|  |  |
| --- | --- |
| **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 Supplier Development drives transformational change in the business approach to suppliers and establishes a strategic supplier development program for mutual benefit, to leverage supplier capabilities, support service innovation and performance, deliver value for money and mitigate supply risk exposure.

Key accountabilities

* Transform the business approach to top tier suppliers, establishing long term key supplier relationships at CEO level and building business capability in collaborative relationship management to achieve mutual trust and respect and deliver added value for all parties.
* In consultation with business leads, establish a tiered supplier management strategy based on alignment to key business objectives and rigorous application of supply analytics, to support supply chain optimization, enable supplier-based innovation and mitigate future supply chain risks.
* Apply a robust segmentation framework based on factors such as spend, risk and criticality of supply to identify the organisation’s strategic suppliers and guide investment in supplier development/ relationship management.
* Continually monitor performance and realisation of benefits against business plans to measure the success of the supplier development program in improving value for money and service delivery outcomes.
* Establish structured engagement and governance strategies to ensure that supplier relationships are effectively governed and enable the agency to achieve preferred customer status and realise the full benefits from the relationship.
* Identify, negotiate and direct key joint initiatives with strategic suppliers to deliver improvements and innovations in supply.

Key challenges

* Shifting business thinking from applying competitive pressures for short term results to the more strategic approach of investing in collaborative relationships that will deliver ongoing cost saving, innovations, performance improvement and supply security.
* Establishing and maintaining the agency as a customer of choice for strategic suppliers and measuring the value of this preference.

Key relationships

| Who | Why | |
| --- | --- | --- |
| **Internal** |  | |
| Agency Head/Secretary | * Provide expert advice on strategic directions in procurement including supplier management and benefits realisation | |
| Manager/Executive Director/Chief Procurement Officer | * Provide regular updates on key projects, issues and priorities * Contribute to strategic policy, planning and decision making * Deputise when requested | |
| Strategic Procurement Team/Category Management Team//Knowledge Service Teams | * Lead and mentor procurement staff in best practice supplier management * Collaborate to ensure alignment of supplier development plans with procurement/category strategies * Provide expert advice and guidance in identifying market risks, assessing supplier potential and developing new entrants * Drive the application of metrics to track benefits realisation from specific investments | |
| Senior Executives/Business Unit Managers | * Work together to clarify key business objectives and identify the best supply solutions * Promote a sophisticated understanding of supplier relationship management and gain sponsorship/support for supplier development strategies * Collaborate on supplier relationship innovation and improvement initiatives and work together to drive supplier performance * Act as the point of escalation for complex issues with strategic suppliers and serious supplier failures * Monitor supplier performance and conduct stakeholder surveys to evaluate the effectiveness of the supplier development strategy | |
| Direct Reports | * Lead, direct and manage performance * Coach and mentor to build professional expertise | |
| **External** |  | |
| Strategic suppliers | * Develop a comprehensive understanding of strategic suppliers and the markets in which they operate * Develop long term key supplier relationships at CEO and/or account management level and establish the agency as a customer of choice * Drive improvements by monitoring and measuring outcomes from the relationship. * Collaborate to Identify and implement strategic procurement and supply chain innovations and improvements * Establish the role as a trusted advisor to the business and to the strategic suppliers and act as key contact for dispute resolution and major issues |
| All Suppliers | * Listen to suppliers’ feedback and ideas to improve performance and collaboration and eliminate red tape and non-value adding imposts * Investigate supplier concerns, identify root causes and implement corrective action as needed * Work proactively with suppliers and agencies/business units to identify opportunities to deliver value for all parties * Lead and facilitate supplier development initiatives and deliver improvements and innovations through joint projects |
| 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 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 Attributions | **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 |
| RweklatioRelationships | **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 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 | **Optimise Business Outcomes**  Manage people and resources effectively to achieve public value | | Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives  Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning  When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences  Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context  Monitor performance against standards and take timely corrective actions  Keep others informed about progress and performance outcomes | Adept |
| **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 |

# 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 |
| RelationRelationships | 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 |
| Business 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 | Adept |
| 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 |
| Procurement Analysis | | Gather and evaluate information on the market, business needs, categories, key suppliers, the supply chain and contextual factors to inform procurement decisions | Level 5 |
| Contract Management | | Effectively manage the performance of suppliers through robust contract frameworks, successfully delivering contractual obligations | Level 4 |