SUCCESS PROFILE

A success profile is a tool primarily used to link an organisation's people strategy to its overall business strategy by describing what is required for people to succeed in a particular role within their organisational environment and beyond.

This profile describes and supports high level CPO success factors by outlining role expectations, examples of key accountabilities and experiences deemed critical to overall individual, organisation and whole of sector performance. It assists CPOs and relevant key stakeholders to understand, define and describe what it takes to be successful at both a strategic organisation and whole of sector level.

The profile can be used to establish a common understanding and language within and across agencies to provide clear expectations on the business and strategic role of the CPO.

It is recommended that the accompanying Guidelines for Measuring document is used to assess the CPO's impact on the procurement function, and the organisation's and sector-wide business outcomes.





A success profile for

Chief Procurement Officers

The role of Chief Procurement Officer (CPO), or its equivalent, is critical to the organisation's performance and is a key strategic partner and enabler of business outcomes. Based on current research, contemporary practice and consultation with key stakeholders it is agreed the following expectations and accountabilities describe a successful and effective CPO in the Western Australian public sector:

Understand the organisation's business and its role in public value creation



Demonstrate a commitment to the organisation's core business by:

- Possessing a thorough understanding of the key drivers of the organisation's business
- Using this awareness and analytical capability to enable high quality and insightful procurement decisions
- Leveraging aggregation opportunities in procurement and contract management across the organisation to deliver savings and create value
- Instilling organisation and public confidence by ensuring sound procurement decisions are made and value for money outcomes are achieved

Shape and deliver the organisation's strategic objectives



Elevate the profile of procurement from a transactional purchasing role to an essential strategic function by:

- Leveraging the procurement function as an enabler to deliver strategic objectives
- Supporting organisation procurement strategic drivers to align with legislation, policy requirements and government objectives
- Balancing short term outcomes pressures with long term vision
- Using persuasive arguments to guide and inform high level executive and ministerial decisions relating to procurement activities
- Evaluating the success of procurement activities in supporting the achievement of desired outcomes

Promote integrity, and drive compliance and best practice procurement



Manage and embed transparent and compliant procurement governance structures, processes and systems by:

- Integrating a consistent strategy for identifying and managing procurement risks
- Role modelling desired behaviours through high personal standards, acting with honesty and fostering ethical decision making
- Supporting all business functions' leaders and staff to undertake activities which demonstrate best practice throughout the procurement lifecycle, including effective planning and robust contract management

Contribute to a shared leadership vision and view of organisational performance



Work with business partners to commend achievements and address performance issues by:

- Engaging and working collaboratively with the executive leadership team
- Providing frank and fearless procurement advice based on technical expertise
- Increasing general awareness of procurement, and managing internal and external stakeholder expectations
- Representing the organisation to external stakeholders in a positive and professional manner
- Demonstrating decisiveness, commitment and resilience

Build and continuously improve procurement capability and technical excellence



Enhance procurement capability within the procurement function and across the organisation by:

- Contributing to the development of talent management, retention and capability
- Leading the development and implementation of innovative procurement practices, including the adoption of new technology
- Minimising red tape in procurement governance and processes
- Contributing ideas, lessons learnt, expertise and innovative thinking to cross-agency forums and initiatives

Contribute to development of strategy, policy and initiatives across the sector



Be cognisant of whole of government aims and initiatives, and understand their impact on the procurement function by:

- Ensuring stakeholders understand the wider implications of procurement decisions, including social, economic, environmental and political consequences
- Adopting a holistic perspective to foster greater collaboration and strive for better outcomes
- Representing the organisation and Government at sector wide, national and international levels and proactively foster collaborative information networks
- Monitoring emerging trends, opportunities and community demands, and their application to procurement across the sector

Further to these expectations and accountabilities, the CPO should have experienced some of the following:



Change management

- Securing employees' and key stakeholders' commitment to change
- Clearly communicating drivers for change, goals and expectations
- Creating, planning, resourcing and delivering significant change management objectives



Leadership under pressure

- Achieving successful outcomes on complex issues in a challenging environment
- Making decisions in a challenging situation in a calm and considered manner
- Managing complex and sensitive legal and political situations related to procurement practice and policy



People management

- Managing performance and staffing issues to build a high performing team
- Engaging in flexible and responsive resource management
- Investing in the development of organisational procurement capability and capacity



Business management

- Leading business units in a variety of different contexts, including establishment, operation, significant reform and closure
- Aligning organisational operations with strategic priorities



Stakeholder management

- Leading critical negotiations and dealing with internal and external challenges
- Forming and leveraging cross-agency and cross-sectoral relationships
- Modelling and driving a culture of proactive internal and external stakeholder engagement