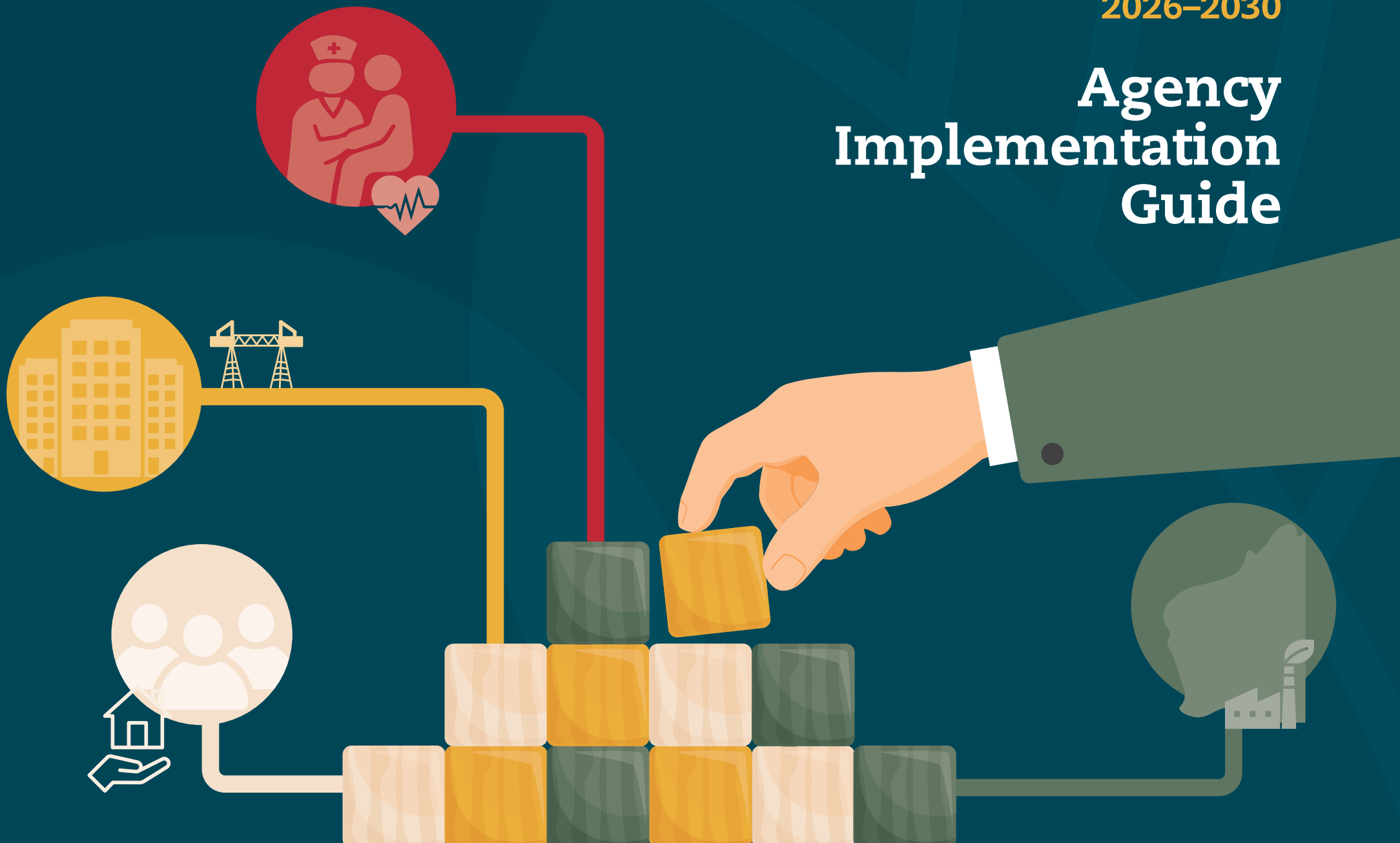




Government of **Western Australia**
Department of **Treasury and Finance**

Western Australian Procurement Professionalisation Strategy 2026–2030

Agency Implementation Guide



Acknowledgement of Country

This report was prepared by the Department of Treasury and Finance on the traditional Country of the Wadjuk people of the Noongar Nation.

The Department of Treasury and Finance respectfully acknowledges the Traditional Custodians of Country throughout Western Australia and their continuing connection to Country, Culture and Community.

We pay our respects to all members of Western Australia's Aboriginal communities and their cultures and to Elders past and present.

We acknowledge and pay tribute to the strength and stewardship of Aboriginal people in sustaining the world's oldest living culture and value the contribution Aboriginal people make to Western Australia's communities and economy.

We recognise our responsibility as an organisation to work with Aboriginal people, families, communities, and organisations to make a difference and to deliver improved economic, social and cultural outcomes for Aboriginal people.

Contents

Agency Implementation Guide	1
Quick Start checklist	2
Workforce planning and role design	5
Leadership and strategic commitment.....	7
Agency Implementation Framework	9
Leadership and strategic commitment.....	10
Workforce planning and role design	11
Investment in capability development.....	12
Culture of professionalism	13
Governance and accountability	14
System enablers and support.....	15
Future readiness and partnerships (overlay lever).....	16
Tailoring to your agency.....	17

Agency Implementation Guide

Purpose of this Guide

The Agency Implementation Guide (the Guide) supports State agencies to operationalise the Western Australian Procurement Professionalisation Strategy 2026–2030 (the Professionalisation Strategy). It provides a practical roadmap for uplifting procurement capability at the agency level and ensures alignment with the whole-of-sector vision for a skilled, strategic and professional procurement workforce.

The Professionalisation Strategy sets the statewide direction; this Guide translates that direction into agency-level action. The Guide is intended to be read in conjunction with the Professionalisation Strategy.

Why this matters for your agency

This Guide supports agencies to:

- reduce procurement risk;
- build a stronger procurement workforce pipeline; and
- improve procurement and contract management outcomes.

Implementation of this guidance supports improved efficiency, talent attraction and stronger outcomes for stakeholders.



Who should use this Guide

This Guide is intended for:

- chief procurement officers;
- procurement function leaders;
- Human Resources (HR) and workforce planners; and
- agency executives responsible for procurement capability.

This Guide may also be used by procurement practitioners and team managers who want to support agency priorities.



How to use this Guide

This Guide is a practical tool that supports agencies to translate the Professionalisation Strategy into action. Agencies can use it to:

- assess their current procurement capability against the sector-wide vision;
- identify priority actions under the seven Capability Uplift Levers;
- align workforce planning and governance with the Professionalisation Strategy; and
- activate practical steps for staff at different levels – Support, Practitioner, Specialist, Leader – as defined in the Procurement Capability Matrix (PCM).

Agencies are encouraged to start with the **Quick Start checklist** on the next page. It provides a step-by-step pathway to review baseline capability, select focus areas, and embed procurement priorities into agency planning.

Quick Start checklist

A step-by-step pathway to assess your current state and identify immediate actions.

How to use this checklist

This checklist is designed as a **working tool** for agencies to record decisions, observations and priority actions when implementing the Professionalisation Strategy. It may be completed progressively and updated as capability uplift activities are implemented.

1 Step 1: Establish the baseline

A clear understanding of current procurement capability supports targeted, proportionate and evidence-based action.

- ☐ **Review Procurement Capability Benchmarking Survey (Benchmarking Survey) results¹.**

Date reviewed: / /

- ☐ **Identify maturity levels across:**

- management of procurement as a function;
- procurement lifecycle; and
- enabling procurement enablers.



Key observations:

- ☐ **Map the procurement workforce:**

- ☐ **Confirm procurement roles are defined and job descriptions are aligned to the PCM (e.g. Support, Practitioner, Specialist, Executive).**

This supports role clarity, succession planning and career mobility.

- ☐ **Confirm that workforce size, structure and skills profile are understood.**

This identifies workforce strengths, skill gaps and risks.

- ☐ **Recruitment approaches have been reviewed (internal and external).**

This highlights risk to talent diversity and pipeline sustainability.

Key workforce risks or capability gaps identified:

¹ If your agency has not yet participated in a Procurement Capability Benchmarking Survey or does not have baseline maturity data, please contact the [Sector Capability team](#) at the Department of Treasury and Finance for guidance on how to access or establish your starting point.

2 Step 2: Identify priority focus areas

There are seven capability levers that agencies can use to reduce risk, strengthen workforce capability and position procurement as a strategic enabler.

The diagram on this page provides a high-level snapshot of the seven capability levers and how they work together to support agency uplift. It is intended as an overview only.

Detailed guidance on each lever – including what good looks like, maturity levels, and role-specific responsibilities – is set out in the Agency Implementation Framework (the Framework) later in this Guide.

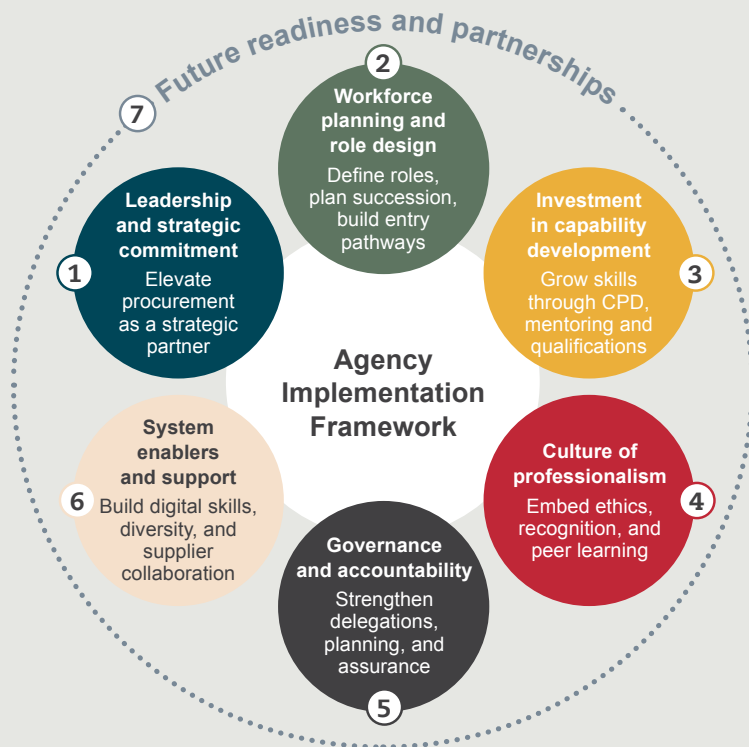


Figure 1: High-level snapshot of the capability levers that underpin the Agency Implementation Framework.

☐ Review the seven capability levers in the Agency Implementation Framework (add link to Framework section in this document).

☐ Select one to two priority levers for focus over the next 6–12 months.

☐ Priority Lever 1: _____
Rationale for prioritisation: _____

☐ Priority Lever 2 (if applicable): _____
Rationale for prioritisation: _____

☐ Confirm priority levers are informed by Benchmarking Survey results.

☐ Confirm priorities are proportionate to agency scale, risk profile and procurement activity.

3 Step 3: Plan and embed actions

Priority levers are translated into practical, measurable actions aligned to agency planning and governance processes.

☐ **Identify priority actions from the Agency Implementation Framework relevant to selected levers.**

Summary of priority actions:

☐ **Set short-term capability uplift goals (6–12 months).**

Goals:

☐ **Identify staff or roles for targeted capability development or training.**

Embed procurement uplift priorities into relevant agency processes:

- ☐ Workforce planning
- ☐ Business planning
- ☐ Governance, assurance or risk frameworks
- ☐ Nominate a role responsible for monitoring progress

Responsible role:

Optional review checkpoint

☐ **Schedule a review of progress and outcomes.**

Review timing:

Review forum (e.g. executive, audit or risk committee):

Workforce planning and role design

Baseline snapshot – Benchmarking maturity level: Developing

Key findings from Benchmarking Survey and internal review:

- Procurement and contract management roles are defined inconsistently across business areas.
- Job descriptions are not aligned to the Procurement Capability Matrix (PCM).
- Succession planning is informal and reactive.
- Capability gaps identified in contract management, commercial judgement and risk management.

Priority focus (next 6–12 months)

Establish consistent procurement roles and embed structured capability development through existing workforce and performance processes, aligned to the PCM.

Priority actions (next 0–12 months)

1 Clarify and standardise procurement roles

- Map all procurement and contract management roles against the PCM (Support, Practitioner, Specialist, Executive).
- Confirm role purpose, accountability and capability expectations for each level.
- Standardise job descriptions using PCM-aligned templates.

2 Embed capability into performance development planning

- Use the PCM and Contract Manager Performance Guide to tailor performance development plans (PDPs) for relevant staff.
- Identify individual and role-based capability gaps through PDP discussions.
- Align PDP objectives to upcoming procurements, contract risk and agency priorities.

3 Target early capability uplift

- Aggregate PDP insights and other data collected (e.g. review committee feedback) to identify common development needs.
- Prioritise targeted uplift initiatives (for example: contract management fundamentals, commercial judgement, or risk management).
- Nominate staff for training, mentoring or communities of practice aligned to identified gaps.

Workforce planning and role design

What this achieves (early outcomes)

- Creates consistent role clarity across the agency and alignment with the sector-wide capability framework.
- Embeds professionalisation into existing HR and performance processes, rather than relying on ad hoc training.
- Improves staff understanding of career pathways, supporting retention and mobility.
- Establishes a baseline for workforce planning and future succession management.



Measurement and review

Review point (12 months):

- Re-assess workforce capability using updated Benchmarking Survey data and PDP themes.
- Confirm whether:
 - role clarity has improved;
 - priority capability gaps have reduced; and
 - focus should remain on workforce planning or shift to another capability lever.

Formal benchmarking:

- Reassess maturity using the next Benchmarking Survey cycle.

Evidence sources:

- Benchmarking Survey results
- PCM role mapping
- Updated job descriptions
- Aggregated PDP capability themes



Leadership and strategic commitment

Baseline snapshot – Benchmarking maturity level: Developing

Key findings from Benchmarking Survey and internal review:

- Procurement is not consistently represented at executive decision-making forums.
- Executive engagement is episodic and largely transactional.
- No structured reporting on procurement capability, maturity or strategic risk.
- Limited visibility of how procurement contributes to agency priorities.

Priority focus (next 6–12 months)

Establish visible executive sponsorship and embed procurement capability and performance into executive governance and planning processes.

Priority actions (next 0–12 months)

1 Establish executive sponsorship

- Enlist a Procurement Champion at Corporate Executive level to provide visible sponsorship and advocacy.
- Confirm procurement as a standing item for executive discussion at agreed intervals.

2 Improve capability visibility and reporting

- Use existing Benchmarking Survey results to establish a baseline.
- Introduce twice-yearly procurement capability and performance reporting to executives, focusing on:
 - capability maturity and priority gaps;
 - key procurement risks and dependencies; and
 - agreed uplift actions and progress.

3 Integrate procurement into strategic decision making

- Integrate procurement priorities into corporate planning and major investment discussions.
- Use forward procurement plans, market insights and benefits realisation evidence to inform executive decisions.

Leadership and strategic commitment

What this achieves (early outcomes)

- Positions procurement as a strategic enabler rather than a compliance function.
- Provides executives with clear, evidence-based insight into procurement capability and risk.
- Establishes leadership accountability for monitoring and championing capability uplift.
- Creates the conditions for progression from Developing to Established maturity.



Measurement and review

Review point (12 months):

- Review progress using internal evidence, including:
 - executive agendas and minutes;
 - procurement capability and performance reports; and
 - evidence of procurement input into strategic decisions.
- Confirm whether:
 - procurement is consistently represented at executive forums; and
 - capability uplift priorities are being monitored and acted on by leadership.

Formal benchmarking:

- Reassess maturity using the next Benchmarking Survey cycle.

Evidence sources:

- Benchmarking Survey results
- Executive papers and minutes
- Procurement capability and performance reports
- Forward procurement plan and benefits evidence



Agency Implementation Framework

The Quick Start checklist provides a high-level pathway to assess baseline capability, select priority levers and plan immediate actions. The Agency Implementation Framework (the Framework) is the detailed playbook that supports this checklist.

The Framework focuses on the organisational enablers that allow procurement capability to grow and be sustained. It translates the Professionalisation Strategy into practical steps agencies can take to lift procurement capability. The Framework is organised around six core levers, plus an overarching lever, and sets out:

- what good looks like² at different agency maturity levels;
- how the Benchmarking Survey results map to those levels²;
- alignment with key Professionalisation Strategy elements; and
- role-specific actions for executives, managers, practitioners and support staff.

Used alongside agency Benchmarking Survey results, the Framework supports targeted improvements while contributing to the sector-wide goal of building a skilled, strategic and professional procurement workforce across Western Australia.

² If your agency has not yet participated in a Benchmarking Survey or does not have baseline maturity data, please contact the [Sector Capability team](#) at the Department of Treasury and Finance for guidance on how to access or establish your starting point.

Leadership and strategic commitment

What good looks like



Procurement has visible executive sponsorship, is represented at decision-making forums, and is recognised as a strategic enabler for agency outcomes.

Capability uplift is monitored and championed by leadership.

Strategy elements



Laying the foundation



Achieving strategic impact

Maturity level



Foundation/emerging:

Procurement rarely represented at executive level. Focus remains on compliance and process adherence. No capability reporting.

Established:

A procurement champion is nominated, providing visibility and sponsorship. Procurement begins to feature in executive discussions, with periodic capability updates provided to executives.

Strategically executed/fully integrated:

Procurement is embedded as a strategic partner. The Procurement Champion uses executive access to influence agency strategy, advise on decisions, integrate procurement into organisational priorities, and elevate procurement's role in delivering outcomes. Capability uplift and procurement performance are systematically tracked and reported at executive level.

Agency-level responsibilities (by role)



Executives: Nominate a Procurement Champion on Corporate Executive; require twice-yearly capability reports.

Managers: Integrate procurement into corporate strategy; use benchmarking data in decision making.

Practitioners: Provide case studies and benefits realisation evidence to demonstrate procurement impact.

Support staff: Collate data for capability and performance reporting.

Workforce planning and role design

What good looks like



Roles defined at four levels (Support, Practitioner, Specialist, Leadership) with consistent job families, succession planning, and entry pathways for graduates and career-switchers.

Strategy elements



Laying the foundation



Strengthening capability

Maturity level



Foundation/emerging:

Roles are unclear and inconsistent. Job descriptions vary. Induction is ad hoc or absent. Minimal succession planning.

Established:

Standardised job descriptions developed; structured induction program in place; recruitment templates used consistently; basic succession planning introduced.

Strategically executed/fully integrated:

Workforce planning fully integrates PCM mapped procurement roles; induction embedded at start of career development pathway (not just onboarding); succession planning is multi-year and deliberate; graduate, career-switcher and diversity pipelines embedded; mobility across agencies supported.

Agency-level responsibilities (by role)



Executives: Endorse consistent job families; require procurement roles in agency workforce management strategies.

Managers: Apply the PCM in workforce and performance planning; implement structured induction.

Practitioners: Self-assess against PCM; plan career development pathways; participate in induction.

Support staff: Participate in induction and continuous professional development (CPD) at entry level. Maintain accurate role and workforce data in HR systems.

Investment in capability development

What good looks like



Agencies build capability through CPD, mentoring, micro-credentials, qualifications, and structured rotations.

Procurement development is embedded in staff performance plans and workforce planning.

Strategy elements



Strengthening capability



Achieving strategic impact

Maturity level



Foundation/emerging:

Training opportunities are ad hoc, inconsistent and dependent on budget.

Established:

CPD built into staff performance plans. Agency provides regular and structured training opportunities.

Strategically executed/fully integrated:

CPD is mandatory and tracked. Mentoring, rotations and advanced qualifications are embedded as standard development practices.

Agency-level responsibilities (by role)



Executives: Allocate CPD funding; set minimum requirements.

Managers: Embed CPD and PCM expectations in staff performance plans; identify and support staff for rotations, mentoring and development opportunities

Practitioners: Actively participates in specialist training, and pursue CPD and growth opportunities.

Support staff: Track completions; engage in foundational training.

Culture of professionalism

What good looks like



Procurement recognised as a respected profession; ethical behaviour, peer learning and achievements are valued and rewarded internally and externally.

Strategy elements



Strengthening capability



Achieving strategic impact

Maturity level



Foundation/emerging:

Procurement seen as transactional. Achievements not visible or celebrated. Limited emphasis on professional behaviour or culture.

Established:

Procurement successes recognised internally. Staff nominated for awards. Ethical behaviours promoted through policy and role modelling. Peer learning encouraged within teams.

Strategically executed/fully integrated:

Agency excellence and leadership in procurement are recognised across the sector. Procurement professionals viewed as strategic contributors. Ethical culture and professionalism consistently modelled by leaders. Peer learning and professional networks fully embedded across the agency.

Agency-level responsibilities (by role)



Executives: Endorse sector recognition and integrity programs; celebrate procurement achievements in communications.

Managers: Nominate staff for recognition; foster ethical culture and knowledge sharing.

Practitioners: Apply ethical standards; participate in communities of practice and professional networks.

Support staff: Uphold ethical standards in all procurement activities; record and showcase CPD and achievements.

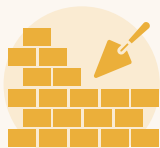
Governance and accountability

What good looks like



Roles, delegations and responsibilities are clear. Capability/maturity assessed regularly and integrated into risk and assurance frameworks. Procurement planning is multi-year, supported by market engagement, supplier relationship management (SRM), and contract transition practices.

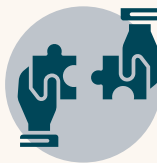
Strategy elements



Laying the foundation



Strengthening capability



Achieving strategic impact

Maturity level



Foundation/emerging:

Delegations unclear or inconsistently applied. No maturity or capability assessment. Procurement planning is short-term and reactive.

Established:

Delegations are clearly documented and consistently applied. Benchmarking or capability results are used to inform assurance reviews. Short- to medium-term procurement planning (12 months) is in place, supported by contract registers and expiry monitoring.

Strategically executed/fully integrated:

Capability and maturity results are reviewed annually at executive level. Multi-year (2–3 year) procurement planning is embedded into corporate planning, supported by contract management and SRM frameworks, with governance integrated into agency risk and assurance processes.

Agency-level responsibilities (by role)



Executives: Provide oversight and accountability; endorse 2–3 year procurement plans; review capability results through risk and audit committees.

Managers: Develop 2–3 year procurement plans; establish and oversee SRM frameworks; embed maturity insights into assurance and planning.

Practitioners: Apply governance, SRM, and contract management frameworks; support data accuracy.

Support staff: Maintain contract registers and expiry dashboards; support the application of governance and SRM frameworks by ensuring data accuracy and documentation integrity.

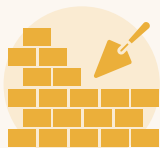
System enablers and support

What good looks like



Staff have access to current platforms, templates and systems. Tools are embedded in daily practice and enable automation and live reporting of contract/procurement pipeline, expiry and workforce capability.

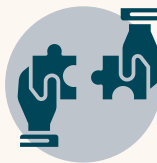
Strategy elements



Laying the foundation



Strengthening capability



Achieving strategic impact

Maturity level



Foundation/emerging:

Procurement tools and templates are inconsistent across the agency. Records are siloed, with limited visibility of procurement activity, contract pipeline or expiry.

Established:

Standardised templates and guidance are adopted across the agency. Data on procurement activity, contract pipeline and expiry is tracked manually and used periodically for reporting.

Strategically executed/fully integrated:

Automated systems are embedded in daily practice. Live dashboards provide visibility of spend, pipeline, contract expiry and workforce capability. System data is integrated into planning, risk and performance reporting, enabling proactive decision making.

Agency-level responsibilities (by role)



Executives: Approve system investment; mandate template use. Monitor workforce capability and CPD reporting through dashboards or governance updates to inform strategic workforce planning.

Managers: Promote system use; provide training on systems, processes and tools. Monitor and report on workforce capability metrics and system utilisation within their teams.

Practitioners: Use tools/templates consistently; participate in system, process and template training. Provide feedback on functionality.

Support staff: Maintain HR/procurement systems to track CPD, workforce capability and contract performance; generate workforce and system reports to support management oversight and agency-wide capability tracking.

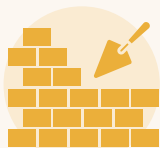
Future readiness and partnerships (overlay lever)

What good looks like



Procurement is positioned for the future with a workforce that is digitally skilled, inclusive and engaged with stakeholders and suppliers as partners. Agencies continuously learn from data, benchmarking and market signals to adapt capability and improve outcomes.

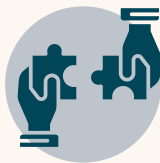
Strategy elements



Laying the foundation



Strengthening capability



Achieving strategic impact

Maturity level



Foundation/emerging:

Little attention paid to digital or data skills, diversity or innovation in procurement. Supplier and stakeholder engagement is transactional and compliance-driven. Minimal use of data for planning or learning.

Established:

Agency invests in workforce diversity and foundational digital/data skills. Structured forums with suppliers and stakeholders introduced to move beyond transactional engagement. Benchmarking and survey results are referenced periodically to inform workforce and planning.

Strategically executed/fully integrated:

Workforce is future-ready, with advanced digital, commercial and sustainability skills. Diverse entry pipelines established and maintained. Strong supplier and industry partnerships drive co-design and innovation. Benchmarking, workforce and market data are routinely analysed and embedded into a continuous improvement cycle.

Agency-level responsibilities (by role)



Executives: Endorse diversity and inclusion in procurement workforce planning; sponsor innovation initiatives and cross-agency/supplier partnerships.

Managers: Build digital/data capability into PDPs; run regular supplier/stakeholder engagement forums; embed lessons from maturity survey cycles into planning.

Practitioners: Pursue digital, sustainability and innovation-focused CPD; participate in supplier engagement and co-design activities.

Support staff: Contribute to capturing lessons learned; maintain records that feed into continuous improvement cycles.

Tailoring to your agency

Not all agencies move at the same pace or have the same capability requirements, and not every agency is expected to reach the highest levels of maturity. The focus is on continuous improvement that is proportionate to procurement scale, risk profile and function.

Agencies may:

- **start small** by focusing on one lever or improvement area;
- **prioritise uplift** where it is likely to have the greatest impact (for example, contract management, workforce planning or systems); and
- **adapt the Framework** to agency context. Agencies with limited procurement activity may focus on embedding sound governance and consistent practices, while larger or higher-risk agencies may progress toward strategically executed or fully integrated maturity.

Department of Treasury and Finance

David Malcolm Justice Centre
28 Barrack Street, Perth WA 6000

Locked Bag 11, Cloisters Square,
Perth WA 6850

Telephone: 61 8 6551 2777

Email: info@dtf.wa.gov.au

TTY: 133 677

Copyright © Government of Western Australia
2026

www.dtf.wa.gov.au