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| **Cluster** |  |
| **Agency** |  |
| **Division/Branch/Unit** |  |
| **Role number** |  |
| **Classification/Grade/Band** | Band 2 |
| **Senior Executive Work Level Standards** | Work Contribution Stream: Professional/Technical/Specialist |
| **ANZSCO Code** |  |
| **PCAT Code** |  |
| **Date of Approval** |  |
| **Agency Website** |  |

Agency Overview

Primary purpose of the role

The Chief Procurement Officer provides leadership, vision, direction and structure to the procurement function to drive effective, efficient and value-add procurement planning, sourcing and contract management aligned with the organisation’s strategic priorities and business needs and government directions on procurement

Key accountabilities

* Develop and implement overarching policies, procedures, systems, structures and frameworks for all procurement related activities to deliver best practice procurement and contract management solutions
* Provide expert, authoritative advice to key stakeholders on all aspects of procurement strategy and practice to inform business planning and action, encourage innovative approaches and enhance value through improved procurement efficiency and outcomes
* Lead high level negotiations with procurement partners and suppliers and establish collaborative stakeholder and strategic supplier relationships to maximise the organisation’s influence and to develop and implement procurement arrangements and initiatives that deliver optimal value for money outcomes
* Advise business leads and provide customised solutions to build procurement capability and performance across the organization
* Establish and lead an organisation wide procurement governance and risk management framework to monitor, manage and drive procurement performance, ensure compliance with relevant legislative and policy, manage risks and realise business opportunities
* Establish key performance indicators and qualitative and quantitative metrics to capture, report and evaluate the benefit and performance of all procurement activity and lead improvement planning and implementation in consultation with key stakeholders and suppliers

Key challenges

* Achieving an effective balance between implementation of robust procurement governance frameworks to fulfil legal, regulatory and compliance obligations and the organisation’s capacity to efficiently and innovatively procure and manage goods and services
* Creating internal understanding and buy-in to the importance and benefits of effective procurement management, ensuring adherence to policies and processes, despite the need for agility in time-pressured and demanding operating environments
* Achieving the best public value for expenditure, given new and complex contractual models in the commissioning and procurement environment

Key relationships

| Who | Why |
| --- | --- |
| **Ministerial** |  |
| Minister/Office of the Minister | * Provide high level strategic advice on procurement matters and contribute to policy directions * Promote innovative approaches to procurement |
| **Internal** |  |
| Agency Head/Secretary | * Provide strategic advice and influence decision-making and strategic direction in procurement * Report on procurement activity and performance * Manage sensitive and contentious issues in procurement |
| Executive | * Provide strategic advice and collaborate on procurement strategies, approaches and requirements to promote innovative approaches to procurement * Provide updates on procurement activity and performance |
| Stakeholders | * Collaborate and provide expert advice and leadership on procurement strategies, activities and decisions |
| Manager | * Provide expert advice on procurement matters and contribute to broader organisational directions * Report on organisational performance in procurement and progress towards unit business objectives * Discuss solutions to sensitive and challenging issues |
| Direct Reports | * Lead, direct and manage performance * Coach and mentor to build professional expertise |
| **External** |  |
| Stakeholders | * Provide expert advice to support procurement decision-making and provide solutions to issues * Optimise engagement to define mutual interests, manage expectations and achieve defined outcomes |
| Vendors/Service Providers and Consultants | * Explore business opportunities and develop innovative procurement strategies and supply arrangements * Lead negotiations on key contracts and issues |

| Who | Why |
| --- | --- |
| Other NSW Government Agencies | * Establish networks to enable performance benchmarking and maintain currency in trends and developments in procurement * Contribute to cross agency or whole of government projects/programs * Influence the development of procurement policy, programs and services |
| Professional and Sector Associations | * Exchange market intelligence, performance benchmarking information, innovation and other matters of mutual interest to evaluate and enhance the effectiveness and quality of procurement programs and services |

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 icon | **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 icon | **Commit to Customer Service**  Provide customer-focused services in line with public sector and organisational objectives | | Create a culture that embraces high-quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes  Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice  Ensure that responsiveness to customer needs is central to the organisation’s strategic planning processes  Set overall performance standards for service delivery across the organisation and monitor compliance | Highly Advanced |
| **Work Collaboratively**  Collaborate with others and value their contribution | | Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector  Publicly celebrate the successful outcomes of collaboration  Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions  Identify and overcome barriers to collaboration with internal and external stakeholders | Highly Advanced |
| Results icon | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | | Seek and apply the expertise of key individuals to achieve organisational outcomes  Drive a culture of achievement and acknowledge input from others  Determine how outcomes will be measured and guide others on evaluation methods  Investigate and create opportunities to enhance the achievement of organisational objectives  Make sure others understand that on-time and on-budget results are required and how overall success is defined  Control business unit output to ensure government outcomes are achieved within budgets  Progress organisational priorities and ensure that resources are acquired and used effectively | Advanced |
| Business Enablers icon | **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 icon | **Manage Reform and Change**  Support, promote and champion change, and assist others to engage with change | | Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty  Assist others to address emerging challenges and risks and generate support for change initiatives  Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them  Implement structured change management processes to identify and develop responses to cultural barriers | Advanced |

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| **Occupation specific capability set** | | | |
| Procurement icon | **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 | Establish the vision and direction of the procurement function to meet the business need and implement this across the organisation  Incorporate business insights and objectives into the development of the procurement function  Champion the application of advanced and innovative procurement processes, technologies, techniques and strategies  Set stretch functional objectives and targets ensuring alignment to corporate objectives with consideration to local business unit strategies  Establish appropriate governance mechanisms at a functional level within the organisation to drive effective procurement practice across the organisation  Drive continuing improvement and change in procurement policy, processes and practice to deliver better outcomes for the organisation, state and economy  Inspire others and contribute significantly to the ongoing development of procurement as a profession in the organisation and externally | Level 5 |
| **Procurement Risk Management**  Identify, assess and mitigate procurement risks | Partner with key business stakeholders to develop an organisation wide procurement risk management strategy and consistent, sustainable approach to the identification and assessment of risks and opportunities  Develop policies, procedures, systems and appropriate review mechanisms for all procurement related risks (Political, Health and Safety, Financial, Commercial, Contractual, Social, Economic, Environmental) to ensure procurement risks are effectively managed  Champion procurement risk management throughout the organisation and promote a culture of risk management and mitigation balanced with realisation of future opportunities  Develop procurement compliance management frameworks and consequences for non-compliance | Level 5 |

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| **Occupation specific capability set** | | | |
|  | **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 |

# 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 icon | Display Resilience and Courage | | Be open and honest, prepared to express your views, and willing to accept and commit to change | Advanced |
| Manage Self | | Show drive and motivation, an ability to self-reflect and a commitment to learning | Advanced |
| Value Diversity and Inclusion | | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Advanced |
| Relationships icon | Communicate Effectively | | Communicate clearly, actively listen to others, and respond with understanding and respect | Advanced |
| Influence and Negotiate | | Gain consensus and commitment from others, and resolve issues and conflicts | Highly Advanced |
| Results | Plan and Prioritise | | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Advanced |
| Think and Solve Problems | | Think, analyse and consider the broader context to develop practical solutions | Highly Advanced |
| Demonstrate Accountability | | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Advanced |

| COMPLEMENTARY CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Description** | **Level** |
| Business Enablers icon | 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 | Advanced |
| Project Management | | Understand and apply effective planning, coordination and control methods | Adept |
| People Management icon | 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 | Advanced |
| Optimise Business Outcomes | | Manage people and resources effectively to achieve public value | Advanced |
| **Occupation specific capability set** | | | | |
| Procurement icon | Commercial Negotiation | | Plan, conduct and analyse the outcomes of commercial negotiations to achieve business objectives | Level 4 |
| Legislative and Policy Environment | | Ensure that the planning, management and delivery of procurement outcomes is fully consistent with all relevant legislative, probity and policy requirements | Level 5 |