

# Role Description

## Director Procurement



Cluster	Transport & Infrastructure
Agency	Sydney Metro
Division/Branch/Unit	Office of the Chief Executive / Commercial
Location	680 George Street, Sydney and other site locations
Classification/Grade/Band	Band 1A
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
Role Number	51016817
ANZSCO Code	132111
PCAT Code	2339191
Date of Approval	November 2018
Agency Website	<a href="http://www.sydneymetro.info">www.sydneymetro.info</a>

### Agency overview

Sydney Metro is leading Australia's biggest public transport infrastructure program, developing and delivering a new world-class metro railway system for Sydney.

As a new NSW Government statutory authority, Sydney Metro has been tasked with developing and delivering metro railways, and managing their operations. Sydney Metro also leads the development of vibrant station precincts to meet customer and community needs, transforming the way Sydney travels and helping shape the future of Australia's largest city

### Primary purpose of the role

The role leads the development of procurement strategy and governance for the organisation and provides leadership to the procurement and contract management functions. It leads the development and implementation of strategic and operational sourcing, procurement, contracting and supply management strategies, and operations processes to ensure the organisation attains the best value in the goods and services required to enable achievement of its goals.

As a senior leader within Sydney Metro, the role provides strategic leadership to sustain the organisation as a high performing, integrated team, contributing to the creation of a positive organisational culture.

### Key accountabilities

- Model good leadership to inspire direction and delivery, develop people, and drive change
- Live the NSW Public Sector and organisational values to achieve outstanding outcomes for the organisation and customers
- 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 policy directions
- 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, results, customer satisfaction, value and cost

## 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
<b>Internal</b>	
Executive Director	<ul style="list-style-type: none"> <li>• Provide strategic advice and influence decision-making and strategic directions in procurement</li> <li>• Report on procurement activity and performance</li> <li>• Manage sensitive and contentious issues in procurement</li> </ul>
Executive	<ul style="list-style-type: none"> <li>• Provide strategic advice and collaborate on procurement strategies, approaches and requirements</li> <li>• Provide updates on procurement activity and performance</li> </ul>
Stakeholders	<ul style="list-style-type: none"> <li>• Collaborate and provide expert advice and leadership on procurement strategies, activities and decisions</li> <li>• Manage expectations, resolve and provide solutions to complex issues</li> <li>• Support business needs</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>• Lead, direct and manage performance</li> <li>• Coach and mentor to build professional expertise</li> <li>• Oversee end to end procurement process</li> </ul>

Who	Why
<b>External</b>	
TfNSW and other transport operating agencies	<ul style="list-style-type: none"> <li>• Build collaborative working relationships</li> <li>• Keep informed of cluster policy development for procurement and contract management activity</li> </ul>
Stakeholders	<ul style="list-style-type: none"> <li>• Provide expert advice to support procurement decision-making and provide solutions to issues</li> <li>• Optimise engagement to define mutual interests, manage expectations and achieve defined outcomes</li> </ul>
Vendors/Service Providers and Consultants	<ul style="list-style-type: none"> <li>• Explore business opportunities and develop innovative procurement strategies and supply arrangements</li> <li>• Negotiate on key contracts and issues</li> <li>• Engage, motivate and challenge providers to optimise delivery of goods and services</li> </ul>
Other NSW Government Agencies	<ul style="list-style-type: none"> <li>• Establish networks to enable performance benchmarking and maintain currency in trends and developments in procurement</li> <li>• Contribute to cross agency or whole of government projects/programs</li> <li>• Influence the development of procurement policy, programs and services</li> </ul>
Professional and Sector Associations	<ul style="list-style-type: none"> <li>• 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</li> </ul>

## Role dimensions

### Decision making

The role operates with a high level of autonomy within the requirements of the agreed work plan and establishes strategic operational priorities in consultation with the Manager. The position holder is expected to deliver assigned projects on time and at or below budget and is fully accountable for the quality, integrity and accuracy of expert advice provided

### Reporting line

Sydney Metro operates under a matrix reporting model across functional and implementation groups, or project workstreams

The role reports to Executive Director Commercial

### Direct reports

The number of direct reports will be confirmed

### Budget/Expenditure

The budget/expenditure allocation for the role will be confirmed

## Essential requirements

Tertiary qualifications in relevant discipline or equivalent relevant experience

## Capabilities for the role






The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at [www.psc.nsw.gov.au/capabilityframework](http://www.psc.nsw.gov.au/capabilityframework)


This role also utilises an occupation specific capability set which contains information from the Procurement Professionals capability set. The capability set can be found at: [Procurement Professionals Capability Set](#)

## Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

### NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Adept
	<b>Act with Integrity</b>	<b>Advanced</b>
	Manage Self	Adept
	Value Diversity	Adept
 Relationships	Communicate Effectively	Advanced
	<b>Commit to Customer Service</b>	<b>Adept</b>
	<b>Work Collaboratively</b>	<b>Advanced</b>
	Influence and Negotiate	Highly Advanced
 Results	<b>Deliver Results</b>	<b>Advanced</b>
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	<b>Demonstrate Accountability</b>	<b>Advanced</b>
 Business Enablers	Finance	Advanced
	Technology	Adept
	<b>Procurement and Contract Management</b>	<b>Highly Advanced</b>
	Project Management	Advanced
 People Management	Manage and Develop People	Adept
	Inspire Direction and Purpose	Adept
	<b>Optimise Business Outcomes</b>	<b>Adept</b>
	Manage Reform and Change	Adept

Capability Set	Category and Sub-category	Level and Code
	<b>Strategic Procurement Leadership</b>	<b>5</b>
	<b>Procurement Analysis</b>	<b>5</b>
	<b>Procurement Risk Management</b>	<b>4</b>
	Supplier Relationship Management	4
	Legislative and Policy Environment	4

## Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

### NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Act with Integrity	Advanced	<ul style="list-style-type: none"> <li>Model the highest standards of ethical behaviour and reinforce them in others</li> <li>Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>Ensure that others have a working understanding of the legislation and policy framework within which they operate</li> <li>Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>Monitor ethical practices, standards and systems and reinforce their use</li> <li>Act on reported breaches of rules, policies and guidelines</li> </ul>
<b>Relationships</b> Commit to Customer Service	Adept	<ul style="list-style-type: none"> <li>Take responsibility for delivering high quality customer-focused services</li> <li>Understand customer perspectives and ensure responsiveness to their needs</li> <li>Identify customer service needs and implement solutions</li> <li>Find opportunities to co-operate with internal and external parties to improve outcomes for customers</li> <li>Maintain relationships with key customers in area of expertise</li> <li>Connect and collaborate with relevant stakeholders within the community</li> </ul>
<b>Relationships</b> Work Collaboratively	Advanced	<ul style="list-style-type: none"> <li>Build a culture of respect and understanding across the organisation</li> <li>Recognise outcomes which resulted from effective collaboration between teams</li> <li>Build co-operation and overcome barriers to information sharing and communication and collaboration across the organisation and cross government</li> <li>Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions</li> </ul>
<b>Results</b>	Advanced	<ul style="list-style-type: none"> <li>Drive a culture of achievement and acknowledge input of</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Deliver Results		<p>others</p> <ul style="list-style-type: none"> <li>Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>Control output of business unit to ensure government outcomes are achieved within budget</li> <li>Progress organisational priorities and ensure effective acquisition and use of resources</li> <li>Seek and apply the expertise of key individuals to achieve organisational outcomes</li> </ul>
<b>Results</b> Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> <li>Design and develop systems to establish and measure accountabilities</li> <li>Ensure accountabilities are exercised in line with government and business goals</li> <li>Exercise due diligence to ensure work health and safety risks are addressed</li> <li>Oversee quality assurance practices</li> <li>Model the highest standards of financial probity, demonstrating respect for public monies and other resources</li> <li>Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks</li> <li>Incorporate sound risk management principles and strategies into business planning</li> </ul>
<b>Business Enablers</b> Procurement and Contract Management	Highly Advanced	<ul style="list-style-type: none"> <li>Ensure that whole-of-government approaches to procurement and contract management are integrated into the organisation's policies and practices</li> <li>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</li> <li>Monitor and evaluate both compliance and effectiveness of procurement and contract management within the organisation</li> </ul>
<b>People Management</b> Optimise Business Outcomes	Adept	<ul style="list-style-type: none"> <li>Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives</li> <li>Allocate resources to ensure achievement of business outcomes and contribute to wider workforce planning</li> <li>Ensure that team members base their decisions on a sound understanding of business principles applied in a public sector context</li> <li>Monitor performance against standards and take timely corrective actions</li> <li>Keep others informed about progress and performance outcomes</li> </ul>

## Occupation specific capability set Procurement

Category and Sub-category	Level and Code	Level Descriptions
Strategic Procurement Leadership	5	<ul style="list-style-type: none"> <li>Establish the vision and direction of the procurement function to meet the business need and implement this across the organisation</li> <li>Incorporate business insights and objectives into the development of the procurement function</li> <li>Champion the application of advanced and innovative procurement processes, technologies, techniques and strategies</li> <li>Set stretch functional objectives and targets ensuring alignment to corporate objectives with consideration to local business unit strategies</li> <li>Establish appropriate governance mechanisms at a functional level within the organisation to drive effective procurement practice across the organisation</li> <li>Drive continuing improvement and change in procurement policy, processes and practice to deliver better outcomes for the organisation, state and economy Inspire others and contribute significantly to the ongoing development of procurement as a profession in the organisation and externally</li> </ul>
Procurement Analysis	5	<ul style="list-style-type: none"> <li>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</li> <li>Effectively evaluate, shape, influence and develop supply markets to meet the current and future needs of the organisation</li> <li>Work with business partners to develop the analytics infrastructure to provide accurate spend information as required by procurement teams and stakeholders</li> <li>Demonstrate expertise in analysing supply markets across all categories and provide expert advice on the process</li> <li>Develop strategies and supply markets to effectively deal with limited sources of supply</li> <li>Set the overall strategy and framework for how different 'go-to-market' techniques are to be established and used throughout the organisation</li> <li>Lead the interpretation, development and applications needed to better inform procurement decisions</li> </ul>

## Occupation specific capability set Procurement

Category and Sub-category	Level and Code	Level Descriptions
Procurement Risk Management	4	<ul style="list-style-type: none"><li>• Lead the development of risk management tools and techniques to identify and prioritise risks to service delivery</li><li>• 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</li><li>• 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</li><li>• 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</li><li>• Manage compliance and work with business partners to eliminate non-compliant practices in procurement</li></ul>