

MAY 2008  
First Edition

Building Government Procurement Capabilities

SUPPLEMENT

AUSTRALIAN **PROCUREMENT  
CONSTRUCTION** AND  
COUNCIL

# ASPIRATIONAL CAPABILITY MATRIX FOR GOVERNMENT PROCUREMENT PROFESSIONALS

May 2008, first edition

		Principal Procurement Professional	Chief Procurement Officer
Job descriptions	<b>Role</b>	<ul style="list-style-type: none"> <li>* Typically manages multiple teams of procurement professionals and practitioners.</li> <li>* Very experienced at leading the delivery of the required procurement outcomes – typically for a large government agency.</li> </ul>	<ul style="list-style-type: none"> <li>* An organisation's most senior procurement professional – leads procurement strategy.</li> <li>* Establishes procurement policies and procedures and is accountable for achieving a major government agency's procurement outcomes.</li> </ul>
	<b>Accountability</b>	<ul style="list-style-type: none"> <li>* Accountable for leading high-risk procurement projects.</li> <li>* Accountable for formulation of strategic KPIs and for monitoring benefits realised.</li> <li>* Represents the organisation and jurisdiction at national levels and to CEOs, ministers and suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>* Responsible for leading and directing the achievement of government procurement outcomes.</li> <li>* Establishes and manages procurement governance arrangements in the organisation.</li> <li>* Represents the organisation and jurisdiction at national and international levels and to CEOs, ministers and suppliers.</li> <li>* Shapes the future of procurement in government.</li> <li>* Positions procurement in the external environment and whole-of-government context.</li> </ul>
	<b>Risk management</b>	<ul style="list-style-type: none"> <li>* Accountable for the application of risk management principles.</li> <li>* Collaborates with clients to provide guidance on risk mitigation for high-risk procurements.</li> </ul>	<ul style="list-style-type: none"> <li>* Provides guidance and direction to procurement team and agencies regarding high-risk and mitigation strategies for projects undertaken across the sector.</li> </ul>
	<b>Contract development</b>	<ul style="list-style-type: none"> <li>* Oversees tender process for high-value, difficult-to-obtain and politically-sensitive procurements.</li> <li>* Leads contract negotiations to ensure successful completion.</li> </ul>	<ul style="list-style-type: none"> <li>* Provides high-level guidance for high-value and politically-sensitive procurements.</li> <li>* Leads and directs contract negotiations to ensure successful completion.</li> </ul>
	<b>Contract administration, performance and management</b>	<ul style="list-style-type: none"> <li>* High-level review of performance for high-value, difficult-to-obtain and politically-sensitive procurements.</li> <li>* Provides expert guidance to remediate problem areas.</li> <li>* Identifies need for, and commissions, systems performance reporting tools.</li> </ul>	<ul style="list-style-type: none"> <li>* High-level review of performance for high-value and politically-sensitive procurements against agreed KPIs.</li> <li>* Provides timely and expert guidance to remediate performance issues.</li> </ul>
	<b>Strategic procurement management</b>	<ul style="list-style-type: none"> <li>* Develops the organisation's strategic procurement plans.</li> <li>* Incorporates performance indicators and reporting system to measure compliance and results.</li> <li>* In the milestone review process, checks performance and changes direction as required.</li> </ul>	<ul style="list-style-type: none"> <li>* Leads the development of the organisation's strategic procurement plans.</li> <li>* Reports on annual procurement plan results.</li> <li>* Reports on agency's divisional corporate plan results.</li> </ul>
	<b>Strategic sourcing</b>	<ul style="list-style-type: none"> <li>* Manages and guides high-level strategic sourcing projects for clients.</li> <li>* Reviews data sets and proposed process changes to identify negative and positive impacts.</li> <li>* Reports on findings and obtains feedback. * Obtains sign-off to institute changes. * Uses change management principles to introduce, manage and review processes and systems. * Undertakes research to learn about new developments in the market.</li> </ul>	<ul style="list-style-type: none"> <li>* Leads strategic sourcing projects capturing benefits, work requirements, impacts and cost savings.</li> <li>* Engages clients across the public sector in presentations demonstrating benefits of a range of strategic projects designed to ensure cost savings and value for money for government procurement.</li> <li>* Leads and develops supply market strategy.</li> </ul>
	<b>Networking</b>	<ul style="list-style-type: none"> <li>* Develops strategic networks at senior levels in government agencies with suppliers and with industry associations.</li> </ul>	<ul style="list-style-type: none"> <li>* Develops strategic networks at the most senior levels in government agencies, with suppliers and with industry associations.</li> </ul>
	<b>Supplier relationship management</b>	<ul style="list-style-type: none"> <li>* Leads research of markets and suppliers for a wide range of commodity and service types.</li> <li>* Identifies strategies for specialist commodities such as ICT, specialist medical/scientific and construction procurements.</li> <li>* Develops understanding of industry conditions, trends, opportunities and competition.</li> <li>* Leads market research to identify innovation in commodities.</li> </ul>	<ul style="list-style-type: none"> <li>* Directs research of markets, spend categories and supplier management for a wide range of commodity and service types.</li> <li>* Develops strategies for specialist commodities such as ICT, specialist medical/scientific and construction procurements.</li> <li>* Develops understanding of industry conditions, trends, opportunities and competition.</li> <li>* Directs market research to identify innovation in supply on a range of commodities.</li> </ul>
	<b>Client relationship management</b>	<ul style="list-style-type: none"> <li>* Oversees client service requirements for client base. * Anticipates future requirements and provides guidance to client base.</li> <li>* Develops client management strategy to encourage take-up of specific initiatives.</li> <li>* Reviews client management reports, identifies and resolves issues with clients.</li> </ul>	<ul style="list-style-type: none"> <li>* Engages client base on a range of sector-wide initiatives designed to provide benefits to government and agencies.</li> <li>* Keeps up-to-date with client management reports, identifies issues and resolves at highest level as appropriate.</li> </ul>
	<b>Management and leadership responsibility</b>	<ul style="list-style-type: none"> <li>* Responsible for procurement capacity through multiple teams engaged in high-value and high-risk procurements.</li> <li>* Able to direct and manage senior professionals effectively. * Leads innovation in procurement.</li> <li>* Manages complex, cross-functional projects and presents results to executive-level management.</li> </ul>	<ul style="list-style-type: none"> <li>* Most senior procurement professional, reporting to CEO.</li> <li>* Facilitates government procurement innovation and practice. * Membership of procurement-focused government boards/committees.</li> <li>* Proven track record of senior management role in public/private sector in procurement.</li> </ul>
	<b>Supervision received</b>	<ul style="list-style-type: none"> <li>* Activities assigned at a strategic level and operates independently of direct supervision.</li> <li>* Performance managed by results-based KPIs contained in performance management agreement.</li> </ul>	<ul style="list-style-type: none"> <li>* Reports to the CEO and receives executive government direction.</li> <li>* Performance managed by results-based KPIs contained in performance management agreement.</li> </ul>
	<b>Decision-making</b>	<ul style="list-style-type: none"> <li>* Responsible to commit for significant value and risk projects.</li> <li>* Makes recommendations on high-value and risk procurements.</li> </ul>	<ul style="list-style-type: none"> <li>* Able to commit at highest delegation level for government procurement.</li> </ul>
Core competencies	<b>Public sector context</b>	<ul style="list-style-type: none"> <li>* Excellent knowledge of machinery of government and all procurement and related policy and legislation.</li> <li>* Influences government procurement strategy and makes recommendations on ministerial-level considerations.</li> <li>* Models behaviour according to government code of practice for procurement.</li> </ul>	<ul style="list-style-type: none"> <li>* Excellent knowledge and understanding of machinery of government, the government procurement framework, policy and legislation.</li> <li>* Shapes procurement strategy and policy at a whole-of-government level.</li> <li>* Models behaviour according to government code of practice for procurement.</li> </ul>
	<b>Analytical and work organisation</b>	<ul style="list-style-type: none"> <li>* Uses creative approach to solve strategic problems for division/group.</li> <li>* Initiates research/analysis programs.</li> <li>* Identifies new systems/processes.</li> <li>* Uses business process re-engineering principles, analytical tools and frameworks in problem-solving and ensures continuous improvements.</li> <li>* Excellent record of achievement.</li> </ul>	<ul style="list-style-type: none"> <li>* Demonstrates creative approach to problem-solving and encourages innovative solutions to problem-solving.</li> <li>* Identifies and solves complex strategic problems affecting division, organisation and sector.</li> <li>* Initiates and approves research, business process re-engineering methods used to improve processes and systems.</li> <li>* Ensures continuous improvement culture.</li> <li>* Identifies strategic implications of external information on agency and division in terms of environment, government objectives and wider procurement context.</li> </ul>
	<b>Financial analysis and management</b>	<ul style="list-style-type: none"> <li>* Reviews workgroup budgets, overruns and shortfall.</li> <li>* Provides guidance on funding models, funds availability for projects identified for division.</li> <li>* Provides input into divisional annual reports and projected budgets. * High-level financial planning, budgeting and forecasting.</li> <li>* Reviews and provides guidance on cost/price and cost volume profit concepts etc.</li> </ul>	<ul style="list-style-type: none"> <li>* Expert-level financial planning, budgeting and forecasting skills.</li> <li>* Directs funding reallocation as required.</li> <li>* Sets future direction for division and forecasts funding requirements to meet targets set.</li> <li>* Reviews and provides guidance on cost/price and cost volume profit concepts etc.</li> </ul>
	<b>Contract negotiations and legal knowledge</b>	<ul style="list-style-type: none"> <li>* Able to interpret into the procurement activity contract law, fair trading, freedom of information and other applicable legislation.</li> <li>* Expert working knowledge of applicable law as it relates to the procurement framework, for example insurance requirements, legal framework, intellectual property and warranties.</li> <li>* Drafts, reviews and signs off contracts. * Works with legal team to negotiate terms and conditions.</li> <li>* Able to apply contract dispute resolution process. * Participates as leader of contract negotiation process.</li> </ul>	<ul style="list-style-type: none"> <li>* Able to interpret into the procurement activity applicable laws as they relate to the procurement framework, eg insurance requirements, legal framework, intellectual property and warranties.</li> <li>* Provides direction in high-level contract development and negotiations.</li> <li>* Expert working knowledge of applicable laws and legislation. * Able to apply contract dispute resolution processes and negotiations.</li> <li>* Negotiates dispute settlement with suppliers and clients.</li> </ul>
	<b>Communication skills</b>	<ul style="list-style-type: none"> <li>* Excellent interpersonal skills including ability to have a customer focus and engage with senior stakeholders.</li> <li>* Excellent written and oral communication internally and with vendors.</li> <li>* Represents the views of others effectively.</li> <li>* Able to organise and present to internal and external medium-sized audiences effectively.</li> <li>* Prepares complex written submissions, ministerials, briefings and other documents according to government standards.</li> <li>* Consults with clients and industry. * Excellent results-based track record.</li> </ul>	<ul style="list-style-type: none"> <li>* Exceptional interpersonal skills including ability to have a customer focus and engage with the most senior stakeholders.</li> <li>* Represents organisation at highest level of government.</li> <li>* Scopes and maintains editorial control over highly complex written material (major evaluation reports, Cabinet submissions).</li> <li>* Scopes, plans and undertakes complex strategic or policy negotiations.</li> <li>* Prepares, delivers and leads effective large-scale presentations to external organisations on complex and strategic topics.</li> <li>* Consults with client base on operational and strategic performance of division and organisation.</li> </ul>
	<b>Project management</b>	<ul style="list-style-type: none"> <li>* Highly-developed applied project management skills used to manage projects to agreed timelines and budget restraints.</li> </ul>	<ul style="list-style-type: none"> <li>* Highly-developed applied project management skills used to manage projects to agreed timelines and budget restraints.</li> </ul>
	<b>Systems and tools</b>	<ul style="list-style-type: none"> <li>* Able to use Microsoft suite of programs to produce high quality documents, spreadsheets, PowerPoint presentations, flowcharts and diagrams.</li> <li>* High-level database management skills to produce management reports.</li> <li>* Excellent knowledge of procurement tools such as e-Tenders system and contract management system.</li> </ul>	<ul style="list-style-type: none"> <li>* Thorough understanding of IT systems available for use.</li> <li>* High-level knowledge of procurement tools such as e-Tenders system and contract management system.</li> </ul>
	<b>Personal attributes</b>	<ul style="list-style-type: none"> <li>* Understands and positively influences the organisation's culture and advancement of the procurement profession.</li> <li>* Actively participates in knowledge-sharing.</li> <li>* Is recognised within the organisation as being inspirational, influential and a change leader.</li> <li>* Imparts strategic vision, proactively shapes positive culture, focuses on value-adding and an entrepreneurial approach.</li> </ul>	<ul style="list-style-type: none"> <li>* Innovates and inspires others to the procurement profession ideal. * Contributes to the procurement body of knowledge.</li> <li>* Exceptional individual skills including delegation and negotiation techniques, and time, influencing, and conflict management skills.</li> <li>* Is recognised within the organisation and across public sector as being inspirational, influential and a change leader. Imparts strategic vision, proactively shapes positive culture, focuses on value-adding and an entrepreneurial approach.</li> </ul>
	<b>Ethics and conduct</b>	<ul style="list-style-type: none"> <li>* Acts with integrity and high ethical standards and has sound knowledge of code of practice/s.</li> </ul>	<ul style="list-style-type: none"> <li>* Acts with integrity and high ethical standards and has sound knowledge of code of practice/s</li> </ul>
	<b>Learning and development, mentoring and coaching</b>	<ul style="list-style-type: none"> <li>* Coaches and mentors group members.</li> <li>* Participates in continuing professional development programs in procurement across private/public sector.</li> <li>* Represents agency at national level in procurement.</li> <li>* Contributes to the procurement body of knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>* Ensures a learning culture exists that values training and development, coaching and mentoring programs within the division.</li> <li>* Contributes to the procurement body of knowledge in Australia and internationally.</li> </ul>
	<b>On-the-job experience</b>	<ul style="list-style-type: none"> <li>* At entry, 8 to 10 years' management experience in government or the private sector including considerable strategic procurement experience.</li> </ul>	<ul style="list-style-type: none"> <li>* At entry, 10+ years' management experience in government or the private sector, preferably some in strategic procurement.</li> </ul>
	<b>Desirable qualifications and accreditation</b>	<ul style="list-style-type: none"> <li>* Master of Business Administration, or Master of Public Policy, or Master in Strategic Procurement or another postgraduate degree.</li> <li>* Eligible for MCIPS (level 7) and working towards FCIPS accreditation.</li> </ul>	<ul style="list-style-type: none"> <li>* Master of Business Administration, or Master of Public Policy, or Master in Strategic Procurement or another postgraduate degree.</li> <li>* May be eligible for FCIPS.</li> </ul>

**ASPIRATIONAL CAPABILITY MATRIX FOR GOVERNMENT PROCUREMENT PRACTITIONERS**

May 2008, first edition

		Procurement Officer	Senior Procurement Officer
<b>Job descriptions</b>	<b>Role</b>	* Specialises in procurement as major position function – focuses on the process of procurement.	* Specialises in procurement as major position function – experienced procurement officer.
	<b>Accountability</b>	* Facilitates low to medium risk procurements. * Participates in discrete deliverables in higher-risk procurements.	* Facilitates procurements of any risk or value.
	<b>Risk management</b>	* Applies risk management principles to procurement projects to identify and mitigate risks.	* Applies risk management principles to procurement projects to identify and mitigate risks.
	<b>Contract development</b>	* Analyses requirements and works with operational buyers to create specifications. * Develops tender evaluation plan. * Facilitates tender evaluation process. * Facilitates contract awards and provides feedback on results.	* Analyses requirements and works with operational buyers to create specifications. * Develops tender evaluation plan. * Facilitates tender evaluation process. * Facilitates contract awards and provides feedback on results.
	<b>Contract administration, performance and management</b>	* Provides contract administration services for low-value, low-risk and easy-to-supply procurements. * Monitors performance against agreed KPIs. * Reports on performance issues.	* Provides contract administration services for medium to significant-risk procurements. * Monitors performance against agreed KPIs. * Institutes remedial actions where performance does not meet agreed indicators. * Provides guidance to procurement officers on performance issues relating to contracts managed.
	<b>Strategic procurement management</b>	* Contributes to organisation's strategic procurement plans.	* Contributes to organisation's strategic procurement plans.
	<b>Strategic sourcing</b>	* Participates in strategic sourcing projects in data gathering and simple analysis under guidance. * Participates in supply market analysis and strategy development.	* Participates in strategic sourcing projects. * Participates in supply market analysis and strategy development. * Analyses processes and develops flow diagrams. * Gathers data and analyses spend patterns by category. * Presents findings.
	<b>Networking</b>	* Develops internal and external networks.	* Develops senior management networks, both internal and external.
	<b>Supplier relationship management</b>	* Identifies supplier sources for limited commodity types. * Undertakes market research. * Works with suppliers as part of contract management.	* Identifies supplier sources for a specified range of commodities and service types. * Undertakes market research to determine industry conditions, trends, opportunities and competition. * Builds sound relationships with suppliers.
	<b>Client relationship management</b>	* Develops requirements for a limited range of commodities/services. * Develops and provides excellent, timely service to client base. * Develops a sound understanding of clients' requirements and adds value to procurement solutions. * Provides regular procurement reports to clients.	* Develops requirements for several commodities/services. * Develops and provides excellent, timely service to client base. * Develops a sound understanding of clients' requirements and adds value to procurement solutions. * Provides regular procurement reports to clients.
	<b>Management and leadership responsibility</b>	* Workgroup member – does not usually supervise.	* Workgroup member and may supervise procurement practitioners.
	<b>Supervision received</b>	* Activities assigned by senior procurement officer or a senior manager responsible for the procurement function and reviewed as part of individual performance management plan.	* Activities assigned by procurement professional or a senior manager responsible for the procurement function and reviewed as part of individual performance management plan.
	<b>Decision-making</b>	* No delegation level to award client agency contracts.	* Responsible for branch operational procurements only and usually has no delegation level to award client agency contracts.
<b>Core competencies</b>	<b>Public sector context</b>	* Basic knowledge of business and machinery of government. * Working knowledge of government procurement framework, policy and legislation, and tender and contracting procedures. * Good knowledge and understanding of code of practice for procurement.	* Sound knowledge of business and machinery of government. * Sound working knowledge of government procurement framework, policy and legislation, and tender and contracting procedures. * Sound knowledge and understanding of code of practice for procurement.
	<b>Analytical and work organisation</b>	* Well-developed interpersonal skills. * Well organised, pays attention to detail and ability to multi-task. * Sound problem-solving skills and understanding of quality control/continuous improvement processes. * Achieves results in agreed timeframes.	* Well-developed interpersonal skills. * Sound logical, analytical and quantitative skills. * Detail oriented. * Well organised, able to multi-task and solve problems. * Proven record of achieving results in agreed timeframes. * Thorough understanding of quality control and continuous improvement process.
	<b>Financial analysis and management</b>	* Sound understanding of procurement and accounting systems, delegations and reporting requirements. * Knowledge of cost/price and cost volume profit concepts etc.	* Thorough knowledge and understanding of procurement and accounting systems, delegations and reporting requirements. * Knowledge of cost/price and cost volume profit concepts etc.
	<b>Contract negotiations and legal knowledge</b>	* Basic understanding of contract law, fair trading practice, freedom of information and other applicable legislation. * Has knowledge of applicable law as it relates to the procurement framework, for example insurance requirements, legal framework, intellectual property and warranties.	* Sound understanding of contract law, fair trading practices, freedom of information and other applicable legislation. * Sound understanding and knowledge of applicable law as it relates to the procurement framework, for example insurance requirements, legal framework, intellectual property and warranties.
	<b>Communication skills</b>	* Sound oral communication skills. * Ability to prepare routine procurement documentation and reports. * Good interpersonal skills, including ability to have a customer focus and engage with stakeholders.	* Excellent oral communication skills. * Ability to prepare complex procurement documentation and reports. * Well-developed interpersonal skills, including ability to have a customer focus and engage with senior stakeholders.
	<b>Project management</b>	* Understanding of project management principles.	* Sound understanding of project management principles and capacity to manage project milestones, timelines, resources and costs.
	<b>Systems and tools</b>	* Able to use Microsoft suite of programs to produce high quality documents, spreadsheets, PowerPoint presentations, flowcharts and diagrams. * Database management skills and ability to produce management/performance reports. * Working knowledge of procurement tools such as e-Tenders system and contract management system.	* Able to use Microsoft suite of programs to produce high quality documents, spreadsheets, PowerPoint presentations, flowcharts and diagrams. * Database management skills and ability to produce management/performance reports. * Excellent knowledge of procurement tools such as e-Tenders system and contract management system.
	<b>Personal attributes</b>	* Follows strategic vision of organisation, supports positive culture, supports teamwork and is a proactive change participant. * Sound influencing and conflict management skills. * Sound time management, negotiation and delegation skills.	* Follows the strategic vision of the organisation, supports positive culture, supports teamwork and is a proactive change participant. * Well-developed influencing and conflict management skills. * Well-developed time management, negotiation and delegation skills.
	<b>Ethics and conduct</b>	* Acts with integrity and high ethical standards and has good knowledge of code of practice/s.	* Acts with integrity and high ethical standards and has sound knowledge of code of practice/s.
	<b>Learning and development, mentoring and coaching</b>	* Participates in procurement-specific learning and development programs. * Coaches support staff in business processes and systems.	* Participates in procurement-specific learning and development programs. * Coaches and mentors support staff and procurement officers.
	<b>On-the-job experience</b>	* At entry level, has 1 to 3 years' work experience, preferably in a support procurement role.	* At entry level, has 3 to 5 years' procurement experience, preferably 2 to 3 years as a procurement officer.
	<b>Desirable qualifications and accreditation</b>	* At entry, has completed procurement certification training program – AQF certificate IV or equivalent. * Eligible for certificate member of CIPS (level 3). * Aspires to complete further vocational training to AQF diploma level in procurement.	* At entry, has completed a procurement training program to AQF diploma level. * Eligible for diploma member of CIPS (level 4). * Aspires to complete advanced diploma in procurement, and may pursue qualifications to achieve MCIPS. * May aspire to undertake university program in strategic procurement – towards professional recognition (probably through a postgraduate qualification).

**ASPIRATIONAL CAPABILITY MATRIX FOR GOVERNMENT PROCUREMENT PROFESSIONALS**

May 2008, first edition

		Procurement Professional	Advanced Procurement Professional
<b>Job descriptions</b>	<b>Role</b>	* First level professional. * Fully qualified and responsible for major procurement assignments. * Focuses on delivering the required procurement outcomes – typically for a small government agency.	* Typically manages one or more procurement professionals and procurement practitioners. * Experienced at leading the delivery of the required procurement outcomes – typically for a small government agency.
	<b>Accountability</b>	* Accountable for low to medium risk procurements or discrete deliverables in significant-high-value and high-risk procurements.	* Accountable for delivery of medium-significant risk procurement projects and deliverables in high-value and high-risk procurements. * Accountable for direct reports.
	<b>Risk management</b>	* Applies risk management principles to procurement projects to identify and mitigate risks.	* Applies risk management principles and provides guidance to cross-function projects on risk mitigation.
	<b>Contract development</b>	* Analyses requirements and works with buyers to create specifications. * Facilitates tender evaluations. * Awards contracts and provides feedback on the results.	* Analyses requirements and works with buyers to create specifications. * Directs and participates in tender evaluation, planning and publication phase. * Awards contracts and provides feedback on the results.
	<b>Contract administration, performance and management</b>	* Provides contract administration services to medium-significant risk and difficult-to-secure procurement projects. * Monitors performance against agreed KPIs and institutes remedial action where they do not meet agreed indicators. * Provides guidance to procurement practitioners on performance issues relating to contracts managed.	* Manages contract administration services for high-value, difficult-to-obtain and high-risk/sensitive contracts. * Reviews performance against agreed KPIs and institutes remedial action as appropriate. * Provides expert guidance to cross-functional project groups relating to contract management issues.
	<b>Strategic procurement management</b>	* Participates in development of organisation's strategic procurement plans.	* Leads the development of the organisation's strategic procurement plans and establishes performance indicators and reporting system to measure compliance and results. * Reviews milestones to correct performance deficits.
	<b>Strategic sourcing</b>	* Participates in and/or leads strategic sourcing projects. * Reviews processes and flow diagrams. * Identifies process improvements to minimise time/costs. * Creates alternative, improved processes and estimates of cost/time savings. * Presents to project team for discussion. * Leads supply market strategy development.	* Manages, guides and/or develops internal strategic sourcing projects. * Reviews data sets and proposed process changes to identify negative and positive impacts. * Reports on findings and obtains feedback. * Obtains sign-off to institute changes. * Uses change management principles to introduce, manage and review processes and systems. * Develops plans for significant procurement projects. * Undertakes research to learn about new developments in the market.
	<b>Networking</b>	* Develops sound internal and external networks with key stakeholders.	* Develops sound internal and external networks with senior stakeholders.
	<b>Supplier relationship management</b>	* Supplier identification, sourcing and management for a wide range of commodity and service types. * Seeks input from commodity specialists such as ICT construction procurements. * Consideration of industry conditions, trends, opportunities and competition. * Builds supplier relationships. * Identifies requirements through market research.	* Supplier identification, sourcing and management for a wide range of commodity and service types. * Seeks input from commodity specialist such as ICT, specialist medical/scientific and construction procurements. * Consideration of industry conditions, trends, opportunities and competition. * Undertakes research to learn about new developments in the market, and new suppliers entering the market.
	<b>Client relationship management</b>	* Develops client requirements for a range of commodities, services, ICT and construction procurements. * Coordinates and provides excellent, timely, value-added service to client base. * Provides reports for client range on variety of KPIs.	* Develops client requirements for a range of commodities, services, ICT and construction procurements. * Ensures excellent, timely, value-added service provided to client base. * Provides reports for client range on variety of KPIs.
	<b>Management and leadership responsibility</b>	* Supervises procurement practitioners and support staff. * Understands and applies management principles and techniques.	* Supervises procurement professionals, practitioners and support staff. * Demonstrates leadership skills.
	<b>Supervision received</b>	* Activities assigned by advanced procurement professional or a senior manager responsible for the procurement function and reviewed as part of individual performance management plan.	* Activities assigned by a principal procurement professional or a senior manager responsible for the procurement function. * Behaves in accordance with the government code of practice for procurement.
	<b>Decision-making</b>	* Typically would not have delegations to award contracts other than for operational procurements. * Makes recommendations for contract awards.	* Ability to commit for low to medium risk projects. * Makes recommendations for discrete elements of significant and high-risk projects.
<b>Core competencies</b>	<b>Public sector context</b>	* Understands business and machinery of government. * Demonstrates political awareness. * Demonstrates good working knowledge of strategy, government procurement framework, code of practice for procurement, policy and legislation, and tender and contracting procedures. * Prepares corporate-level submissions and formulates procurement-related guidelines for use across the sector. * Behaves in accordance with the government code of practice for procurement.	* Excellent knowledge of machinery of government. * Demonstrated political awareness. * Excellent working knowledge of government procurement framework, policy and legislation. * Operates and contributes to policy at the tactical level. * Contributes to public procurement policy. * Prepares ministerial-level submissions. * Models behaviour according to government code of practice for procurement.
	<b>Analytical and work organisation</b>	* Strong analytical focus. * Thorough understanding and application of quality control, continuous improvement process. * Creative approach to solving complex problems and improving processes. * Excellent organisational skills. * Detail oriented and able to multi-task. * Capable and strategic thinker. * Proven record of results-based performance in agreed timeframes.	* Excellent analytical and quantitative skills. * Able to articulate new concepts and translate into implementation plans. * Identifies and solves complex problems. * Manages workgroup effectively. * Sound understanding of business process re-engineering, continuous improvement of systems and processes using analytical tools and frameworks. * Proven, results-based track record in agreed timeframe.
	<b>Financial analysis and management</b>	* Full understanding of financial management reporting for procurement projects. * Thorough knowledge of agency procurement and accounting systems, delegations and reporting requirements. * Provides reports on projects and anticipated savings. * Full understanding of cost/price and cost volume profit concepts etc.	* Responsible for workgroup budget and activities reporting. * Thorough knowledge of agency procurement, accounting systems, delegations and reporting requirements. * Thorough knowledge of audit and compliance procedures and guidelines. * Thorough knowledge of cost/price and cost volume profit concepts etc.
	<b>Contract negotiations and legal knowledge</b>	* Thorough understanding of contract law, fair trading, freedom of information and other applicable legislation. * Working knowledge of applicable law as it relates to the procurement framework, for example insurance requirements, legal framework, intellectual property and warranties. * Drafts and reviews contracts during development phase.	* Expert understanding of contract law, fair trading, freedom of information and other applicable legislation. * Expert knowledge of applicable law as it relates to the procurement framework, for example insurance requirements, legal framework, intellectual property and warranties. * Drafts, reviews and signs off contracts. * Works with legal team to negotiate terms and conditions. * Thorough understanding of contract dispute resolution process. * Participates as leader of contract negotiation process.
	<b>Communication skills</b>	* Well-developed interpersonal skills including ability to have a customer focus and engage with stakeholders. * Excellent written and oral communication, both internally and with vendors. * Represents the views of others effectively. * Able to organise and present to small audiences. * Prepares intermediate to complex written material and reports (eg Cabinet comments and submissions) according to government standards. * Consults with clients and suppliers on operational issues.	* Highly-developed interpersonal skills including ability to have a customer focus and engage with the most senior stakeholders. * Excellent written and oral communication, both internally and with vendors. * Able to break down complex technical communications. * Represents the views of others effectively. * Able to organise and present to medium-sized audiences effectively. * Prepares reports, Cabinet comments and submissions, briefings to ministers, etc according to government standards. * Consults with clients and suppliers on operational issues.
	<b>Project management</b>	* High-level applied project management skills to ensure identified projects completed within timeframes and budget restraints.	* Highly-developed applied project management skills used to manage projects to agreed timelines and budget restraints.
	<b>Systems and tools</b>	* Able to use Microsoft suite of programs to produce high quality documents, spreadsheets, PowerPoint presentations, flowcharts and diagrams. * High-level database management skills to produce management/performance reports. * Excellent knowledge of in-house procurement tools such as e-Tenders system and contract management system.	* Able to use Microsoft suite of programs to produce high quality documents, spreadsheets, PowerPoint presentations, flowcharts and diagrams. * High-level database management skills to produce management/performance reports. * Excellent knowledge of in-house procurement tools such as e-Tenders system and contract management system.
	<b>Personal attributes</b>	* Contributes to development of strategic vision of organisation, supports positive culture, influences team, proactive change participant. * Solutions focused. * Behaves as a procurement professional and articulates procurement outcomes. * Well-developed individual skills including delegation and negotiation techniques: and time, influencing, and conflict management skills.	* Articulates procurement outcomes. * Contributes to the procurement body of knowledge. * Capacity to deliver training and information seminars. * Highly developed influencing, and conflict management skills. * Strong delegation and negotiation skills. * Provides inspirational leadership and positively influences the culture of the organisation.
	<b>Ethics and conduct</b>	* Acts with integrity and high ethical standards and has knowledge of code of practice/s.	* Acts with integrity and high ethical standards and has knowledge of code of practice/s.
	<b>Learning and development, mentoring and coaching</b>	* Participates in postgraduate procurement, leadership and management study at graduate diploma level. * Coaches and mentors group members. * Participates in continuing professional development programs in procurement.	* Coaches and mentors group members. * Participates in continuing professional development programs across private/public sector.
	<b>On-the-job experience</b>	* At entry level, 3 to 5 years' experience in public or private sector procurement.	* At entry level, 4 to 6 years' experience in public or private sector procurement.
	<b>Desirable qualifications and accreditation</b>	* At entry level, has completed undergraduate or postgraduate strategic procurement qualifications (or a business-related discipline such as an MBA with some associated procurement training). * Eligible for MCIPS (level 6).	* At entry level, has completed undergraduate and postgraduate strategic procurement qualifications (or a business-related discipline such as an MBA). * Eligible for MCIPS (level 6).

Australian Procurement and Construction Council  
**Building Government Procurement Capabilities — First Edition**

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