|  |  |
| --- | --- |
| **Cluster** |  |
| **Agency** |  |
| **Division/Branch/Unit** |  |
| **Role number** |  |
| **Classification/Grade/Band** | Senior Executive Band 1 |
| **Senior executive work level standards** | Work Contribution Stream: Professional/Specialist |
| **ANZSCO Code** |  |
| **PCAT Code** |  |
| **Date of Approval** |  |
| **Agency Website** |  |

Agency overview

Primary purpose of the role

The Director Contracts and Supplier Relationships leads the development and implementation of supplier and contract management strategy and services to deliver innovative, secure and value-for-money supply to the organisation.

Key accountabilities

* Provide strategic commercial advice to business leads on supplier selection, contract specification and management and resolution of contract issues and disputes to drive high quality contract management strategies and outcomes
* Lead and direct a multi-disciplinary team to deliver excellence in contract management services and to build innovative, collaborative relationships with key suppliers
* Develop, establish and manage robust contract management frameworks, methodologies and standards to meet government policy and probity requirements and deliver high quality supply outcomes for the organization
* Consult with business leads to develop supplier segmentation, management and engagement frameworks and strategies to guide investment in supplier development, support supply chain optimisation and to mitigate risk
* Lead major contract negotiations and initiatives and manage the relationship with strategic suppliers to deliver innovation and improvements in supply and add value for all parties
* Monitor and report on supplier performance against the contract and organisational dashboards to measure benefits realisation and evaluate the success of supplier management and development strategies
* Participate in the development of overarching commissioning and/or procurement plans, contributing strategic insights and risk driven intelligence on markets and suppliers to guide organisational decisions

Key challenges

Building organisational capability in supplier relationship management and commissioning to deliver value for money, innovations, performance improvement and supply security

Ensuring equitable and transparent contractual processes and proactively addressing commercial, operational, financial, reputational, ethical and supply chain risks associated with contracts, given the increasing complexity of supply arrangements

Key relationships

| Who | | Why | |
| --- | --- | --- | --- |
| **Internal** | |  | |
| Agency Head/Secretary | | * Provide expert advice on strategic directions in contractual arrangements, benefits realisation and supplier relationship management * Report on major contracts, identify emerging issues/risks and propose solutions | |
| Manager/Executive Director/Chief Procurement Officer | | * Provide regular updates on major contracts, projects, issues and priorities * Identify emerging issues/risks and propose solutions * Provide expert advice and contribute to strategic policy, planning and decision making * Deputise when requested | |
| Procurement/Category Leads | | * Collaborate to align plans and strategies * Provide expert advice and guidance in identifying and managing contract risks, assessing and developing supplier potential and managing supplier relationships * Drive the application of metrics to track contract performance and evaluate supplier relationship management/development strategies | |
| Senior Executives/Business Unit Managers | | * Collaborate to clarify key business objectives and identify the best contractual arrangements and supplier relationship strategies * Promote understanding of supplier relationship management and work together to improve supplier outcomes and performance * Act as the point of escalation for complex issues with strategic suppliers and serious supplier failures * Seek feedback to evaluate the effectiveness of contract and supplier relationship management frameworks and strategies | |
| Direct Reports | | * Lead, direct and manage performance * Coach and mentor to build professional expertise | |
| **External** | |  | |
| Suppliers | | * Develop long term key supplier relationships at CEO and/or account management level and establish the agency as a customer of choice * Negotiate contracts, resolve contract issues/disputes and monitor supplier performance * Work proactively with suppliers and agencies/business units to identify and implement innovations and improvements, eliminate red tape and non-value adding imposts and deliver value for all parties * Investigate supplier concerns and implement corrective action as needed * Lead and facilitate supplier development initiatives | |
| Central Agencies/Audit Office/Treasury/NSW Procurement | | * Represent the agency to central agencies on issues relating to contracts and supplier relationships * Provide reports and advice as required | |
| Other public sector agencies | | * Leverage support to drive initiatives with key suppliers and to improve supplier relationships across the cluster/sector | |
| External customers | | * Investigate external customer concerns that are contract or supplier driven and implement corrective action as needed | |

# Role dimensions

## Decision making

## Reporting line

## Direct reports

## Budget/Expenditure

Key knowledge and experience

Essential requirements

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-capability-framework) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into **focus capabilities** and **complementary capabilities**.

# Focus capabilities

*Focus capabilities* are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

| FOCUS CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
| Personal Attributes | **Act with Integrity**  Be ethical and professional, and uphold and promote the public sector values | | Champion and model the highest standards of ethical and professional behaviour  Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations  Set, communicate and evaluate ethical practices, standards and systems and reinforce their use  Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports  Act promptly and visibly to prevent and respond to unethical behaviour | Highly Advanced |
| Relationships | **Work Collaboratively**  Collaborate with others and value their contribution | | Recognise outcomes achieved through effective collaboration between teams  Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government  Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions  Network extensively across government and organisations to increase collaboration  Encourage others to use appropriate collaboration approaches and tools, including digital technologies | Advanced |
| **Influence and Negotiate**  Gain consensus and commitment from others, and resolve issues and conflicts | | Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy  Use sound arguments, strong evidence and expert opinion to influence outcomes  Determine and communicate the organisation’s position and bargaining strategy  Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional  Achieve effective solutions when dealing with ambiguous or conflicting positions  Anticipate and avoid conflict across organisations and with senior internal and external stakeholders  Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution | Highly Advanced |
| Results | **Think and Solve Problems**  Think, analyse and consider the broader context to develop practical solutions | | Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement  Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues  Identify and evaluate organisation-wide implications when considering proposed solutions to issues  Apply lateral thinking and develop innovative solutions that have a long-lasting, organisation-wide impact  Ensure effective governance systems are in place to guarantee quality analysis, research and reform | Highly Advanced |
| Business Enablers | **Procurement and Contract Management**  Understand and apply procurement processes to ensure effective purchasing and contract performance | | Ensure that whole-of-government approaches to procurement and contract management are integrated into the organisation’s policies and practices  Ensure that effective governance processes are in place for the organisation’s provider, supplier and contractor management, tendering, procurement and contracting policies, processes and outcomes  Monitor and evaluate compliance and the effectiveness of procurement and contract management within the organisation | Highly Advanced |
| People Management | **Optimise Business Outcomes**  Manage people and resources effectively to achieve public value | | Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals  Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences  Encourage team members to take calculated risks to support innovation and improvement  Align systems and processes to encourage improved performance and outcomes | Advanced |
| **Occupation specific capability set** | | | | |
| Procurement | **Commercial Negotiation**  Plan, conduct and analyse the outcomes of commercial negotiations to achieve business objectives | | Develop robust negotiation plans with business partners for complex procurement negotiations and coach other procurement staff in how to approach negotiations  Gather and apply leading edge procurement negotiation thinking and practice across the organisation  Lead negotiations for large complex categories and significant projects (e.g. outsourcing agreements, Joint Ventures, partnerships)  Adopt appropriate negotiation styles for all situations (internal and external), and effectively use these to deliver optimal procurement outcomes | Level 4 |
| **Supplier Relationship Management**  Establish constructive and innovative strategic relationships based on driving value through appropriate long term relationships | | Lead or direct the development of contract management, supplier performance and relationship management policies and processes across the organisation  Establish long term key supplier relationships at CEO level  Work proactively with suppliers and sectors to identify opportunities to deliver value for all parties  Develop frameworks and strategies to identify suppliers and supply markets where supplier development activities would be beneficial  Work with business partners to link procurement benefits into local budgeting processes | Level 5 |
| **Contract Management**  Effectively manage the performance of suppliers through robust contract frameworks, successfully delivering contractual obligations | | Establish mechanisms to ensure contracts are effectively governed both within and outside of the procurement function  Manage and adjust complex and strategic contracts to meet the intent of the business need and continue to add value  Develop the overall plan for contract administration and set priorities and targets for renewal and extensions based on the business needs and market conditions  Lead expert reference groups for key areas of spend and effectively work with business partners to support procurement programs and supply chain initiatives  Lead the development and implementation of innovative performance and measurement metrics and incentive schemes  Identify and mitigate variation and change claims which arise, and resolve conflict with suppliers | Level 4 |

# Complementary capabilities

*Complementary capabilities* are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

| COMPLEMENTARY CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Description** | **Level** |
| Personal Attributes | Display Resilience and Courage | | Be open and honest, prepared to express your views, and willing to accept and commit to change | Adept |
| Manage Self | | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| Value Diversity and Inclusion | | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |
| Relationships | Communicate Effectively | | Communicate clearly, actively listen to others, and respond with understanding and respect | Advanced |
| Commit to Customer Service | | Provide customer-focused services in line with public sector and organisational objectives | Advanced |
| Results | Deliver Results | | Achieve results through the efficient use of resources and a commitment to quality outcomes | Advanced |
| Plan and Prioritise | | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Advanced |
| Demonstrate Accountability | | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Advanced |
| BusinessBusiness Enablers | Finance | | Understand and apply financial processes to achieve value for money and minimise financial risk | Advanced |
| Technology | | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| Project Management | | Understand and apply effective planning, coordination and control methods | Advanced |
| People Management | Manage and Develop People | | Engage and motivate staff, and develop capability and potential in others | Advanced |
| Inspire Direction and Purpose | | Communicate goals, priorities and vision, and recognise achievements | Adept |
| Manage Reform and Change | | Support, promote and champion change, and assist others to engage with change | Adept |
| **Occupation specific capability set** | | | | |
| Procurement | Strategic Procurement Leadership | | Lead the development of Procurement as a professional, strategic, value adding function enabling delivery of organisational business objectives and optimising procurement quality, productivity and performance outcomes | Level 4 |
| Contract Law | | Prepare, confirm and approve concise and complete contractual documentation and protect the organisation’s commercial position in areas such as liabilities, indemnities, insurances and warranties | Level 4 |