

Contract Management Standard Adopter Toolkit

Contract Management Standard 4th Edition
Adopt with Confidence. Align with Excellence.



Why Does Having a Standard Matter?

**“Modern economies are held together
by innumerable contracts.”**

Nobel Prize Award Committee 2016

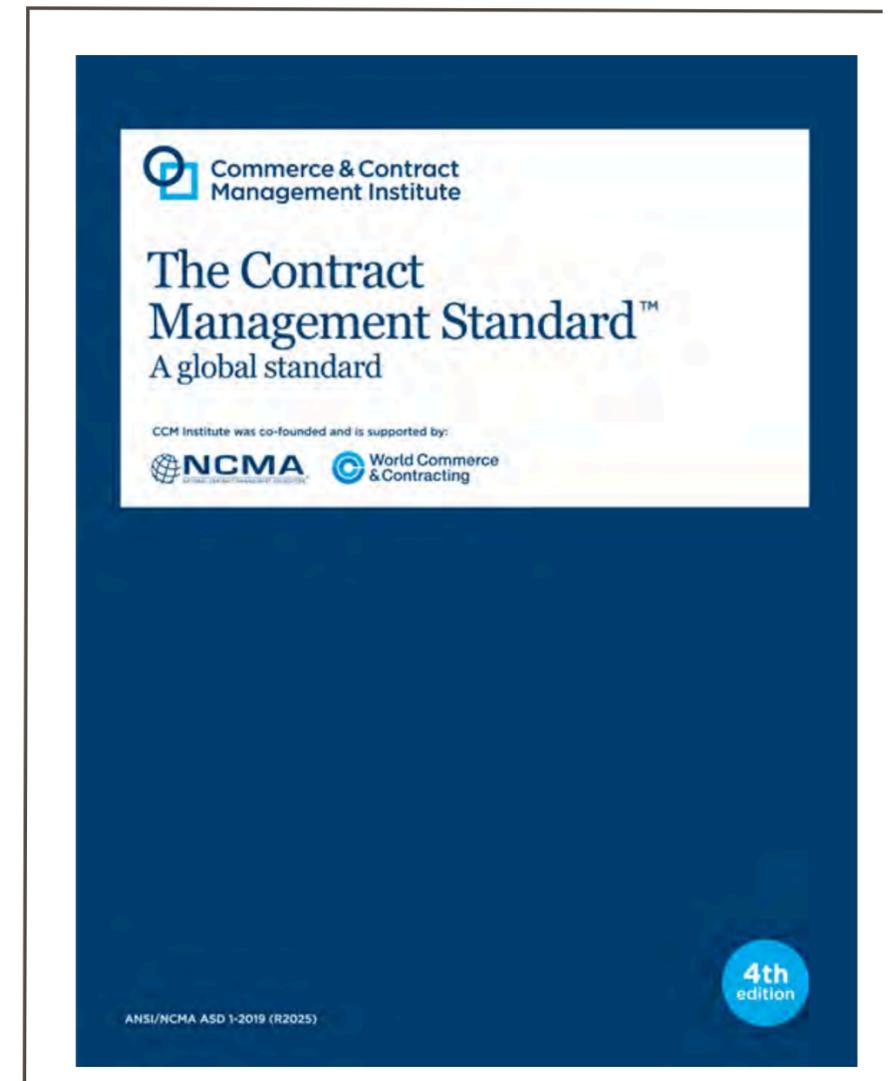
Contract Management today lacks consistency, and this results in expensive and unnecessary friction. The Contract Management Standard 4th Edition (CMS4 / CMS™) provides organizations with the opportunity to dramatically reduce delay, misunderstanding, disagreements and the value erosion that results from a lack of clarity and consistency in the Contract Management process.

Why Does Having a Standard Matter?

This Standard helps organizations to build a unified approach that will shape the future of contract management.

The CMS™ is approved by the American National Standards Institute (ANSI), the official U.S. representative to the International Organization for Standardization (ISO), helping shape and align national standards with international best practices. The ANSI-approved CMS 4th Edition is more important than ever in elevating Contract Management as a global discipline.

The CMS™ will be maintained by the Commerce and Contract Management Institute in partnership with NCMA and WorldCC. It is the key to advancing process integrity and professional standards providing a consistent framework for industry, government and higher education institutions.



What is the standard

The **CMS™** provides practical guidance on the contract management process no matter what your industry, geography, or if you are operating on buy side or sell side. It's designed to address a broad range of scenarios and clarify the core processes and competencies that lead to success.

The **Standard** represents a baseline of process competency. Many organizations which have invested in contract management capability will already find themselves operating above the level of the **Standard** and will therefore find no difficulty in confirming their adoption.

This **Standard** now allows those who have not made the investment to move rapidly to develop the necessary capabilities.



How did we get here?

2024 Key Achievements:

CMS™ was updated through a globally inclusive, consensus-driven process involving diverse expert input and public validation.

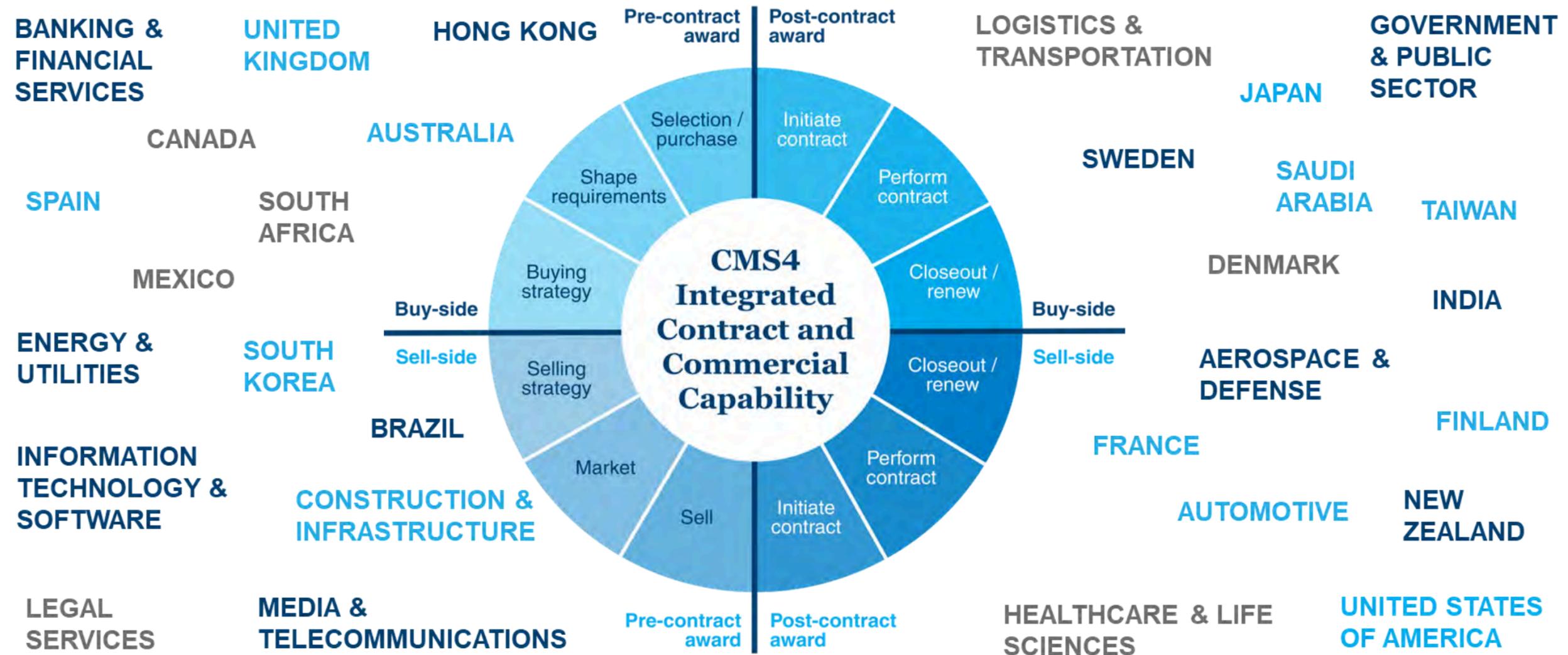
- Global working groups and job task analysis informed framework updates
- Peer reviews and public comment ensured broad relevance and quality
- Strategic roadmap created to guide CMS4 implementation
- Global benchmarks established to align with our mission for measurable impact

2025 Milestones:

- Public comment phase launched in **March**
- Final version of CMS4 approved in **May**
- Officially published via ANSI on **6 June**
- Public launch of CMS4 on **18 June**



A Global Consensus : Our Working Groups



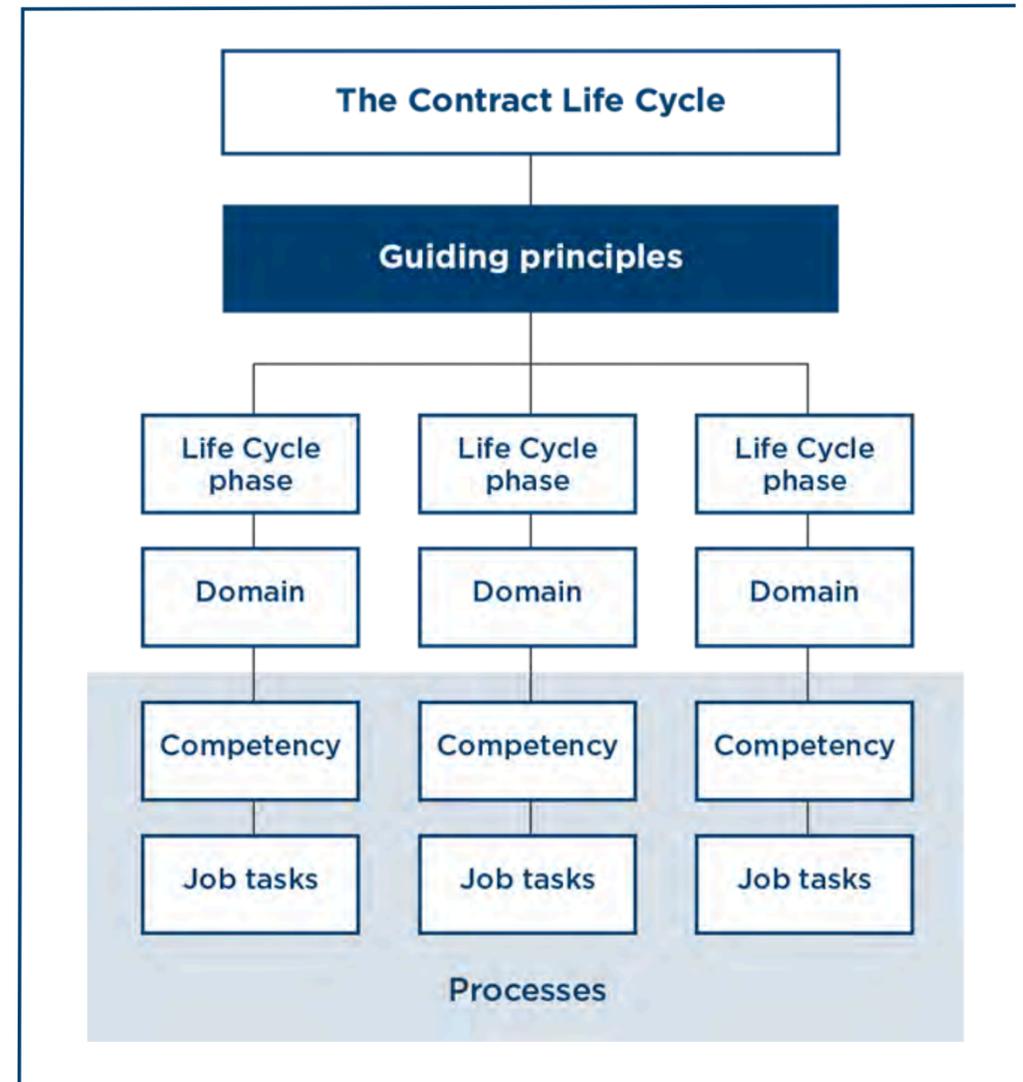
How did we get here?

The CMS™ is the first truly global version developed through the commitment and dedication of international working groups, representing 21 jurisdictions, buy side and sell side, and cross industry.

It is applicable across all **contract types, industries, jurisdictions, and roles** – buy-side, sell-side, public, and private sectors.

The CMS™ defines **best practices** in contract management through:

- Guiding Principles
- Life Cycle Phases
- Domains
- Competencies
- Job Tasks



The Guiding Principles of Contract Management

The Behaviours That Underpin Effective Practice

These principles apply throughout all phases and define the how of contract management:

- **Knowledge, Skills, and Roles** – Interpersonal, informational, and decisional roles with distinct capabilities.
- **Commercial Acumen** – Strategic oversight aligned to outcomes.
- **Business Ethics** – Integrity, trust, and accountability in all actions.
- **Compliance** – Adhering to legal, regulatory, and policy requirements.
- **Situational Assessment** – Learning from past experience and adapting to context.
- **Team Dynamics** – Cross-functional collaboration across buyer/seller teams.
- **Communication & Documentation** – Clear, concise, consistent communication and record-keeping.

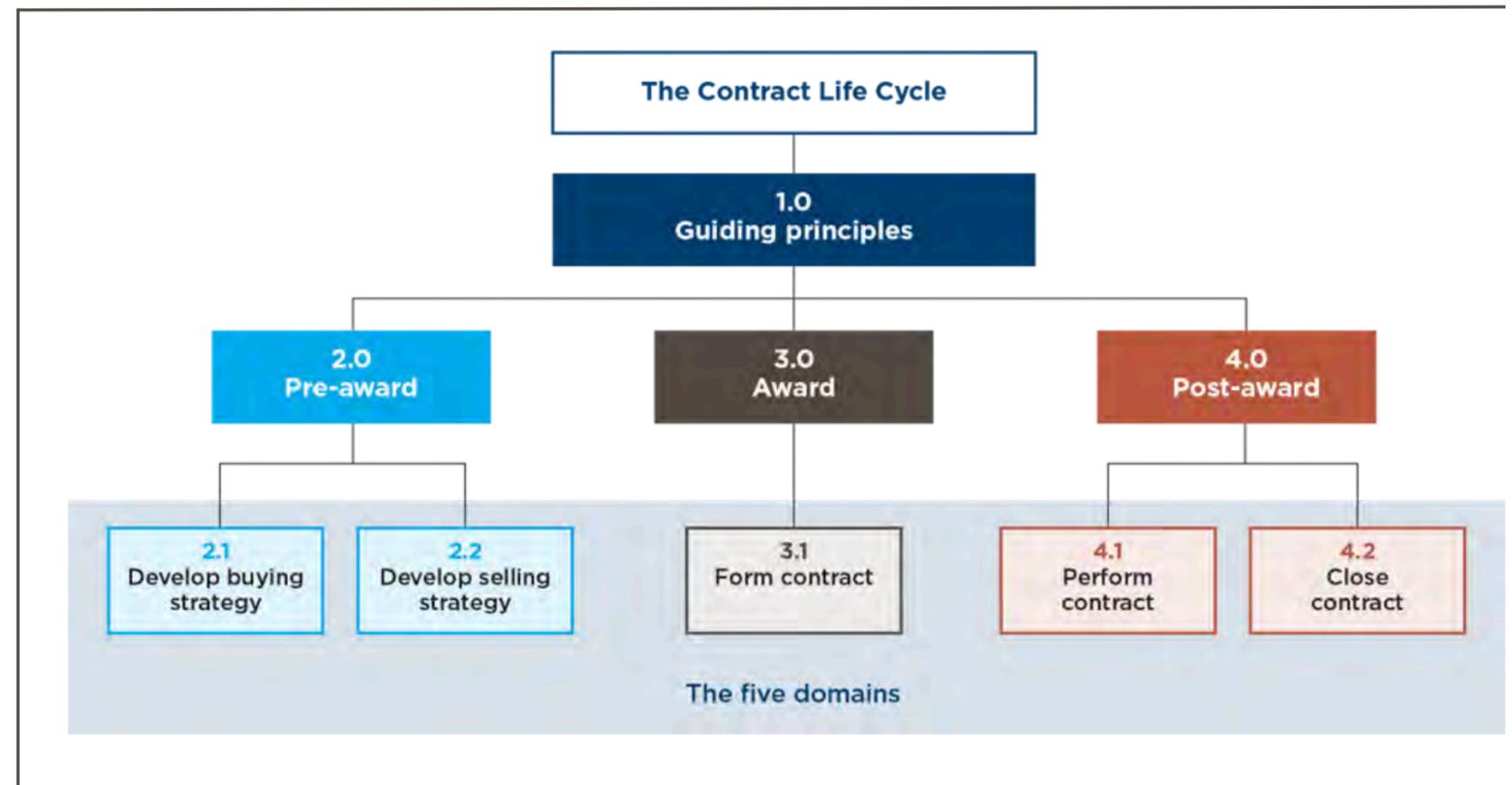
A Structured, End to End Approach to Contracting

The CMS™ is built around **3 Contract Life Cycle phases**:

- **Pre-Award** – Planning and strategy
- **Award** – Formation and negotiation
- **Post-Award** – Execution, governance, and closure

Within these phases, there are 5 key domains:

- Develop Buying Strategy
- Develop Selling Strategy
- Form Contract
- Perform Contract
- Close Contract



What Contract Managers Actually Do?

Each domain consists of competencies, which are made up of detailed job tasks—these define the core processes of contract management.

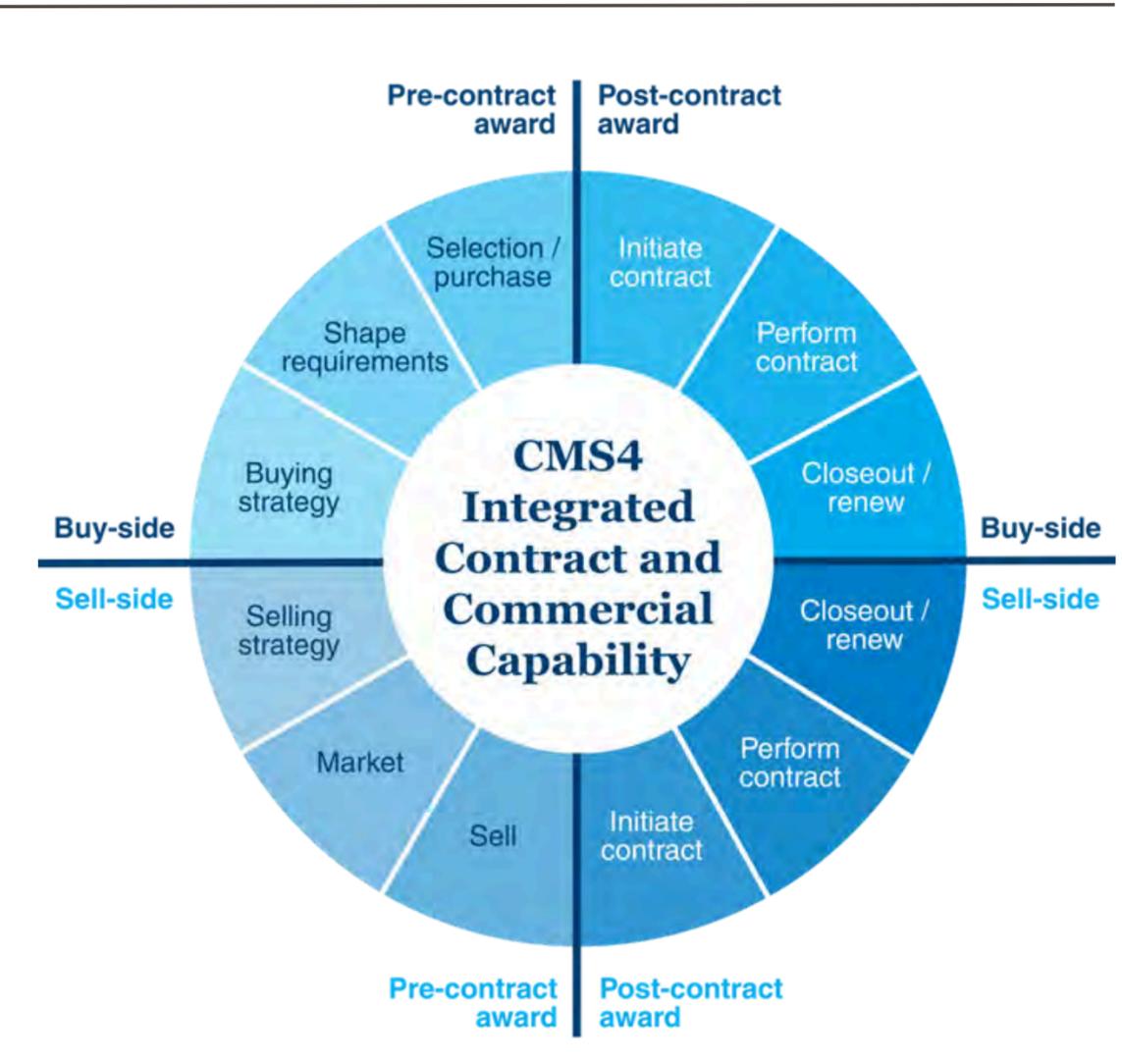
Pre-Award:

- Buy-side: Shape requirements, conduct market research, plan buying strategy
- Sell-side: Evaluate buyer requests, prepare offer, conduct offer/no-offer analysis

Award: Evaluate offers, negotiate, and form contract

Post-Award: Fulfil obligations, manage risk, ensure quality, govern changes, close contracts

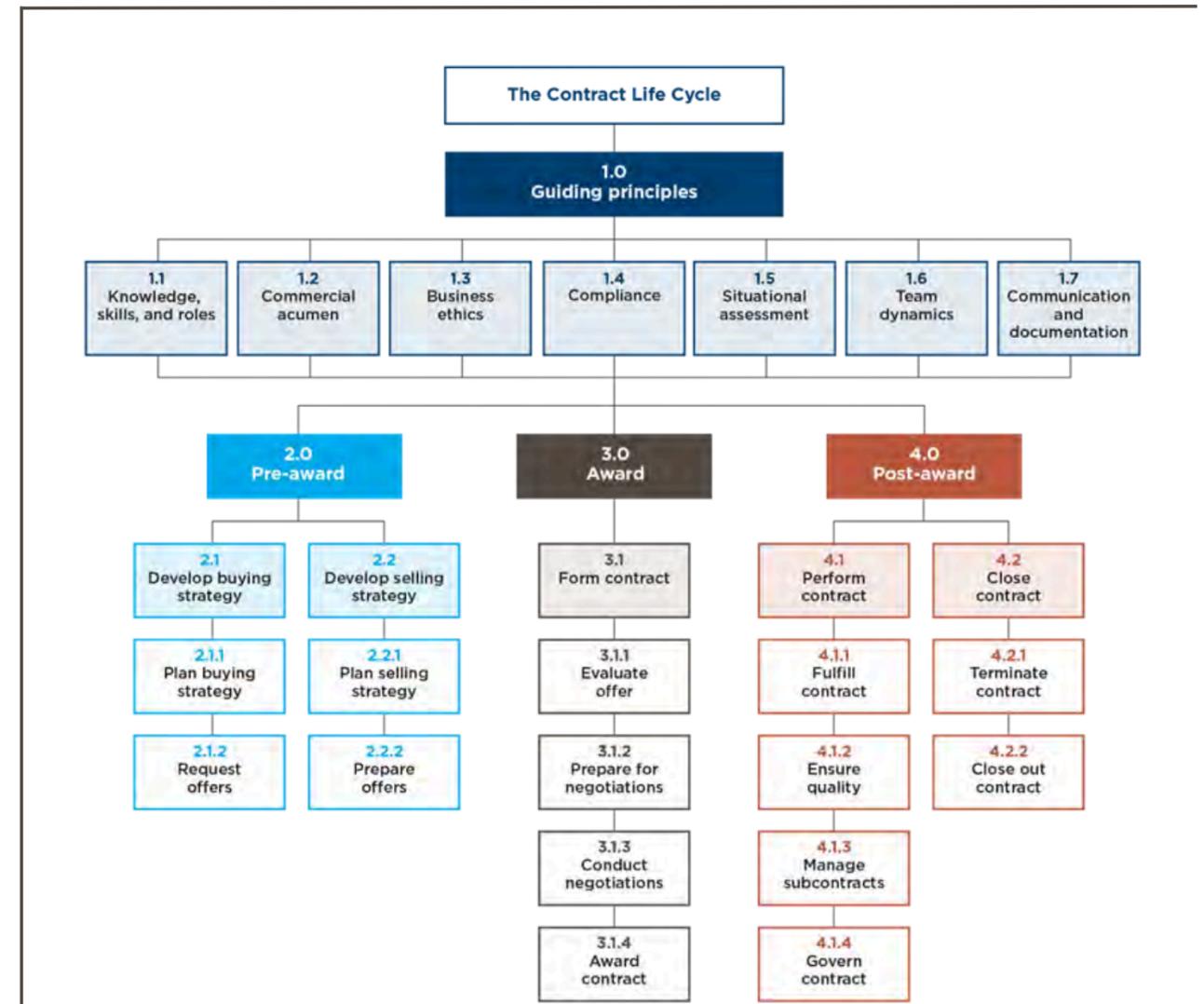
Note: Job tasks are not rigid or role-specific – they are flexible, non-linear, and globally relevant.



In Summary

The CMS™ defines best practices in contract management through:

- Guiding Principles
- Life Cycle Phases
- Domains
- Competencies
- Job Tasks



What is Common Language and Why is It Important?

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The **Common Language Initiative** aims to standardize terminology within contract management, fostering clearer communication and mutual understanding among professionals across industries and jurisdictions.

This initiative is important because it **reduces misunderstandings, streamlines processes, and enhances collaboration across different sectors and organizations**, ultimately leading to more efficient and effective contract management practices.



How did we get here?

When we speak the same language, everyone wins.

- Realize efficiency in the contracting process.
- Improve customer and supplier communications and relationships.
- Improve hiring opportunities, improve staffing.
- Enhance career growth and development.
- Build a pipeline of qualified contract management professionals.
- Promote and grow the career field.





Commercial & Contract Management Associate (CCMA)

Putting the Standard into action

To support adoption of the Standard, CCM Institute has worked with NCMA and WorldCC to introduce a comprehensive foundation level learning program.

- Every module reflects the competencies and practices defined in the standard.
- Participants gain understanding of the lifecycle, terms, and processes as endorsed by international working groups and the Standards Consensus Body





What the New CCMA Program Looks Like

E-learning Program, CCM Associate Program Syllabus: 16 Continuing Professional Development points

Modules

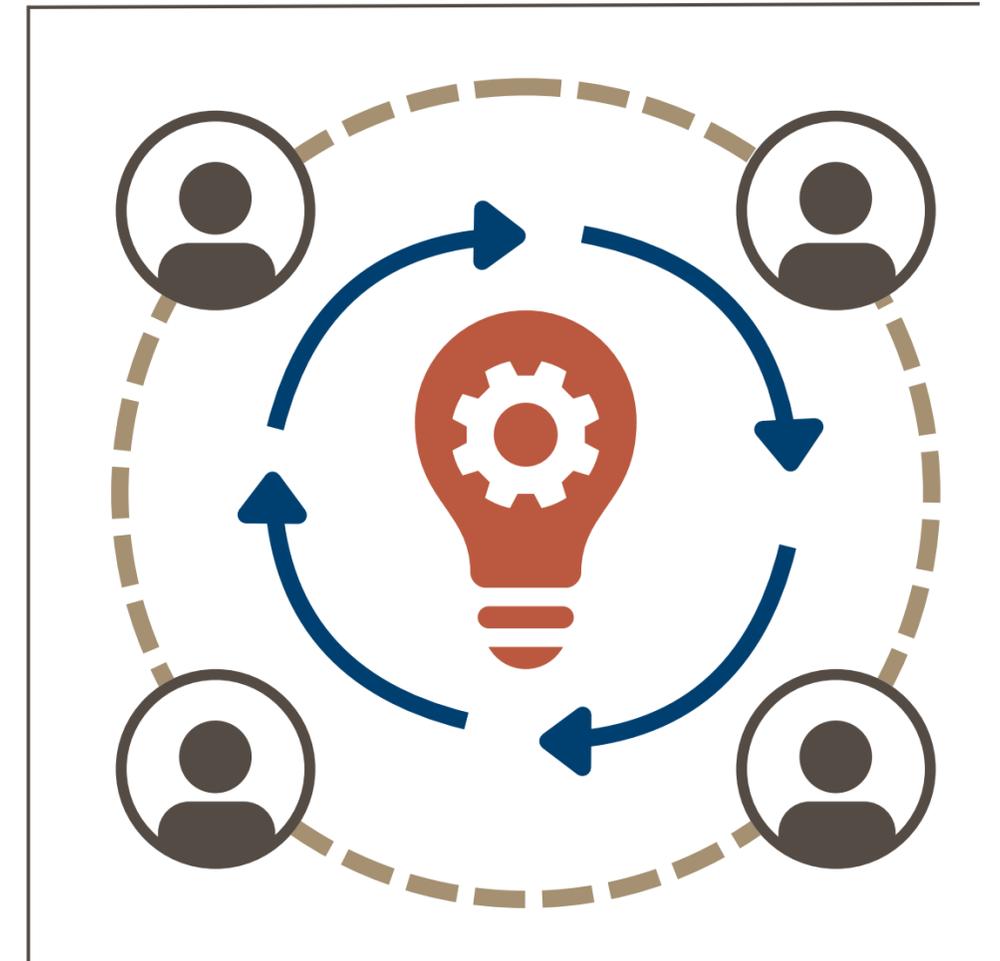
1. Contract and Commercial Management: **Building Relationships that Last**
2. Contract and Commercial Management: **Essentials**
3. Contract and Commercial Management: **Initiate**
4. Contract and Commercial Management: **Bid**
5. Contract and Commercial Management: **Develop**
6. Contract and Commercial Management: **Negotiate**
7. Contract and Commercial Management: **Manage Transformation and Change**
8. Contract and Commercial Management: **Manage Operations**

What We Mean By 'Adopting' The Standard

An organization is considered to have 'adopted' the Contract Management Standard 4th Edition when it publicly commits to using the Standard as a guiding framework for its contract management practices.

Adoption may take different forms, including aligning policies, streamlining processes, ensuring consistency across teams, as a basis for skills setting and recruitment, or using the Standard as a reference point to validate existing practices.

Organizations adopting the Standard engage with its principles in a way that is practical and relevant to their operations – whether as a foundation, an enhancement, or a reinforcement of existing practices.





Why Adopt?

The CMS™ provides practical guidance on the contracting process and serves as a baseline in creating best practice.

By adopting your organization will:

- drive consistency through the supply chain
- improve understanding of the link between buy-side and sell-side contracting
- shape and embed organizational design
- reduce performance risk
- reduce operational inefficiencies and costs
- improve ease of doing business
- support workforce development and systems deployment

How Do I Become an Adopter?

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- Download the Standard
- Once approved use the CMS Adopter logo
- Incorporate the CMS within your organization
- Promote externally to increase adoption and use of Common Language and a consistent process
- Share how you have adopted the CMS
- Participate in bi-annual Adopter survey to provide feedback on program





Resources for Adopters

Spotlight Opportunities

Adopters feature in CCM Institute, NCMA and WorldCC publications, events, or the website

“CMS Adopter” Digital Badge

For email signatures, websites, or LinkedIn profiles

Social Media Toolkit

Suggested hashtags, post templates, and images

Certificate of Adoption

Optional form of recognition for organizations officially aligning with CMS



Current CMS3 Adopters (thru May 2025)

NCMA's Contract Management Standard® (CMS™), and Contract Management Body of Knowledge™ (CMBOK™) are widely adopted across government, higher education, and industry sectors, leading the way in creating a unified, common language for the profession.

U.S. Federal Government



Industry



Academia





Thank You For Your
Participation in the CMS
Adopter Program!

