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| --- | --- |
| **Cluster** |  |
| **Agency** |  |
| **Division/Branch/Unit** |  |
| **Role number** |  |
| **Classification/Grade/Band** | Band 1 |
| **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 Director, Procurement leads the procurement function, including development and implementation of strategic and operational sourcing, procurement, contracting and supply management strategies and processes to deliver the best value in service outcomes and enable achievement of organisational goals.

Key accountabilities

* Develop and implement organisational procurement policies and processes to ensure a consistent and standardised approach and to drive improvements and efficiencies in procurement activities
* Design and execute an organisational procurement strategy, supported by tactical and innovative procurement programs, to deliver enhanced benefits and value to the customer/end user and to support service delivery aims
* Lead the research and analysis of market trends and best practice to ensure sourcing and procurement strategies and approaches are current, risks are identified and governance frameworks are effective, and insight is gained through the analysis of costs, benefits and supply markets
* Provide expert advice to key stakeholders on all aspects of procurement to encourage innovative practices and support delivery of business and government policy directions including commissioning
* Build and manage relationships with key stakeholders to provide strategic insights on business needs, resolve complex issues and deliver high performance cost, service and quality outcomes
* Provide leadership, direction and effective management of the procurement team and cross-functional working groups to achieve a high-level of performance in procurement and deliver high quality advice and service to stakeholders
* Identify and manage commercial, contractual, operational, financial, reputational, ethical and supply chain risks to minimise negative impacts on organisational objectives while encouraging opportunity and innovation
* Establish performance standards and evaluation processes to assess and report on procurement activity in terms of progress, outcomes, customer satisfaction, and value for money including and costs

Key challenges

* Developing a consistent, high quality customer experience of procurement activities across a diversity of environments and situations where procurement requirements and needs vary significantly
* Creating understanding and engagement in the value of effective procurement management and ensuring adherence to policies and processes despite the need for agility in time-pressured and demanding operating environments

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Agency Head/Secretary | * Provide strategic advice and influence decision-making and strategic directions 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 * Provide updates on procurement activity and performance |
| Stakeholders | * Collaborate and provide expert advice and leadership on procurement strategies, activities and decisions * Manage expectations, resolve and provide solutions to complex issues * Support business needs |
| 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 * Oversee end to end procurement process |
| **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 * Negotiate on key contracts and issues * Engage, motivate and challenge providers to optimise delivery of goods and services |
| 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 | **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 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 |
| **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 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 |

| FOCUS CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
| People Management icon | **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 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 | | Influence the strategic vision and direction of the procurement function and support its effective implementation across all areas of the business  Incorporate business insights and objectives into the development of the procurement strategies  Develop innovative procurement solutions at a project/category/ organisational level  Use a range of organisational procurement models to design structures which suit the organisational environment  Establish KPIs and reporting processes and frameworks to capture and report the benefits of the procurement function  Lead efforts to develop and harmonise procurement processes/ standards across all user groups to gain buy-in and organisational commitment  Research and seek opportunities for improvement in procurement and effectively promote and manage changes in procurement policy, processes and practice  Mentor other procurement professionals on best practice and innovative methods to deliver better outcomes and lead by example | Level 4 |

| FOCUS CAPABILITIES | | | | |
| --- | --- | --- | --- | --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
|  | **Procurement Analysis**  Gather and evaluate information on the market, business needs, categories, key suppliers, the supply chain and contextual factors to inform procurement decisions | | Create ambitious and wide-ranging procurement strategies based on supply market and category analysis together with an in- depth knowledge of organisational demand, needs and requirements  Effectively evaluate, shape, influence and develop supply markets to meet the current and future needs of the organisation  Work with business partners to develop the analytics infrastructure to provide accurate spend information as required by procurement teams and stakeholders  Demonstrate expertise in analysing supply markets across all categories and provide expert advice on the process  Develop strategies and supply markets to effectively deal with limited sources of supply  Set the overall strategy and framework for how different ‘go-to-market’ techniques are to be established and used throughout the organisation  Lead the interpretation, development and applications needed to better inform procurement decisions | Level 5 |
| **Procurement Risk Management**  Identify, assess and mitigate procurement risks | | Lead the development of risk management tools and techniques to identify and prioritise risks to service delivery  Work closely with business areas to identify and manage commercial, contractual, operational, financial, reputational, ethical and supply chain risks emanating from procurement activity and supply base arrangements  Follow procurement risk management processes for major projects and coach others within the team on how to conduct risk assessments using established processes and frameworks  Act as an internal consultant on techniques and actions to manage risk for high value complex projects and relationships, and take calculated risks to achieve objectives  Manage compliance and work with business partners to eliminate non- compliant practices in procurement | Level 4 |
| **Supplier Relationship Management**  Establish constructive and innovative strategic relationships based on driving value through appropriate long-term relationships | | Consult throughout the organisation to support the development of strategic and high-risk contracts and supplier relationships  Establish strong supplier relationships with strategic suppliers at a strategic level  Identify sources of value through the supplier relationship  Take action to realise identified opportunities  Lead supplier development activities for key suppliers and market segments to meet the needs of the organisation  Develop frameworks to identify and track benefits through supplier relationships  Establish mechanisms to ensure supplier relationships are effectively governed both within and outside of the procurement function | 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 icon | 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 icon | 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 |
| Work Collaboratively | | Collaborate with others and value their contribution | Advanced |
| Results icon | 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 |

| 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 | Advanced |
| People Management icon | 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 icon | 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 4 |