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| --- | --- |
| **Cluster** |  |
| **Agency** |  |
| **Division/Branch/Unit** |  |
| **Role number** |  |
| **Classification/Grade/Band** | Clerk Grade 11/12 |
| **ANZSCO Code** |  |
| **PCAT Code** |  |
| **Date of Approval** |  |
| **Agency Website** |  |

Agency overview

Primary purpose of the role

The Manager Procurement leads and directs the provision of procurement services, including procurement planning, development, sourcing, contract and risk management activities, to achieve value for money and to meet business needs and government directions on procurement

Key accountabilities

* Lead the development and implementation of policies, procedures, systems and performance management frameworks for all procurement related activity to ensure a high level of professional practice and deliver compliant, effective and efficient procurement outcomes
* Develop and implement procurement plans and strategies to meet business needs, enhance stakeholder engagement, and challenge and motivate providers to optimise service outcomes
* Partner with stakeholders to develop innovative supply strategies, establish supply arrangements, lead high-level negotiations and manage contracts to deliver value for money outcomes
* Provide authoritative advice to key stakeholders on all aspects of the procurement function to encourage innovative practices, achieve delivery of business outcomes and support policy directions
* Lead and manage procurement staff and cross-functional procurement teams to successfully deliver procurement business plans and achieve optimal outcomes from procurement activity
* Apply the procurement governance and risk management framework to monitor compliance, manage risk and improve procurement activity and performance

Key challenges

* Managing organisational demand and influencing business units to adopt innovative ways of structuring their operations to meet their goods and services needs more efficiently, given that procurement budgets are usually controlled by the business units
* Developing and implementing strategies to build organisational capability in procurement, given the complex legislative and policy environment and the great diversity of factors, including the dynamic nature of supply markets, that need to be considered in many procurement decisions

Key relationships

| Who |  Why |
| --- | --- |
| **Internal** |  |
| Agency Head/Secretary | * Provide expert advice to contribute to decision making and strategic directions in procurement
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| Manager | * Receive advice and report on progress towards business objectives and discuss future directions
* Provide expert advice and contribute to decision making
* Identify emerging issues/risks and their implications and propose solutions
 |
| Executive | * Provide expert advice and support to address complex procurement needs and issues
* Partner in developing and executing procurement and negotiation strategies
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| Direct Reports | * Lead, direct, manage and support performance and development
* Guide, support, coach and mentor to develop professional procurement capabilities and a business-partnering approach to stakeholders/clients
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| Stakeholders | * Provide expert advice on procurement related issues and strategies
* Optimise engagement to achieve defined outcomes
* Manage expectations and resolve issues
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| **External** |  |
| Stakeholders | * Consult and negotiate on the development, delivery and evaluation of procurement strategies and activities
* Manage expectations and resolve issues
 |
| Vendors/Service Providers and Consultants | * Communicate needs, facilitate business transactions and resolve issues
* Negotiate and approve contracts and service agreements and variations
* Manage contracts and monitor the provision of service to ensure compliance with contract and service agreements
* Develop, co-ordinate and deliver supplier development programs to shape markets to meet current and future needs
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| Other NSW Government Agencies | * Establish networks to enable performance benchmarking, monitor market trends and maintain currency in procurement trends and developments
* Collaborate on cross agency or whole of government projects/programs
* Influence the development of procurement policy, programs and services
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| Professional and Sector Associations | * Exchange market intelligence and information on performance benchmarking, innovation and other matters of mutual interest
* Build professional expertise and networks
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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 | Model the highest standards of ethical and professional behaviour and reinforce their useRepresent the organisation in an honest, ethical and professional way and set an example for others to followPromote a culture of integrity and professionalism within the organisation and in dealings external to governmentMonitor ethical practices, standards and systems and reinforce their useAct promptly on reported breaches of legislation, policies and guidelines | Advanced |
| Relationships | **Commit to Customer Service**Provide customer-focused services in line with public sector and organisational objectives | Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experienceEnsure systems are in place to capture customer service insights to improve servicesInitiate and develop partnerships with customers to define and evaluate service performance outcomesPromote and manage alliances within the organisation and across the public, private and community sectorsLiaise with senior stakeholders on key issues and provide expert and influential adviceIdentify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approachesEnsure that the organisation’s systems, processes, policies and programs respond to customer needs | Advanced |
| **Influence and Negotiate**Gain consensus and commitment from others, and resolve issues and conflicts | Negotiate from an informed and credible positionLead and facilitate productive discussions with staff and stakeholdersEncourage others to talk, share and debate ideas to achieve a consensusRecognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomesInfluence others with a fair and considered approach and sound argumentsShow sensitivity and understanding in resolving conflicts and differencesManage challenging relationships with internal and external stakeholdersAnticipate and minimise conflict | Adept |
| Results | **Deliver Results**Achieve results through the efficient use of resources and a commitment to quality outcomes | Use own and others’ expertise to achieve outcomes, and take responsibility for delivering intended outcomesMake sure staff understand expected goals and acknowledge staff success in achieving theseIdentify resource needs and ensure goals are achieved within set budgets and deadlinesUse business data to evaluate outcomes and inform continuous improvementIdentify priorities that need to change and ensure the allocation of resources meets new business needsEnsure that the financial implications of changed priorities are explicit and budgeted for | Adept |
| **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 issuesWork through issues, weigh up alternatives and identify the most effective solutions in collaboration with othersTake account of the wider business context when considering options to resolve issuesExplore a range of possibilities and creative alternatives to contribute to system, process and business improvementsImplement systems and processes that are underpinned by high-quality research and analysisLook for opportunities to design innovative solutions to meet user needs and service demandsEvaluate 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 policiesMonitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisionsPromote effective risk management in procurementImplement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomesRepresent 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 objectivesAllocate resources to ensure the achievement of business outcomes and contribute to wider workforce planningWhen planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiencesEnsure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector contextMonitor performance against standards and take timely corrective actionsKeep others informed about progress and performance outcomes | Adept |
| **Occupation specific capability set** |
| Procurement | **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 groupsLead supplier event days and other internal/external communication forums aimed at developing and engaging with the supply base to improve performanceLead the development of the supply base strategy within major markets and incorporate input from senior stakeholders and technical functions to obtain agreement to overarching strategyDemonstrate expertise in the development of all types of market facing documents in all categories and types of procurement activityLead cross-functional teams in the evaluation of large, complex, organisation-wide agreementsDevelop evaluation plans that assess multiple complex criteria over several stages and incorporate complex Total Cost of Ownership or similar calculationsExecute contracts in line with delegated authority and conduct potentially contentious or difficult debriefs with unsuccessful suppliersDevelop detailed Contract Management Plans, KPIs, performance reviews, governance structures, resources, benefits tracking and reporting for significant projects and procurement categories | Level 4 |
| **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 negotiationsGather and apply leading edge procurement negotiation thinking and practice across the organisationLead 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 |
| **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 deliveryWork 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 arrangementsFollow procurement risk management processes for major projects and coach others within the team on how to conduct risk assessments using established processes and frameworksAct as an internal consultant on techniques and actions to manage risk for high value complex projects and relationships, and take calculated risks to achieve objectivesManage compliance and work with business partners to eliminate non- compliant practices in procurement | 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 |
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| **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 | Intermediate |
| Relationships | Communicate Effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Advanced |
| Work Collaboratively | Collaborate with others and value their contribution | Adept |
| Results | 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 | Adept |
| 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 | Intermediate |
| Project Management | Understand and apply effective planning, coordination and control methods | Adept |
| 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 | Intermediate |
| Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Intermediate |
| **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 3 |
| 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 3 |
| 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 3 |