



Government of Western Australia
Department of Treasury and Finance

Western Australian Procurement Capability Matrix

Defining capability expectations across the procurement lifecycle within the public sector context



Acknowledgement of Country

This document 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.

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Introduction

Introducing the Western Australian Procurement Capability Matrix

The Procurement Capability Matrix (PCM) is a whole-of-government tool designed to define and support the capabilities needed for effective procurement and contract management across the WA public sector.

The PCM was first published in 2018 and has since been refreshed to reflect changes in the procurement environment, government expectations and the evolving role of procurement across the public sector.

It outlines the skills, behaviours and knowledge areas required across different levels of responsibility — from officers and project managers to senior executives and is aligned to the Western Australian Procurement Rules and broader public sector requirements and expectations.

This refreshed PCM builds on the original 2018 release and goes beyond being a reference tool.

It is a practical, flexible resource that supports:

- individual capability development through self-assessment and learning pathways;
- performance conversations and professional goal setting;
- role clarity and recruitment alignment for procurement and project delivery roles; and
- strategic workforce planning at both agency and sector-wide levels.

What's new?



This version reflects the evolving nature of procurement, including:

- greater focus on **contract management**, **community outcomes**, **digital procurement** and **works delivery**;
- a modular structure that adapts to diverse roles and contexts; and
- companion tools and reflective prompts to support practical use.

Whether you're a procurement specialist, contract manager, infrastructure lead or executive sponsor, the PCM provides a **shared language**. It helps shape development, clarify expectations and uplift capability across the sector.

How the PCM fits with other tools



The PCM works with:

- the Procurement Capability Benchmarking Survey – it turns organisational insights into individual and team actions;
- the Professionalisation Strategy – it positions capability as a driver of strategic outcomes; and
- other core capability tools released with the Strategy – including the CPO Success Profile and JDF suite, which translate capability expectations into role and leadership requirements.

This package of work has been developed to give you the building blocks to assess, build and professionalise procurement capability across every level.

How to use this matrix

Making the most of the PCM

The PCM is designed to be used, not just read. It supports reflection, conversation and action at both an individual and team level, helping translate capability expectations into practical development and workforce decisions.

It complements the Western Australian Government procurement framework and works alongside the Procurement Capability Benchmarking Surveys¹. The survey assesses organisational maturity. The PCM focuses on people, providing a structured way to assess, develop and plan procurement capability.

As you move through the matrix, pause to reflect and capture your thinking in a way that works for you.

¹ The Procurement Capability Benchmarking Survey was first conducted by DTF and included 31 agencies across the WA public sector. Results were benchmarked against more than 200 public sector organisations in Australia and New Zealand, with the Survey conducted biennially to track capability uplift and trends over time.

For individuals

Use the PCM to clarify your role, understand what good looks like, and plan your development over time.

As you work through the matrix:

- read the column that best reflects your role or level of responsibility;
- focus on capabilities most relevant to your work; and
- capture key reflections, including examples from your role, areas for development, and topics to discuss with your manager.

These reflections can support Professional Development Planning (PDP) discussions, role progression and targeted development decisions. The PCM supports progressive development and is not a pass/fail assessment.



For functional leaders and managers

Whether you lead procurement teams, contract managers or project staff, the PCM provides a shared reference point to:

- establish a common language about procurement expectations;
- identify individual and team capability strengths and gaps;
- support performance and development discussions;
- inform job design, recruitment and resourcing decisions; and
- plan succession and manage capability risk.

Encourage staff to reflect on the PCM ahead of development conversations and use it to inform team-level capability planning.





Case study

Aisha, Portfolio Manager (functional leader)

Context

Aisha leads a mixed team of procurement officers, contract managers and project staff. Capability varies across the team, and upcoming procurement activity includes several high-risk contracts where experience is concentrated in only one or two people.

How the PCM helped

Aisha used the PCM as a shared reference point with her team. She asked staff to read the PCM ahead of performance conversations and reviewed where capability was strong, thin or emerging across key elements.

The PCM helped Aisha identify pressure points — particularly around market analysis and contract review — and distinguish development needs from resourcing risks.

Outcome

Using the PCM, Aisha reshaped work allocation, paired less experienced staff with specialists, and prioritised targeted development rather than generic training. The PCM supported clearer role expectations, reduced reliance on single points of failure, and informed succession and workforce planning decisions.

Links to related capabilities

Procurement leader — Governance and systems

Procurement leader — Review and evaluate

Practical tip



The PCM works best when it is used iteratively. Revisit sections over time as roles, priorities and risk profiles change. The notes you capture are intended to evolve and support ongoing capability uplift — for individuals, teams and the sector.

Connecting with the Benchmarking Survey

The PCM and the Procurement Capability Benchmarking Survey² work hand in hand:

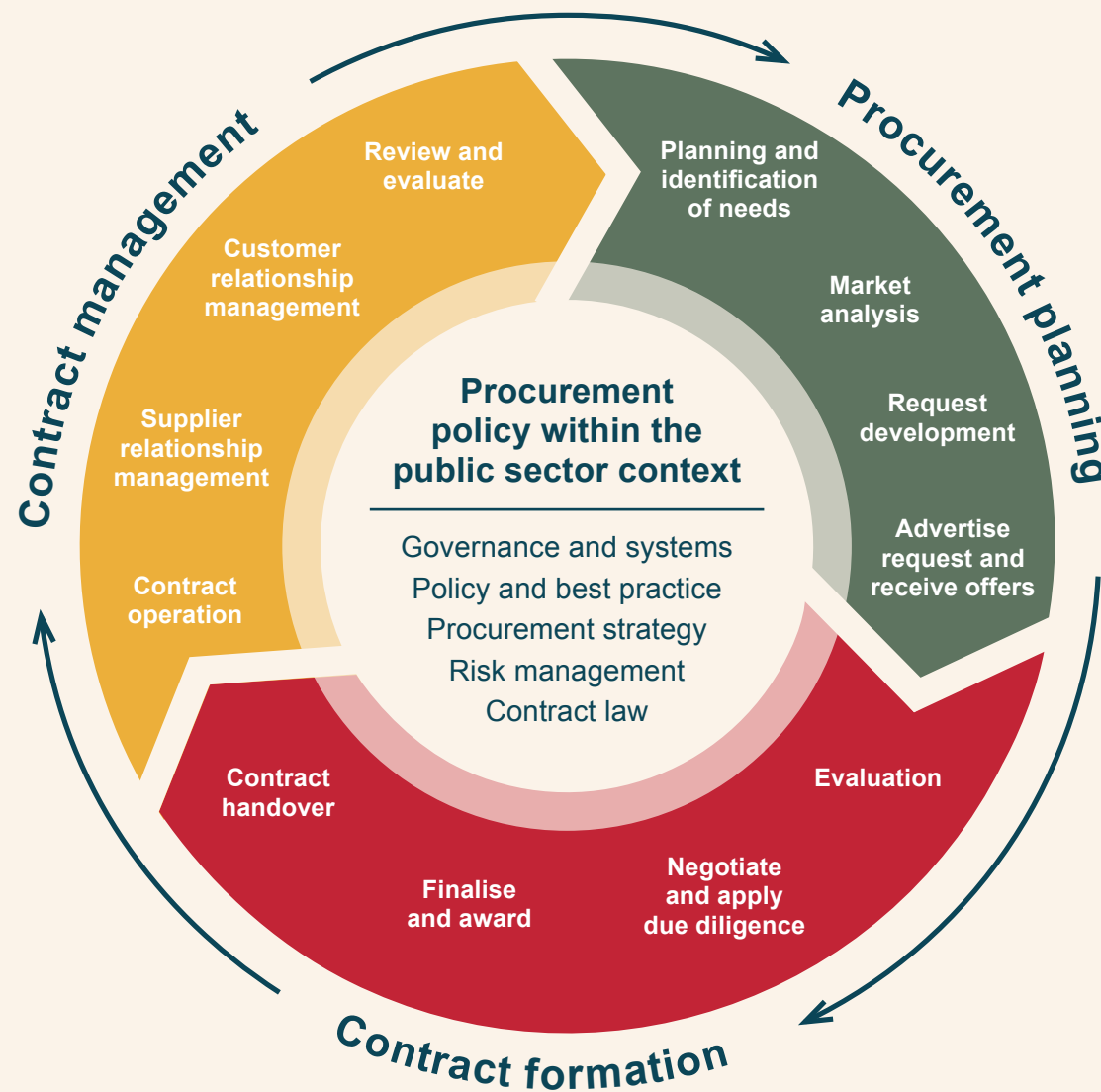
Procurement Capability Benchmarking Survey	Procurement Capability Matrix
Assesses agency-wide procurement function maturity – systems, governance, practices and workforce.	Provides a structured capability framework for individuals and teams.
Helps identify organisational strengths, gaps and improvement priorities.	Supports professional development, recruitment and role design.
Helps diagnose systemic issues affecting procurement performance (e.g. resourcing, tools, workflows).	Maps capability pathways and expectations at different role levels.



² Agencies that have not yet participated in the Procurement Capability Benchmarking Survey and wish to undertake an assessment may contact ProcurementCapability@dtf.wa.gov.au for further information.

Procurement lifecycle

The PCM is organised around the procurement lifecycle. Capability expectations are described for each phase.



Guidance for project managers

Even if you're not a 'procurement specialist', your role likely touches multiple phases of the procurement lifecycle. You may define scope of works, engage contractors, negotiate terms or oversee delivery. These choices affect value, quality and outcomes.

In some agencies, particularly regional or infrastructure focused, you may manage both the project and procurement responsibilities. The PCM supports this and offers a practical, flexible framework to assess and build capability across both roles.

What this matrix offers you

The PCM helps project professionals:

- understand how procurement fits across the project lifecycle;
- use clear language to assess and improve your procurement capability;
- plan targeted development aligned to your current role and career goals; and
- navigate complex contract and sourcing tasks confidently, even without a formal procurement title.



In infrastructure and construction, these phases are tightly linked with the Strategic Asset Management Framework (SAMF).

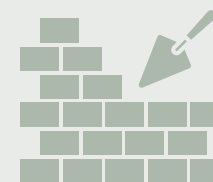
SAMF guides development of the Strategic Asset Plan, Business Case, and Project Definition Plan — all of which influence procurement timing, contract model selection and risk allocation.

Why this matters

Embedding procurement across the project lifecycle:

- improves planning accuracy and supplier readiness;
- strengthens commercial outcomes through fit-for-purpose contracts;
- enables early risk identification and performance tracking; and
- supports successful commissioning, handover and lessons learned.

Whether your agency has a dedicated procurement lead or combines procurement and project delivery under one role, the PCM provides a common reference. It helps you plan, assess, and strengthen capability — delivering better projects and public value.



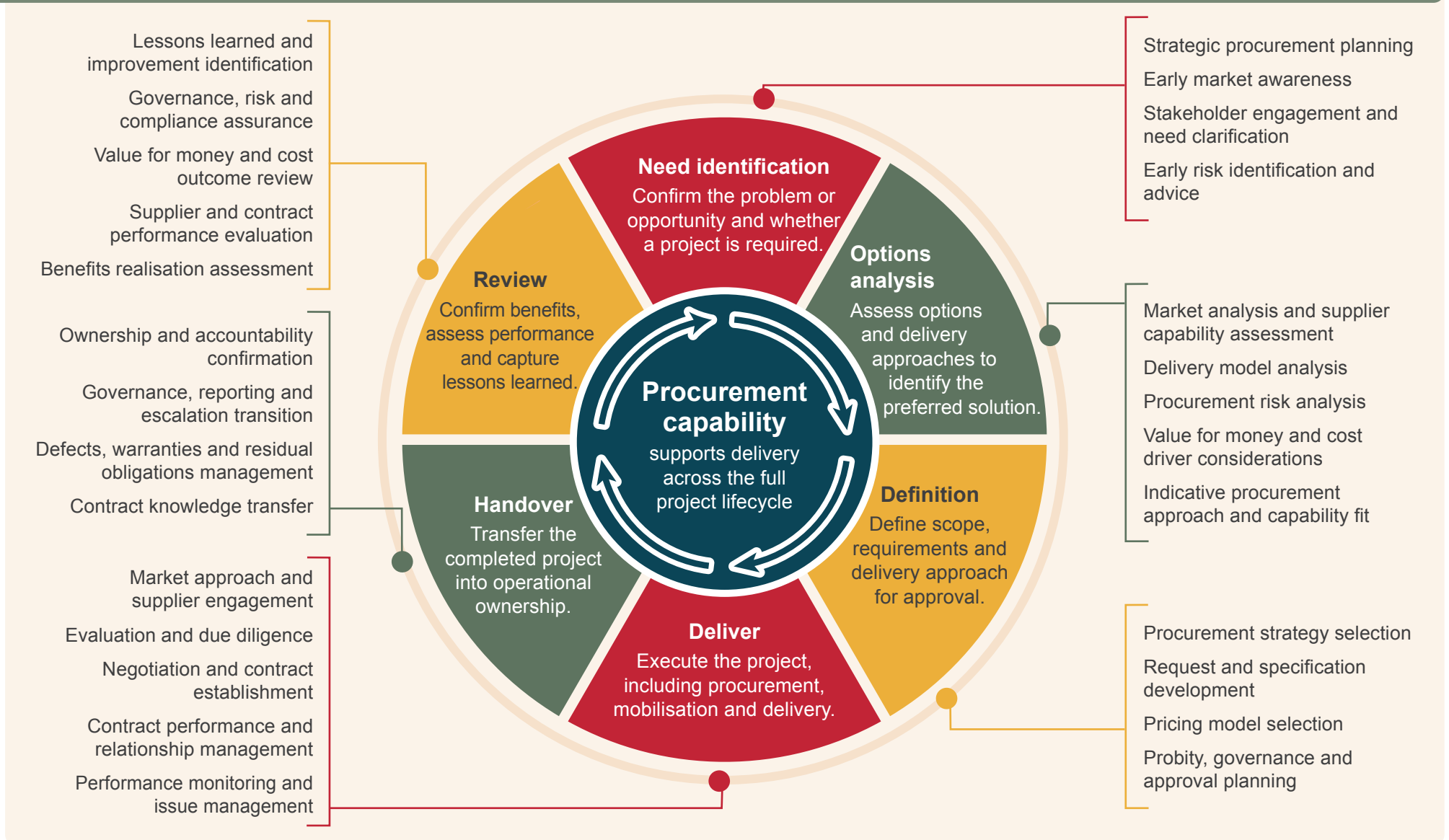
How procurement shows up in your role

Procurement and the project lifecycle

Project phase	What you do	PCM phase	Procurement contribution
Early planning	Develop business cases, identify risks, shape delivery models (e.g. design and construct or early contractor involvement)	Planning	Define requirements, conduct market analysis, advise on delivery models
Pre–procurement	Draft specifications, assess budgets and delivery risks, confirm contract approach	Planning and formation	Drafting procurement documents, evaluation planning
Procurement process and Contract finalisation	Review tenders, attend supplier briefings, sit on evaluation panels, negotiate departures, value management options, risk-sharing clauses	Formation	Manage supplier engagement, lead evaluation and negotiations
Delivery and oversight	Manage variations, defects, site milestones, ensure outcomes align with scope	Formation and management	Monitor deliverables and risks, manage performance and variations
Handover and close out	Finalise deliverables, commission assets, occupant training, oversee defects liability period	Management	Monitor deliverables and risks, manage performance and variations, support close-out

The PCM aligns closely with common project management frameworks used across WA Government. The table above also demonstrates how procurement typically maps to the core project phases.

Procurement touchpoints across the project lifecycle





Case study

Malik, Maintenance Supervisor (regional works)

Context

Malik supervises maintenance works in a regional area. While he doesn't see himself as a procurement professional, his role regularly involves engaging contractors, approving variations and managing supplier performance.

How the PCM helped

By reviewing the PCM, Malik realised that many of his day-to-day responsibilities aligned with core contract management capabilities. The matrix helped him understand what 'good practice' looks like and where he could strengthen his approach.

'I never thought of myself as doing "procurement" but I realised I'm managing contracts every time I engage a contractor or approve variations. The PCM helped build my capabilities, so I had the confidence to take responsibility for the quality of our supplier management approach.'

Outcome

Malik now manages contracts more deliberately, with clearer expectations for suppliers and greater confidence in escalating issues when needed.

Links to related capabilities

Contract management — Contract operation

Contract management — Supplier relationship management

Role types and descriptions

Procurement/contract support

Staff in these roles work under direction and do not supervise others. They:

- develop and/or manage contracts for low-value and/or risk requirements;
- purchase straightforward items from established contracts;
- contribute to medium-value and/or risk procurement activities under supervision; and
- provide advice on straightforward procurement or contractual matters.

Adaptation for project managers:

For project-based procurement, support officers may help prepare contract documentation, manage tenders or monitor supplier performance to meet project milestones.

Procurement practitioner/contract manager

Staff in these roles work under direction and do not supervise others. They:

- develop and/or manage contracts for medium-value contracts;
- support high-value or high-risk procurement activities under supervision; and
- advise on procurement policy, planning, contract formation, due diligence and contract management.

Adaptation for project managers:

In a project context, staff in this role manage medium-risk contracts, ensure compliance with both procurement policy and project objectives and resolve issues within time and budget constraints.

Procurement specialist/senior contract manager

Staff in these roles may supervise others and work under senior direction. They:

- develop and/or manage contracts for high-value, high-risk contracts;
- provide specialist advice on procurement policy and planning, contract formation and contract management; and
- handle exemptions, contract variations, renewals and extensions.

Adaptation for project managers:

Staff in this role manage complex, high-risk contracts, integrate procurement seamlessly with the project lifecycle and resolve advanced issues such as disagreements regarding contract variations or developing custom procurement strategies to meet project-specific needs.

Role types and descriptions (continued)

Procurement/contract management leader

Staff in these roles lead and oversee procurement and contract management at a portfolio or functional level, supervising teams and operating under the direction of the agency head or delegated executive authority such as a Chief Procurement Officer.

In these roles, officers typically:

- translate agency procurement direction and priorities into portfolio-level expectations and delivery;
- oversee complex or high-risk procurement and contract management activities that are critical to agency objectives;
- are accountable for the performance, governance and maturity of procurement and/or contract management functions within their remit;
- provide assurance to senior executives that procurement and contract management activities are compliant, defensible and aligned with policy, risk appetite and strategic intent; and
- advise executives and other senior stakeholders on complex procurement and contract management matters, including risk, trade-offs and delivery implications.

Adaptation for project managers:

Staff in these roles oversee procurement and contract management across a portfolio of projects, providing direction and support to multiple project managers while operating within agency frameworks and delegations. They set portfolio-level expectations, oversee risk and performance across projects, and provide assurance to senior executives that procurement and contract management activities are compliant, defensible and aligned with agency priorities and delivery objectives.

Note: This role does not describe the Chief Procurement Officer (CPO). Where responsibilities extend to whole-of-agency leadership, these are set out separately in the CPO success profile and measurement guide.

Procurement Policy in the WA public sector

Capability
tables

Procurement policy within the public sector context

The procurement policy framework is central to all phases of the procurement lifecycle. Procurement professionals should utilise the capabilities outlined below to complete activities in the procurement planning, contract formation and contract management phases.



Project delivery lens: Procurement policy

If you're managing works projects, this phase matters because:

- whole-of-government policies, like the Western Australian Procurement Rules, the Aboriginal Procurement Policy, and the Western Australian Industry Participation Strategy, directly shape how you plan and deliver procurement;
- internal procurement policies and procedures help you navigate compliance, risk and governance requirements;
- policy settings influence how you engage suppliers, design procurement processes and meet broader government objectives; and
- staying aligned with policy ensures you can deliver works projects that are both commercially sound and strategically aligned.

Use the capabilities on the following pages to guide how you plan procurement as part of project initiation and business case development.

Element: Policy and best practice



Applying the WA Government procurement framework and recognised best practice to ensure integrity, value for money and delivery of community outcomes.

Procurement support	Procurement practitioner	Procurement specialist	Procurement leader
- Understands the WA Government procurement framework and agency-specific policies and applies them to straightforward procurement activities. - Recognises procurement's role in achieving value for money, organisational goals and community outcomes. - Applies basic understanding of social procurement and its objectives. - Acts with integrity, adhering to policy and follows best practices.	- Applies and advises on the WA Government procurement framework and best practice in procurement. - Understands government and agency procurement requirements, and how they align with the Social Procurement Framework. - Integrates social procurement aligned with community outcomes articulated in the Social Procurement Framework into routine procurement decisions. - Researches procurement issues and analyses data to provide informed, evidence-based advice. - Acts with integrity, complies with procurement policy and best practice, and supports others to do the same.	- Ensures compliance with WA Government procurement framework and influences stakeholders to align procurement with agency policies and strategic objectives. - Develops and embeds agency-specific social procurement practices to deliver community objectives and outcomes as articulated in the Social Procurement Framework.	- Applies and advises on WA Government procurement framework and other government requirements in complex situations. - Aligns procurement policies with organisational and community goals, embedding government's social, economic and environmental priorities into long-term decision making. - Leads initiatives that embed sustainability, social impact, and innovation across procurement activities. - Champions a culture of integrity across the agency, embedding ethical practice into procurement governance, systems and decision making.

Element: Contract law



Applying contract law principles to manage risk, support delivery outcomes and ensure contracts are legally sound and defensible.

Procurement support	Procurement practitioner	Procurement specialist	Procurement leader
- Understands and interprets straightforward contract terms and conditions. - Uses approved contract templates and recognises when non-standard terms or variations require escalation.	- Applies foundational contract law principles and ensures contracts reflect community outcomes and strategic objectives. - Proactively escalates issues or seeks advice from legal experts where appropriate.	- Interprets and provides advice on the application of complex contract terms and conditions. - Uses knowledge of contract law principles to drive procurement activities. - Engages with legal representatives or technical experts for support and advice where necessary.	- Provides strategic oversight to ensure contracts are structured to support agency-wide priorities such as sustainability, innovation and community outcomes. - Engages with senior legal experts to shape contract strategies for high-risk or sensitive procurements, ensuring alignment with agency priorities and legislative requirements.

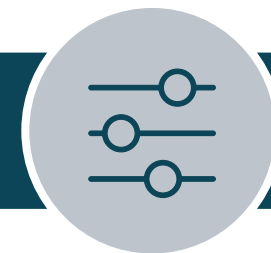
Element: Risk management



Identifying, assessing and managing procurement risk to support delivery, resilience and informed decision making.

Procurement support	Procurement practitioner	Procurement specialist	Procurement leader
- Identifies potential procurement risks and follows agency procedures to record and escalate them. - Supports compliance with risk controls and documentation requirements.	- Identifies, assesses and manages procurement risks, including financial, regulatory, and reputational risks. - Proactively escalates issues or seeks advice from risk experts where appropriate.	- Manages risks for high-value and complex procurement activities, incorporating operational and strategic considerations into risk management plans. - Engages with external experts, such as the State Solicitor's Office or Insurance Commission of WA, where specialist advice is required.	- Leads the development of agency-wide risk management strategies that enable agile responses to procurement disruptions and support innovation. - Directs the implementation and continuous improvement of procurement risk frameworks and resources, ensuring alignment with strategic priorities and operational resilience. - Drives a proactive risk culture that balances compliance with opportunities for innovation and value creation across all procurement activities.

Element: Governance and systems



Establishing governance, systems and controls that support compliant, transparent and efficient procurement.

Procurement support	Procurement practitioner	Procurement specialist	Procurement leader
- Follows agency procurement processes and uses governance tools in accordance with delegated authority and procedural requirements. - Uses procurement systems to input and retrieve accurate information, escalating system or data issues to the appropriate team. - Supports small-scale process improvements by identifying issues and sharing feedback to enhance day-to-day procurement activities.	- Advises on and applies procurement governance processes, including delegated authority, probity and procedural compliance across a range of procurement activities. - Uses procurement and contract systems confidently, providing guidance to others and identifying opportunities to improve system use and data quality. - Supports continuous improvement actions based on procurement system reports, audit findings or stakeholder input, supporting improved efficiency and compliance.	- Manages and advises on procurement governance mechanisms, ensuring procedures, delegations and decisions align with policy requirements and agency priorities. - Leverages procurement and contract management systems to enable visibility, compliance and performance tracking, and provides input into system optimisation initiatives. - Drives procurement process improvements through data insights, stakeholder feedback and best practice adoption, ensuring operational efficiency and value delivery.	- Develops and leads the agency's procurement governance frameworks, systems and delegations, ensuring they enable compliance, accountability and agile decision making in a changing procurement landscape. - Champions the use of integrated procurement and contract management systems, leveraging automation and real-time data to inform strategic decisions and improve transparency. - Leads continuous improvement initiatives that align procurement operations with digital innovation, community outcomes, and evolving government priorities.

Element: Procurement strategy



Using procurement strategically to deliver public value, manage risk and support long-term government outcomes.

Procurement support	Procurement practitioner	Procurement specialist	Procurement leader
- Understands how procurement contributes to agency goals, including achieving value for money, compliance and service delivery. - Recognises that external factors (e.g. policy, supply market trends) can influence procurement activities.	- Develops procurement strategies that align with organisational priorities, leveraging opportunities for sustainability and social impact. - Identifies opportunities to leverage procurement to achieve broader community outcomes in line with the Social Procurement Framework.	- Understands the strategic role of procurement within the agency and across government and uses this understanding to shape procurement strategies that deliver public value. - Collaborates with stakeholders to design strategies for complex procurements, ensuring alignment with agency goals and external policy drivers such as sustainability, social impact and innovation.	- Elevates procurement from a transactional function to a strategic enabler of organisational and government priorities. - Builds executive level support for procurement by clearly communicating its role in advancing policy, innovation and public outcomes, while embedding a culture that recognises procurement as a strategic enabler across the organisation. - Guides senior stakeholders to align procurement decisions with long-term strategic objectives, while managing short-term operational needs.



Case study

Elena, Procurement Support Officer (regional agency)

Context

Elena works in a procurement support role in a regional agency, assisting with low-value purchasing and contract administration. Early in her role, she viewed procurement largely as a compliance process.

How the PCM helped

The PCM helped Elena see procurement as a profession with defined skills, progression pathways and opportunities to build capability over time.

‘At first, I thought procurement was just about checking boxes, but when I looked at the PCM, I realised there’s actually a whole profession behind it. It helped me see what I could work towards and gave me the language to talk about my development.’

Outcome

Elena has taken on stretch tasks, actively plans her development, and uses the PCM to guide learning goals and career conversations.

Links to related capabilities

Procurement support — Governance and systems

Planning — Request development and advertisement

Procurement planning

Capability
tables

This phase involves:

- consulting stakeholders to define requirements;
- analysing the supply market; and
- developing and advertising the request.

The objective of this phase is to define the procurement strategy which will be followed throughout the procurement lifecycle to ensure the agency's business needs are met.



Project delivery lens: Planning

If you're managing a works project, this phase includes:

- defining project objectives, scope, and outcomes;
- engaging technical advisors and stakeholders to shape requirements;
- exploring delivery models like Construct Only, Design and Construct or Managing Contractor; and
- identifying risks, timelines and procurement pathways.

Use the capabilities on the following pages to guide how you plan procurement as part of project initiation and business case development.

Insights from the field – Room for improvement Planning opportunities identified

- Agencies reported mixed maturity in forward procurement planning and aligning plans to longer-term goals.
- Procurement plans often cover only a 12-month period, suggesting an opportunity to improve longer-term strategic planning.

Applying the PCM capabilities is recommended to build capability in planning, market analysis and aligning procurement with agency goals.



Element: Planning and identification of needs



Defining and shaping business needs early to ensure procurement approaches are fit-for-purpose, value-driven, and aligned to risk, market conditions and outcomes.

Procurement support	Procurement practitioner	Procurement specialist	Procurement leader
- Understands how to identify straightforward business needs through consultation with internal stakeholders. - Recognises when existing contracts or a Common Use Arrangement (CUA) can meet those needs and follows the correct process to engage them.	- Works with stakeholders to define clear and complete business needs and specifications. - Identifies opportunities for efficiency, such as aggregating requirements or leveraging existing contracts. - Applies data from past procurements across the department (such as lessons learned, etc.) to inform planning.	- Leads the planning of complex procurement requirements, advising stakeholders on better ways to structure needs and improve outcomes, including identifying opportunities for innovation. - Advises on the selection of appropriate commercial models (e.g. lump sum, cost-reimbursable, target cost) and risk transfer mechanisms based on project objectives, complexity and market conditions. - Collaborates across business areas and departments to identify opportunities for aggregation and early engagement with the market. - Uses spend analysis, pipeline data and forecasting tools to guide forward planning.	- Sets portfolio-level expectations for early procurement engagement and planning discipline, aligned to agency priorities and risk appetite. - Oversees planning for complex, high-risk or strategically significant procurements within the portfolio. - Provides assurance to senior executives that procurement planning is evidence-based, coordinated and defensible. - Champions procurement as a strategic enabler and reinforces professional planning practice across teams.

Element: Market analysis



Understanding supplier markets, capacity, risks and trends to inform procurement strategy and support sound commercial decision making.

Procurement support	Procurement practitioner	Procurement specialist	Procurement leader
- Conducts basic market research for straightforward procurements, using approved resources and tools. - Identifies when to escalate market issues or supplier risks.	- Undertakes structured market research in line with probity requirements. - Adjusts planning based on supplier capacity, price trends, or market conditions. - Uses supplier directories and digital tools to support research and benchmarking.	- Leads market analysis for complex or high-risk procurements, identifying trends, risks and opportunities. - Engages with stakeholders to understand commercial and technical implications of market conditions. - Applies data sources (e.g. spend analytics, industry forecasts, supplier performance data) to shape sourcing strategy.	- Oversees market analysis for complex or high-risk procurements within the portfolio. - Uses market intelligence to inform portfolio sequencing, timing and risk decisions. - Shares market insights with peer procurement leaders to support coordinated, sector-aware approaches. - Reinforces professional standards in ethical, probity-aware market engagement.

Element: Request development and advertisement



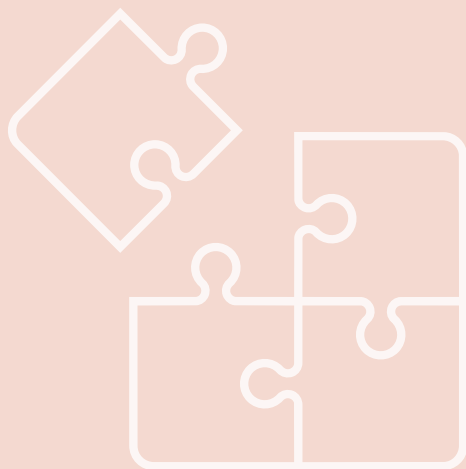
Designing and releasing clear, defensible and market-appropriate Request documentation that enables fair competition and delivers intended outcomes.

Procurement support	Procurement practitioner	Procurement specialist	Procurement leader
- Prepares Request documentation for routine, low-risk procurements using standard templates. - Ensures formatting, attachments, and publishing requirements are met. - Publishes Requests on approved platforms (e.g. Tenders WA) under supervision. - Records and distributes incoming offers in line with probity and confidentiality requirements.	- Develops clear, complete Request documentation using approved templates and plain language. - Works with stakeholders to draft fit-for-purpose specifications, qualitative criteria and pricing schedules. - Applies standard terms and conditions, seeking guidance on non-standard elements. - Prepares Requests for publication, ensuring compliance, clarity and timeliness. - Responds to supplier enquiries impartially and manages addenda or late submissions in accordance with agency procedures.	- Leads development of complex Request documentation, tailoring structure and content to match risk, value and chosen procurement (e.g. two staged process, iterative evaluation approach) or delivery model (e.g. panel standing offer, early contractor involvement, design and construct, public-private partnership). - Ensures evaluation criteria are clearly aligned with procurement objectives, including sustainability and community outcomes. - Advises on flexible, market-responsive approaches (e.g. outcomes-based specifications, co-design). - Manages the advertising process for high-value procurements, ensuring defensible documentation, clear timelines and probity throughout. - Oversees supplier engagement activities (e.g. briefings, Q&A), maintaining transparency and equity. - Evaluates pricing models and commercial structures to support feasibility and risk-sharing.	- Provides oversight of Request development for major, sensitive or high-risk procurements. - Ensures documentation quality, governance, probity and alignment with agency and policy objectives. - Approves departures from standard approaches where justified by risk or market conditions. - Acts as a visible leader in reinforcing professional, defensible tendering practices.

This phase includes:

- evaluation and negotiation; and
- contract award and handover.

The objective of this phase is to establish a fit-for-purpose contract to enable the delivery of the outcomes required by the agency.



Project delivery lens: contract formation

This phase supports securing the right contractor or service provider through the right commercial model. In works projects, this may involve:

- deciding between delivery models (e.g. design and construct, construct only, alliance);
- supporting tender evaluation and market engagement;
- negotiating contract terms, milestones and risk allocation.

The capabilities on the following pages reflect both procurement-led and project-led input into forming robust, fit-for-purpose contracts.

Element: Evaluation



Assessing offers objectively and proportionately to select suppliers that best meet requirements, value and risk considerations.

Procurement support	Procurement practitioner	Procurement specialist	Procurement leader
- Understands the evaluation process and panel roles. - Supports evaluation administration (e.g. scheduling, document handling, note taking) while maintaining confidentiality. - Identifies and escalates probity or process concerns.	- Facilitates, advises or participates in evaluations in line with probity, fairness and confidentiality requirements. - Prepares evaluation tools and ensures records are accurate and complete. - Understands unconscious bias and applies mitigation strategies during evaluation.	- Leads evaluation planning and process for complex or high-risk procurements. - Ensures alignment between evaluation criteria and intended outcomes, including community outcomes. - Uses supplier data and past performance to support value-for-money decision making. - Resolves issues that arise during evaluation (e.g. perceived conflicts of interest, lack of consensus) by applying sound judgement and process integrity.	- Provides oversight for evaluations in politically sensitive or high-risk contexts. - Establishes frameworks that ensure evaluation integrity, diversity and transparency. - Champions evaluation practices that balance risk, equity and public value. - Intervenes where required to resolve disputes, realign evaluation panels or mitigate probity concerns.

Element: Negotiate and apply due diligence



Testing commercial, financial and delivery assumptions to confirm supplier capability, manage risk and finalise terms.

Procurement support	Procurement practitioner	Procurement specialist	Procurement leader
- Provides administrative support for negotiations (e.g. document collation, meeting logistics) under supervision. - Understands the importance of ethical negotiation and supplier diversity principles.	- Facilitates negotiations for low-risk procurements within delegated authority. - Applies ethical negotiation principles and supports inclusive supplier engagement. - Conducts due diligence checks using approved processes and escalates risks as required.	- Leads negotiation strategies for high-value or complex procurements, ensuring alignment with commercial, legal and policy objectives. - Applies negotiation techniques that balance cost, risk, innovation and community outcomes. - Conducts or advises on advanced due diligence (e.g. financial checks, risk ratings, conflict of interest).	- Sets portfolio-level negotiation parameters for critical or high-risk procurements. - Oversees due diligence frameworks to ensure ethical, transparent and risk-managed outcomes. - Provides assurance on risk, value and compliance before contract finalisation. - Champions consistent negotiation standards as part of professional procurement practice.

Element: Finalise and award contract



Confirming approvals, executing contracts and communicating outcomes to establish a sound basis for delivery.

Procurement support	Procurement practitioner	Procurement specialist	Procurement leader
- Assists with award documentation and entry of contract details into procurement systems. - Understands the importance of confidentiality and timely communication.	- Prepares contract award documentation and ensures compliance with WA Procurement Rules and agency policies. - Records decisions and outcomes accurately in procurement systems. - Participates in routine supplier debriefs.	- Leads the contract finalisation process for high-value or complex procurements. - Prepares formal notifications and conducts supplier debriefs, addressing performance feedback or disputes professionally. - Ensures accurate contract registration and reporting to support transparency and audit readiness.	- Oversees contract award processes for high-risk, high-profile or politically sensitive procurements. - Ensures award decisions are compliant, defensible and supported by appropriate records. - Provides assurance to senior executives and supports responses to external scrutiny. - Reinforces professional standards in award and debrief practices.

Element: Contract handover



Transitioning responsibility from procurement to delivery teams to ensure contracts are understood, governed and ready for effective management.

Procurement support	Procurement practitioner	Procurement specialist	Procurement leader
• Supports handover by collating contract documents and assisting with internal records and file management. • Understands the role of the contract manager and who to escalate to during transition.	• Prepares for and participates in contract handover meetings. • Provides the contract manager with key documents and context needed for implementation. • Confirms responsibilities, timelines, and contract monitoring expectations.	• Leads handover for complex or high-risk contracts, ensuring the contract management plan is finalised and agreed. • Engages stakeholders to clarify roles, risk mitigation strategies and reporting requirements. • Supports post-award onboarding of contractors where required.	• Sets expectations for consistent, disciplined contract handover across the portfolio. • Requires assurance for handover of high-risk or complex contracts. • Ensures handover practices support effective contract management and value delivery. • Champions handover as a critical control point.



Case study

Hanh, Senior Procurement Specialist (Department of Justice – Level 6)

Context

Hanh manages high-risk and complex procurements, with a strong focus on ensuring smooth transitions from contract award into delivery.

How the PCM helped

The PCM clarified expectations for specialist-level capability during contract handover, including governance, risk management and stakeholder alignment.

‘I manage the handover for high-risk contracts, making sure the contract management plan is locked in and everyone’s clear on their roles. The PCM helped me step up by showing what good looks like at this stage.’

Outcome

Hanh now leads structured handover and onboarding sessions with contractors and supports project leads to establish strong contract management foundations from day one.

Links to related capabilities

Contract formation — Contract handover

Contract management — Contract operation

This phase begins after contract award. It focuses on:

- ensuring all parties meet obligations efficiently;
- achieving contract outcomes; and
- evaluating performance to inform future requirements



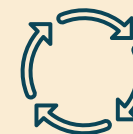
Project delivery lens: Contract management

During the contract management phase, project managers in works delivery often:

- monitor contractor performance against milestones and scope;
- manage variations, progress claims, extensions of time and cost risks;
- coordinate site inspections, consultant reports, and project governance requirements;
- escalate and resolve delivery issues in line with contract terms; and
- maintain communication with internal stakeholders, contract owners and procurement teams.

Use the capabilities on the following pages to guide how you manage contracts, risks and performance, whether you're the primary contract manager or working closely with a procurement lead.

Element: Contract operation



Managing contracts day-to-day to ensure performance, compliance, risk management and delivery of agreed outcomes.

Procurement support	Procurement practitioner	Procurement specialist	Procurement leader
• Maintains contract records (e.g. insurance, pricing, milestones) for low-risk contracts under guidance. • Supports contract performance monitoring and reporting. • Follows procedures for processing variations and raising issues.	• Manages day-to-day contract operations for medium-risk contracts, including compliance, financials and supplier performance. • Identifies risks or issues and takes appropriate corrective action. • Documents contract variations and ensures changes align with agreed terms.	• Oversees high-risk or high-value contract operations, ensuring governance, performance and financial controls are in place. • Interprets complex contract terms and applies them to evolving situations. • Leads issue resolution, variation negotiation and escalation management.	• Provides oversight of strategic contract performance and category-level contract portfolios. • Ensures contract operations support agency outcomes, risk management, and performance reporting. • Drives innovation and value creation through contract delivery and supplier partnerships. • Uses insights to lift contract management maturity and practice.

Element: Supplier relationship management



Building effective supplier relationships to support performance, resolve issues, and create value over the life of the contract.

Procurement support	Procurement practitioner	Procurement specialist	Procurement leader
• Maintains positive working relationships with suppliers at an operational level. • Understands the importance of trust, communication and integrity when interacting with suppliers. • Escalates concerns or issues to contract or procurement leads.	• Builds and manages supplier relationships to support effective contract delivery. • Monitors supplier performance and addresses minor issues or risks. • Applies appropriate communication and escalation protocols.	• Leads supplier relationship strategies for high-value or critical contracts. • Uses structured engagement practices (e.g. performance reviews, improvement plans) to optimise supplier delivery and manage risk. • Resolves complex supplier issues through collaboration, negotiation or escalation.	• Sets expectations for supplier relationships that reflect integrity, collaboration and long-term value. • Leads high-level engagement with strategic or at-risk suppliers. • Drives relationship models that support innovation, community outcomes and sustainable procurement goals.

Element: Customer relationship management



Working with internal customers (service owners, business areas and project teams) to ensure contracts are understood, used correctly and managed in a way that supports delivery outcomes, manages risk and maintains governance over the life of the contract.

Procurement support	Procurement practitioner	Procurement specialist	Procurement leader
• Maintains professional and helpful relationships with internal customers. • Responds to basic contract queries and directs requests to the appropriate contract manager or practitioner when issues fall outside their role or delegation. • Recognises the limits of their role and escalates recurring issues or risks for follow-up.	• Builds productive relationships with internal customers to support effective contract delivery. • Advises customers on correct contract use, roles, responsibilities and constraints. • Manages expectations, addresses emerging delivery or compliance issues, and escalates risks where required.	• Builds productive working relationships with internal customers to support correct contract use and delivery. • Advises customers on contract roles, responsibilities and limits of authority. • Manages expectations and escalates delivery, compliance or risk issues early to prevent disruption.	• Shapes a customer-focused contract management culture that values early engagement, clarity and accountability. • Builds executive-level trust in procurement and contract management as enablers of delivery. • Ensures governance, policy, systems and capability settings support effective contract use and customer outcomes.

Element: Review and evaluate



Assessing contract outcomes and supplier performance to capture lessons learned and inform future planning and decision making.

Procurement support	Procurement practitioner	Procurement specialist	Procurement leader
- Assists with contract closure, including document archiving and checklist completion. - Understands basic procedures for extensions, expiry and transition. - Follows agency recordkeeping and handover requirements.	- Applies and advises on contract extension, expiry and transition processes. - Reviews contract outcomes and identifies whether objectives were met. - Documents lessons learned and supports planning for future needs.	- Leads reviews of high-risk or high-value contracts and ensures stakeholder input informs findings. - Evaluates delivery outcomes, contractor performance and value for money. - Uses review insights to shape future procurement strategies and contract models.	- Oversees consistent, outcomes-focused contract review practices across the portfolio. - Ensures contract insights inform strategic procurement planning and investment decisions. - Shares insights with peers to lift capability and maturity. - Leads policy and system improvements based on lessons learned from complex or high-profile contracts.

Strategic supplier management still emerging

- Many agencies do not yet have structured approaches to managing strategic suppliers.
- There's limited use of formal performance frameworks to proactively engage suppliers beyond basic contract compliance.
- The PCM supports uplift by clarifying supplier engagement capabilities at each role level, from basic monitoring to strategic partnership.



Case study

David, Contract Manager (specialist)

Context

David manages a portfolio of service contracts and supports several business areas. While confident in day-to-day contract administration, he is preparing for a higher-level role and wants to better understand what 'good' looks like at the next capability level.

How the PCM helped

David used his PCM notes to support his PDP discussion and agree on stretch opportunities, including leading a post-contract review and mentoring a practitioner-level officer. The PCM helped shift the conversation from tasks completed to capability maturity and readiness for progression.

Outcome

Hanh now leads structured handover and onboarding sessions with contractors and supports project leads to establish strong contract management foundations from day one.

Links to related capabilities

Contract management — Supplier relationship management

Contract management — Review and evaluate

Governance and systems — Procurement specialist

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