|  |  |
| --- | --- |
| **Cluster** |  |
| **Agency** |  |
| **Division/Branch/Unit** |  |
| **Role number** |  |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **Senior executive work level standards** | Not Applicable |
| **ANZSCO Code** |  |
| **PCAT Code** |  |
| **Date of Approval** |  |
| **Agency Website** |  |

Agency overview

Primary purpose of the role

The Manager Strategic Sourcing leads and manages end-to-end strategic sourcing processes to assure seamless supply of goods and services to meet business objectives. The Manager develops and implements strategies to achieve continuing improvement in supplier performance and total cost of ownership.

Key accountabilities

* Research and analyse suppliers and supply market trends, developments, risks and innovations and provide market metrics and intelligence to inform strategic procurement planning and decision-making
* Analyse supplier and spend data against market metrics and benchmarks to evaluate performance and identify business improvement opportunities
* Develop and implement innovative sourcing methodologies and strategies to achieve maximum benefit and value for money for the business
* Lead and/or contribute to all facets of the sourcing process from business case development through to contract development and execution to support achievement of agency/category business goals
* Collaborate with senior management to continuously improve business procurement processes and practice
* Contribute to agency/category business planning and to the development of procurement capability across the organisation

Key challenges

* Achieving business commitment to the ongoing cycle of strategic sourcing as key to achieving continuing improvement in procurement performance and value.
* Leveraging supplier development and engagement strategies to foster innovation in supply and deliver value for all parties

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Agency Head/Secretary | * Provide expert analyses and advice on suppliers, markets, sourcing strategies and benefits realisation to contribute to decision making and strategic directions in procurement |
| Manager/Chief Procurement Officer | * Provide expert advice on market, supplier and sourcing issues and contribute to broader procurement and unit issues * Report on progress towards business objectives, discuss key projects and issues and receive advice |
| Procurement/Category Leads | * Collaborate to align plans and strategies * Provide expert advice and guidance in identifying and managing contract risks and assessing and developing supplier potential * Drive the application of metrics to assess suppliers and sourcing strategies, track contract performance and evaluate supplier relationship management/development strategies |
| Business Unit Leads | * Collaborate to clarify key business objectives and identify the best sourcing strategies and contractual arrangements * Promote understanding of strategic sourcing and supplier relationship management and work together to improve supplier outcomes * Act as the point of escalation for complex issues with strategic suppliers and serious supplier failures * Seek feedback to evaluate the effectiveness of sourcing, contract and supplier relationship management frameworks and strategies |
| Direct Reports | * Lead, direct and manage performance * Coach and mentor to build professional expertise |
| **External** |  |
| Stakeholders | * Consult and collaborate to define mutual interests and determine strategies to achieve their realisation * Provide expert reports, analyses and advice to support procurement decision-making |
| Vendors/Service Providers and Consultants | * Gather information to support analyses of markets, suppliers and contract performance * Explore business opportunities and develop innovative sourcing strategies, supply arrangements and supplier development initiatives * Negotiate contracts, resolve contract issues and monitor performance |
| Other NSW Government Agencies | * Network to enable performance benchmarking, monitor markets, and maintain currency in trends and developments in analytics, sourcing and procurement * Contribute to cross agency or whole of government projects/programs * Influence the development of sourcing strategy and procurement policy, programs and services |
| Professional and Sector Associations | * Exchange information on markets, performance benchmarking, innovation and other matters of mutual interest to enhance the effectiveness and quality of sourcing strategies, supplier relationship and supplier development initiatives |

# 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** |
| Persona;lPersonal Attributes | **Act with Integrity**  Be ethical and professional, and uphold and promote the public sector values | | Model the highest standards of ethical and professional behaviour and reinforce their use  Represent the organisation in an honest, ethical and professional way and set an example for others to follow  Promote a culture of integrity and professionalism within the organisation and in dealings external to government  Monitor ethical practices, standards and systems and reinforce their use  Act promptly on reported breaches of legislation, policies and guidelines | Advanced |
| Relationships | **Work Collaboratively**  Collaborate with others and value their contribution | | Encourage a culture that recognises the value of collaboration  Build cooperation and overcome barriers to information sharing and communication across teams and units  Share lessons learned across teams and units  Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work  Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services | Adept |
| **Influence and Negotiate**  Gain consensus and commitment from others, and resolve issues and conflicts | | Influence others with a fair and considered approach and present persuasive counter-arguments  Work towards mutually beneficial ‘win-win’ outcomes  Show sensitivity and understanding in resolving acute and complex conflicts and differences  Identify key stakeholders and gain their support in advance  Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise  Anticipate and minimise conflict within the organisation and with external stakeholders | Advanced |
| Think and Solve Problems | **Think and Solve Problems**  Think, analyse and consider the broader context to develop practical solutions | | Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues  Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others  Take account of the wider business context when considering options to resolve issues  Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements  Implement systems and processes that are underpinned by high-quality research and analysis  Look for opportunities to design innovative solutions to meet user needs and service demands  Evaluate the performance and effectiveness of services, policies and programs against clear criteria | Advanced |
| Business Enablers | **Procurement and Contract Management**  Understand and apply procurement processes to ensure effective purchasing and contract performance | | Ensure that employees and contractors apply government and organisational procurement and contract management policies  Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions  Promote effective risk management in procurement  Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes  Represent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors | Advanced |
| People Management | **Manage and Develop People**  Engage and motivate staff, and develop capability and potential in others | | Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes  Adjust performance development processes to meet the diverse abilities and needs of individuals and teams  Develop work plans that consider capability, strengths and opportunities for development  Be aware of the influences of bias when managing team members  Seek feedback on own management capabilities and develop strategies to address any gaps  Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way  Monitor and report on team performance in line with established performance development frameworks | Adept |
| **Occupation specific capability set** | | | | |
| Procurement | **Procurement Analysis**  Gather and evaluate information on the market, business needs, categories, key suppliers, the supply chain and contextual factors to inform procurement decisions | | Lead the development of procurement strategies in consultation with business partners  Interpret markets and their dynamics to inform procurement decisions for complex categories or large projects  Develop detailed spend visualisations which interpret the data, providing trends, demand drivers, themes and insight  Regularly and effectively apply strategic tools to supply markets and across the supply chain  Scope and shape categories to align with supply markets to maximise the organisation’s influence  Develop procurement strategies to deal with markets with limited suppliers  Bring the external perspective to the organisation based on a deep understanding of practices from other industry sectors  Research and develop systems solutions to meet changing procurement and supply chain needs | Level 4 |
| **Strategic Sourcing**  Select suppliers of required goods and services, based on market evaluation, capability and alignment to the strategic procurement directions of the organisation | | Lead sourcing activities and management of large, complex categories or projects and often facilitate expert reference groups  Lead supplier event days and other internal/external communication forums aimed at developing and engaging with the supply base to improve performance  Lead the development of the supply base strategy within major markets and incorporate input from senior stakeholders and technical functions to obtain agreement to overarching strategy  Demonstrate expertise in the development of all types of market facing documents in all categories and types of procurement activity  Lead cross-functional teams in the evaluation of large, complex, organisation-wide agreements  Develop evaluation plans that assess multiple complex criteria over several stages and incorporate complex Total Cost of Ownership or similar calculations  Execute contracts in line with delegated authority and conduct potentially contentious or difficult debriefs with unsuccessful suppliers  Develop detailed Contract Management Plans, KPIs, performance reviews, governance structures, resources, benefits tracking and reporting for significant projects and procurement categories | 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 | Adept |
| Commit to Customer Service | | Provide customer-focused services in line with public sector and organisational objectives | Adept |
| Results | Deliver Results | | Achieve results through the efficient use of resources and a commitment to quality outcomes | Adept |
| Plan and Prioritise | | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
| Demonstrate Accountability | | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Intermediate |
| Business Enablers | Finance | | Understand and apply financial processes to achieve value for money and minimise financial risk | Adept |
| Technology | | Understand and use available technologies to maximise efficiencies and effectiveness | Adept |
| Project Management | | Understand and apply effective planning, coordination and control methods | Adept |
| People Management | Inspire Direction and Purpose | | Communicate goals, priorities and vision, and recognise achievements | Intermediate |
| Optimise Business Outcomes | | Manage people and resources effectively to achieve public value | Adept |
| Manage Reform and Change | | Support, promote and champion change, and assist others to engage with change | Intermediate |
| **Occupation specific capability set** | | | | |
| Procurement | Commercial Negotiation | | Plan, conduct and analyse the outcomes of commercial negotiations to achieve business objectives | Level 4 |
| Procurement Risk Management | | Identify, assess and mitigate procurement risks | Level 3 |
| Supplier Relationship Management | | Establish constructive and innovative strategic relationships based on driving value through appropriate long term relationships | Level 4 |