

Role Description

Director Procurement and Chief Procurement Officer



Planning,
Industry &
Environment

Cluster	Planning, Industry and Environment
Agency	Department of Planning, Industry and Environment
Division/Branch/Unit	Corporate Services/ Property Fleet and Procurement/Procurement
Location	Orange or Parramatta
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
Kind of Employment	Ongoing
ANZSCO Code	132311
PCAT Code	2111113
Date of Approval	June 2020
Agency Website	www.dpie.nsw.gov.au

About the Department of Planning, Industry and Environment

Our vision is to create thriving environments, communities and economies for the people of New South Wales. We focus on some of the biggest issues facing our state. We deliver sustainable water resource and environment management, secure our energy supply, oversee our planning system, maximise community benefit from government land and property, and create the conditions for a prosperous state. We strive to be a high-performing, world-class public service organisation that celebrates and reflects the full diversity of the community we serve and seeks to embed Aboriginal cultural awareness and knowledge throughout the department.

Primary purpose of the role

The Director, Procurement and Chief Procurement Officer leads the cluster procurement function, including the development and implementation of the procurement policy and strategic framework. This role leads a team of procurement specialists to support a centre-led procurement service, focussed on value-adding, commercially astute advice to drive value for money outcomes.

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 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
- Oversee the management of identified critical 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
Internal	
Secretary	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Provide strategic advice and collaborate on procurement strategies, approaches and requirements • Provide updates on procurement activity and performance
Stakeholders	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Lead, direct and manage performance • Coach and mentor to build professional expertise • Oversee end to end procurement process

Who	Why
External	
Stakeholders	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

The Director Procurement and Chief Procurement Officer operates with autonomy in the context of the agreed work plan and is fully accountable for the quality, integrity and accuracy of the content of specialist advice provided, management of staff supervised and for the delivery of assigned projects on time and at or below budget

Reporting line

Executive Director

Direct reports

9 direct reports (approx 40 staff)

Budget/Expenditure

TBA

Capabilities for the role

The [NSW public sector 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	Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> • Remain composed and calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in response to strong contrary views • Accept criticism of own ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues 	Advanced
	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • Model the highest standards of ethical and professional behaviour and reinforce their use • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Promote a culture of integrity and professionalism within the organisation and in dealings external to government • Monitor ethical practices, standards and systems and reinforce their use • Act promptly on reported breaches of legislation, policies and guidelines 	Advanced
 Relationships	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> • Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience • Ensure systems are in place to capture customer service insights to improve services • Initiate and develop partnerships with customers to define and evaluate service performance outcomes • Promote and manage alliances within the organisation and across the public, private and community sectors • Liaise with senior stakeholders on key issues and provide expert and influential advice • Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches • Ensure that the organisation's systems, processes, policies and programs respond to customer needs 	Advanced


FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> • 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
	Demonstrate Accountability Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<ul style="list-style-type: none"> • Design and develop systems to establish and measure accountabilities • Ensure accountabilities are exercised in line with government and business goals • Exercise due diligence to ensure work health and safety risks are addressed • Oversee quality assurance practices • Model the highest standards of financial probity, demonstrating respect for public monies and other resources • Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks • Incorporate sound risk management principles and strategies into business planning 	Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Business Enablers</p>	Finance Understand and apply financial processes to achieve value for money and minimise financial risk	<ul style="list-style-type: none"> • Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management • Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound • Assess relative cost benefits of various purchasing options • Promote the role of sound financial management and its impact on organisational effectiveness • Obtain specialist financial advice when reviewing and evaluating finance systems and processes • Respond to financial and risk management audit outcomes, addressing areas of non-compliance in a timely manner 	Advanced
	Procurement and Contract Management Understand and apply procurement processes to ensure effective purchasing and contract performance	<ul style="list-style-type: none"> • 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
	Project Management Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> • Prepare and review project scope and business cases for projects with multiple interdependencies • Access key subject-matter experts' knowledge to inform project plans and directions • Design and implement effective stakeholder engagement and communications strategies for all project stages • Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans and minimise impact • Manage transitions between project stages and ensure that changes are consistent with organisational goals • Participate in governance processes such as project steering groups 	Advanced
 People Management	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"> • Ensure performance development frameworks are in place to manage staff performance, drive the development of organisational capability and undertake succession planning • Drive executive capability development and ensure effective succession management practices • Implement effective approaches to identify and develop talent across the organisation • Model and encourage a culture of continuous learning and leadership that values high levels of constructive feedback and exposure to new experiences • Drive a culture of high performance and ensure performance issues are addressed as a priority 	Highly Advanced

FOCUS CAPABILITIES






Capability group/sets	Capability name	Behavioural indicators	Level
	Inspire Direction and Purpose Communicate goals, priorities and vision, and recognise achievements	<ul style="list-style-type: none"> • Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value • Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these • Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes • Create opportunities for recognising and celebrating high performance at the individual and team level • Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges 	Advanced

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.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
 Personal Attributes	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	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Work Collaboratively	Collaborate with others and value their contribution	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
 Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Advanced