is included at the end of this document.) This will require identification of the specific supply management concepts, topics and skills you have now plus those you identified as critical to the future (Step 1). Next, prioritize how to proceed with your development based on the gaps between the skills you have and the skills you expect to need to be successful in the future. You can do this in three stages.

- ▶ Stage 1. List your personal professional development history and current situation.
- ▶ Stage 2. Identify your mid-range needs and plans. List the skills and competencies you will need within the next five years. For example, you may wish to obtain a graduate degree or earn CPSM qualification.
- ▶ Stage 3. Identify your long-term needs and plans. List the skills and competencies you will need within the next five to fifteen years. For example, you may need Six Sigma black belt training or cost analysis training.



Note: You will also want to build a plan for budgetary purposes and gain support of your organization.

Step 3. Become a Member of Professional Organization(s)

Supply professionals serious about their future join professional organizations. Such organizations will help you realize your professional development goals and provide networking opportunities. They will help you keep a pulse on the profession, where it's going and where you need to go.

Step 4. Cultivate Processes

Cultivate dynamic and long-range processes to consistently address your current and future professional needs. Design these processes to improve your individual and team performance. Continually evaluate the vision (Step 1) and the plan (Steps 2 & 3). Evaluate your status and progress at least once a year. Then update your scorecard.

Step 5. Implement a System of Metrics and Benchmarks

Implement a system of metrics and benchmarks to identify, measure, evaluate and report your progress. Examples of topics or concepts are listed below. Be sure to use a benchmark system that fits you and your organizational situation.

Examples of Topics / Concepts (Not in any particular order)		
1. Participation, leadership and contribution in professional organizations	9. Annual organizational budget for a scorecard compared to CAPS or other Benchmarks	17. Number of planned scorecard hours or units completed this year
2. Number of years of professional membership in appropriate professional organizations	10. Annual personal budget for a scorecard compared to others in the organization	18. Number of programs that required major research or work projects to be completed
3. Current professional certifications applicable to position and career	11. Overall college grade point average	19. Number of programs that required testing and grading to be completed
4. Years of employment in the supply management profession	12. College grade point for business courses	20. Average test scores or grade average for courses completed that included testing
5. Years of formal education completed	13. Total number of hours of applicable non-academic seminar hours completed	21. Does the individual have a long-range scorecard tied to strategic needs
6. Number of business courses completed in degree programs	14. Number of non-academic seminar hours completed in the current year compared to the number of hours scheduled for the current year	22. Is scorecard progress in line with the strategic plan
7. College degrees--list them all and the year of completion	15. College credit hours for field related courses completed this year	23. Annual leadership evaluation scores compared to supply management average
8. Supply management degree	16. Number of planned scorecard hours or units scheduled for this year	24. Change in annual leadership evaluation scores compared to previous year.

Conclusion

While no one can guarantee your professional success, you will be in greater control by establishing a set of professional development goals and objectives, writing them down, and reviewing your progress over time. The future belongs to those that aggressively plan and then improve their professional abilities. The first step to achieving your goals is to accept that you must continually improve your knowledge and skills.

If you believe the scorecard concept has merit share it with your peers, supervisor, and maybe even someone from your human resource department. Together you can all become change agents and impact the success of the organization for which you work while enhancing your individual knowledge and skills.

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Personal Professional Development Scorecard

Stage-One. Personal Development History				
Name:	Years here:	Job Title	Years in Supply Management:	
Employer:		Number in SM	Total SM Training Budget:	
Education Background	High School and year:			
Community College Degree or Work				
Undergraduate College Degrees	Degree:	Major:	Minors:	Date:
Graduate College Degrees	Degree:	Major:	Minors:	Date:
Other Education Programs Completed	Subject:		Degree or Title:	Date:
Your Past Years Training Budget:	This Year:	Year 2:	Year 3:	Year 4:
Professional Certifications:	A.P.P. C.P.M. CPSM Others:	Year: Year: Year: Year:	Recertified Year: Recertified Year: Recertified Year: Recertified Year:	
Membership in Supply Management Organizations	ISM: Others:	Year Started: Year Started:	Organization Activities: Organization Activities:	
Other Professional Development Activities:	Title:	Year:	Description and Relation to SM:	
Your Annual Training Budget	Time in Hours:	Company Funded:	Personally Funded:	

Stage-Two. Mid-Range Needs and Plans				
Specific Personal Development Need	Identified Course or Solution	Source of the Needed Development Program	Scheduled Beginning Date	Estimated Completion Date

Stage-Three. Long-Term Needs and Plans				
Specific Personal Development Need	Identified Course or Solution	Source of the Needed Development Program	Scheduled Beginning Date	Estimated Completion Date