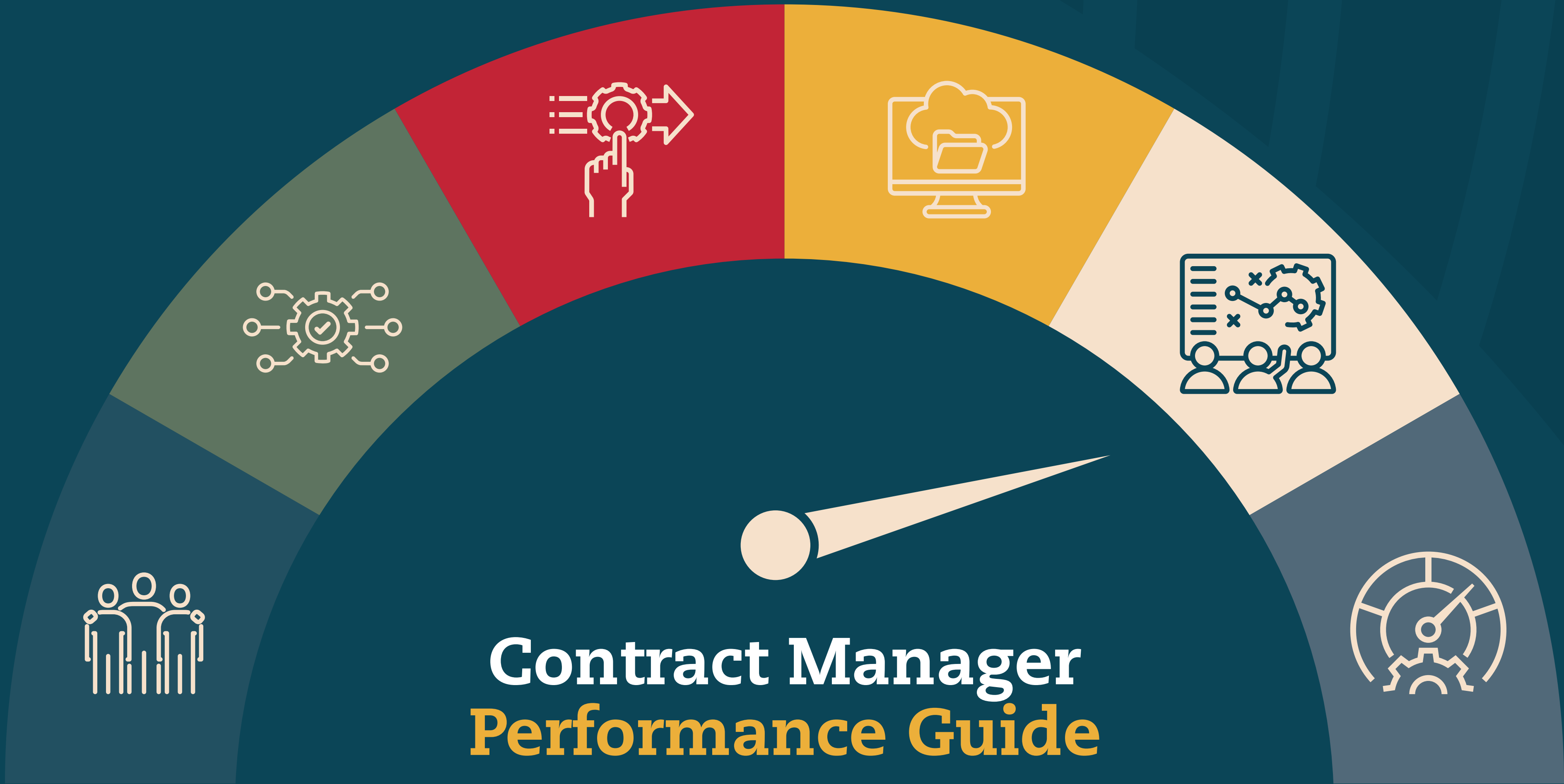
Government of **Western Australia**
Department of **Treasury and Finance**



Contract Manager Performance 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.

Further information relating to this report may be obtained by emailing ProcurementCapability@dtf.wa.gov.au

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How this guide helps

Contract management is a critical function across the WA public sector, ensuring public money delivers intended outcomes, value for money and public trust.

In 2024-25, agencies awarded more than 4,800 contracts over $50,000 worth over $14.4 billion across all streams of procurement.

Yet contract management capability remains inconsistent. A key challenge is the large 'hidden workforce' – staff who perform contract management activities but do not hold the title of, or identify as a contract manager. Project officers, program leads, technical specialists and operational staff all oversee aspects of contracts, but their role descriptions rarely reflect these responsibilities. As a result, they often miss targeted training, and contract management is not consistently discussed or measured in performance conversations.

This guide provides a clear, proportionate and practical way for agencies to measure individual contract management performance, regardless of job title, and aligns with the WA Procurement Rules, the Western Australian Contract Management Framework (WACMF), and the Procurement Capability Matrix (PCM).

Its purpose is simple: lift capability, drive consistency, reduce avoidable risk, and ensure contract managers at every level are supported to deliver public value.

For agencies

- Sets clear expectations aligned to WACMF and PCM
- Supports proportionate oversight based on contract risk and complexity
- Reduces unnecessary compliance by targeting behaviours, evidence and outcomes
- Strengthens risk management, governance and recordkeeping
- Builds consistent, sector-wide capability

For individuals

- Clarifies 'what good looks like' at each PCM level
- Provides practical examples and observable behaviours
- Supports fair, defensible performance conversations
- Encourages professional development and continuous improvement

For supervisors and leaders

- Provides a repeatable framework to manage performance
- Offers metrics, red flags, examples and templates
- Helps distinguish between capability gaps and system or supplier issues
- Supports early intervention and targeted development

Principles for measuring contract management performance

Individual contract manager performance measurement should be proportionate, evidence-based and focused on outcomes, not just activity. The following six principles apply across all roles, contract types and complexity levels. They set the standard for how performance is measured throughout this guide:

Proportionate

Expectations scale with contract value, risk and complexity – not all contracts require the same level of oversight.

Example A manager overseeing a high-value ICT contract is expected to run structured monthly key performance indicator (KPI) reviews and maintain an active risk register. The same manager handling a low-risk cleaning contract is expected to conduct periodic check-ins and maintain accurate records.

Tip Weight your oversight effort to match the contract, not the person. A capable manager on a straightforward contract should not be held to the same evidence burden as one managing a complex, multi-stakeholder arrangement.

Evidence-based

Performance is assessed using documents, system data and observable behaviour – not impressions or anecdote.

Example Instead of noting that a manager 'monitors performance well', a supervisor can point to dated KPI reports, follow-up action logs and meeting minutes that demonstrate consistent, timely oversight.

Tip Assess what is documented, not what is claimed. If it isn't recorded, it isn't evidence.

Consistent

Expectations align to the WACMF, the PCM and agency requirements – applied the same way across roles and contracts of similar type and risk.

Example Two managers at the same PCM level overseeing similar operational contracts should face comparable performance expectations, even if they work in different business areas or agencies.

Tip Use the WACMF principles and PCM levels as your reference point when setting expectations – they provide the shared standard that makes assessment defensible and comparable across the sector.

Principles for measuring contract management performance

Outcome focused

Measures consider both what is delivered and how performance supports intended contract outcomes – not just activity or process compliance.

Example A manager who runs regular supplier meetings and maintains tidy records but fails to identify a significant delivery risk until it becomes a crisis, has not performed well on this principle, despite completing the required activities.

Tip Prioritise actions that improve contract outcomes, not those that simply generate activity. Ask: did this manager's work make the contract more likely to deliver its intended results?

Capability driven

PCM expectations shape the type and level of duties performed – a support officer and a specialist are not held to the same standard, even on the same contract.

Example A contract support officer is expected to follow established processes and escalate early. A contract specialist on the same contract is expected to exercise commercial judgement, lead problem solving and manage supplier relationships proactively.

Tip Track when a manager seeks guidance. Too frequent may signal capability gaps; too rare on a complex contract can signal overconfidence or blind spots. Both are useful performance indicators.

Development driven

Performance assessment supports continuous professional growth. It is a driver of capability uplift, not just a verdict on past performance.

Example Over six months, a manager progressed from needing guidance on risk assessments to independently drafting and updating risk plans. This trajectory should be recognised in the assessment, not just the endpoint.

Tip Check whether responsibilities are expanding appropriately as capability grows, in line with PCM level expectations. Assessment should create the conditions for the next stage of development, not just measure the current one.

Setting expectations by PCM level

Applying the principles for measuring contract manager performance well requires knowing what to expect from whom. The table below calibrates performance expectations by PCM level, so supervisors can set the right standard for the right role, and individuals can understand what good looks like at their level.

Contract support officer	Contract practitioner	Contract specialist	Contract management leader
Typical contract complexity			
Low risk, straightforward contracts	Moderate risk, routine service or operational contracts	High-risk, multi-site, multi-stakeholder or technical contracts	Strategic, business-critical, politically sensitive or portfolio oversight
Performance expectation (snapshot)			
Follows established processes, maintains accurate records, seeks guidance early	Manages day-to-day performance, resolves routine issues, uses systems confidently	Applies judgement, leads problem solving, manages suppliers, anticipates risks	Influences strategy, leads supplier relationship management (SRM) and escalates issues early, steers contract outcomes

Note: These expectations are calibrated to contract complexity, not just role title. A practitioner managing a strategically complex contract may be expected to demonstrate specialist-level behaviours in some areas. Use the PCM and WACMF together to set expectations that reflect both the role and the risk.

Core capability areas and measures

This guide measures individual contract management performance across six core capability areas, each aligned to a WACMF principle, from foundational administration through to strategic stewardship.

The measures are illustrative — select those most relevant to the contracts being managed and the capability expected at the relevant PCM level.

1. People

Capability, skills and professional conduct

2. Governance

Risk, compliance and accountability

3. Practice

Disciplined contract management

4. Systems

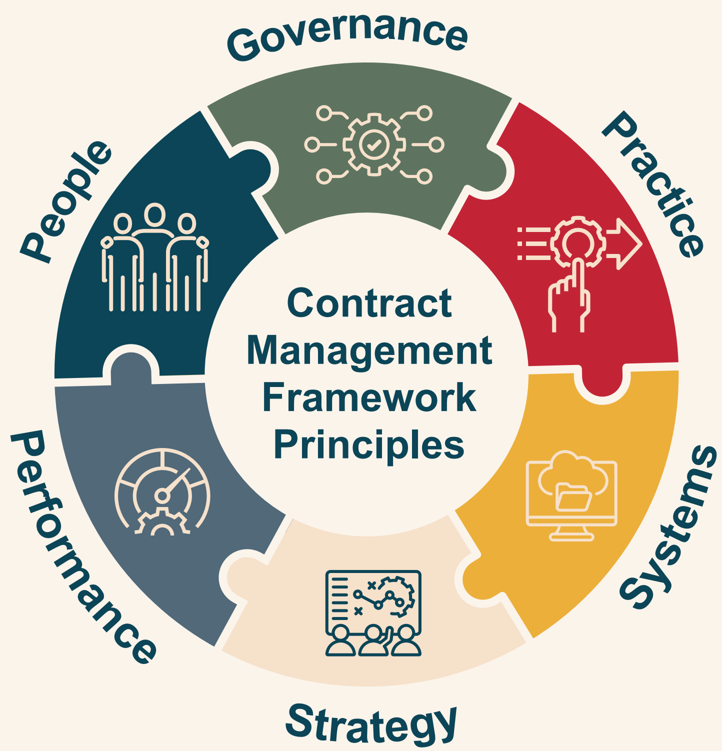
Digital enablement and data integrity

5. Strategy

Forward planning and market awareness

6. Performance

Outcomes, value and continuous improvement



Six WACMF-aligned capability areas: each describes what effective contract management looks like in practice.

Each capability area includes:

- a purpose statement
- what good looks like
- core activities that can be observed and evidenced
- example measures tailored to role level and contract risk
- red flags to watch

Together, these capability areas describe what effective contract management looks like in practice, from foundational administration through to strategic stewardship

Principle 1: People

Capability, skills and professional conduct

People are central to contract success. This principle focuses on whether contract managers have the capability, judgement, behaviours and support needed to manage contracts ethically, confidently and in line with their PCM level.

It recognises that effective contract management relies not only on technical skills, but on professionalism, collaboration, ethical conduct and continuous development.

Activity	Description	Evidence/measures
Role clarity and purpose	Understands how their contract(s) contribute to agency and whole-of-government outcomes and public value	• Can explain contract purpose and expected outcomes • Decisions align with value-for-money and community outcomes
PCM-aligned behaviours	Demonstrates behaviours, judgement and accountability consistent with their PCM level, and seeks guidance where required	• Observable behaviours align with PCM level expectations • Capability gaps identified and addressed through PDP
Professional development	Actively develops capability through training, mentoring, communities of practice or accreditation	• Completion of agreed training or development activities • Progress against PDP actions
Ethical practice	Declares conflicts of interest early, manages information appropriately and upholds probity in all interactions	• Conflict declarations current • No substantiated probity breaches
Collaboration	Engages early with procurement, finance, legal and technical specialists; works productively with suppliers and internal stakeholders	• Participation in planning and handover meetings • Positive supplier and stakeholder feedback • Contributions to lessons learned

Red flags to watch

- Repeated probity concerns or undisclosed conflicts of interest
- Guidance sought so frequently it suggests capability below the expected PCM level, or so rarely on a complex contract it suggests overconfidence or blind spots
- Supplier or stakeholder complaints about conduct, communication or responsiveness
- No development activity or meaningful progress against Professional Development Plan (PDP) across a full performance period
- Reluctance to escalate issues or seek specialist advice when required
- Behaviours inconsistent with PCM level expectations, particularly around judgement, accountability or ethical conduct

Principle 2: Governance

Risk, compliance and accountability

Governance ensures contract managers operate lawfully, transparently and in line with the WA Procurement Rules, delegations and agency requirements, while maintaining effective oversight of risk, probity and assurance.

Activity	Description	Evidence/measures
Risk management	Identifies, monitors and treats risks throughout the contract lifecycle	• Active risk management plan in place • Risks reviewed at agreed intervals • Early escalation of emerging risks
Governance processes	Ensures approvals, reporting and oversight mechanisms are followed and maintained	• Regular governance reviews completed • Compliance with reporting expectations • Contract governance plan kept up to date
Issue management	Logs, escalates and resolves issues in line with governance processes and delegations	• Issues logged and escalated within required timeframes • Corrective actions implemented and verified
Legislative compliance	Adheres to procurement rules, contract law, delegations and internal policy requirements	• No breaches of delegations or procurement rules • Audit recommendations addressed on time • Records maintained to an audit-ready standard
Conflicts of interest	Identifies and manages conflicts of interest early and in accordance with agency requirements and the WA Procurement Rules	• Completion of conflict of interest declaration forms • Ongoing review and management of declarations

Red flags to watch

- Governance inconsistent with WACMF or agency requirements
- Risks updated only after issues escalate
- Decisions made outside delegation
- Poor or missing documentation
- Repeat issues with no corrective action
- Unresolved audit findings
- Delayed escalation leading to avoidable impacts

Principle 3: Practice

Disciplined contract management

Practice focuses on how contract managers plan, administer, monitor and intervene to ensure consistent, high-quality delivery of contract outcomes.

Activity	Description	Evidence/measures
Performance monitoring	Tracks delivery against KPIs, milestones and quality standards using data, reporting and evidence	• KPI reports delivered on schedule • Trends analysed and acted on
Contract administration	Ensures payments, variations, insurance, compliance checks and records are complete, accurate and timely	• Payments processed correctly and on time • Variations documented and approved within delegations
Issue and complaint management	Investigates issues early, documents actions and applies corrective measures	• Issues resolved within agreed timeframes • Corrective actions verified
Supplier engagement	Runs structured supplier meetings, performance reviews with follow-up actions	• Regular structured meetings held • Actions tracked and closed
Continuous improvement	Identifies opportunities to improve processes, quality and value, and documents lessons learned	• Lessons learned documented • Improvements incorporated into planning

Red flags to watch

- KPI reports missing, delayed or based on incomplete data
- Issues repeatedly re-occurring without corrective action
- Variations poorly justified or not aligned to value for money
- Inconsistent supplier engagement (e.g. no regular meetings, poor follow up)
- Records incomplete or not audit ready
- Reactive rather than proactive management; only acts once problems escalate
- Over- or under-management of contracts relative to risk

Principle 4: Systems

Digital enablement and data integrity

Systems enable visibility, accountability and evidence-based contract management by ensuring accurate data, effective reporting and consistent workflows across the contract lifecycle.

Activity	Description	Evidence/measures
Digital recordkeeping	Maintains accurate, timely entries in contract management systems, registers and dashboards	• All required fields completed • Records updated within required timeframes • Contract files pass audit checks
Data quality and integrity	Ensures all contract data (milestones, risks, variations, financials) is correct, current and complete	• No unresolved data quality errors • Milestones, KPIs, risks and variations accurately recorded • Financial data reconciles with finance systems
Reporting and insights	Uses dashboard insights, analytics and system reports to guide risk management and interventions	• Dashboards used regularly (e.g. monthly) • Insights acted on and documented • Evidence of proactive, data-informed interventions
Workflow and compliance	Follows system processes for approvals, delegations, risk escalations and performance inputs	• Approvals completed within required timeframes • Delegations followed • Risk escalations recorded through correct channels
System feedback and improvement	Flags system issues, suggests improvements and supports uplift in data maturity	• Issues raised promptly • Suggestions for user-experience improvements logged • Participation in testing or system uplift activities

Red flags to watch

- Contract data missing, outdated or inconsistent
- System used only for storage, not for decision making
- Approvals or delegations bypassed
- Risks or issues not recorded or updated
- Dashboards ignored or checked only during reporting cycles
- High number of data quality errors or audit findings
- Poor integration between system records and actual contract activity

Principle 5: Strategy

Forward planning and market awareness

Strategy ensures contract management contributes to agency priorities, category strategies, market stewardship and future procurement decisions.

Activity	Description	Evidence/measures
Strategic alignment	Understands the strategic purpose of their contract and aligns decisions with agency goals, social outcomes and value-for-money principles	• Contract objectives mapped to agency priorities • Decisions reflect value-for-money and social outcomes
Forward planning and commercial awareness	Plans ahead for renewals, extensions, funding impacts, capability needs and major contract events	• Clear forward plan for milestones, options, renewals • Early advice to finance on budget changes • Timely preparation for re-tender activities
Market insight and stewardship	Monitors market conditions and supplier capacity; identifies impacts on performance and contract risk	• Regular monitoring of market data, with intelligence shared with procurement/ category teams • Issues or risks proactively escalated
Contribution to category planning	Shares insights that inform category strategies, demand planning and strategic procurement decisions	• Provides data and insights into demand patterns, supplier performance and risk • Input reflected in category strategies or pipeline plans
Continuous improvement and innovation	Identifies, documents and shares lessons learned; seeks opportunities to improve outcomes and delivery models	• Lessons learned documented and shared, with improvement opportunities identified and actioned • Stakeholder feedback shows enhanced processes or outcome

Red flags to watch

- Contract decisions made without understanding strategic context
- Renewals, variations or extensions rushed or poorly timed
- No awareness of market risks (supplier insolvency, shortages, pricing shifts)
- Little or no contribution to category planning or procurement pipeline
- Issues repeatedly arise across contracts with no evidence of lessons learned
- Supplier- or stakeholder-driven decisions with no commercial analysis
- Missed opportunities for innovation or improved public value

Principle 6: Performance

Outcomes, value and continuous improvement

Performance focuses on whether contracts are delivering intended outcomes, quality and value, and how effectively contract managers translate evidence into improvement. Where Practice (Principle 3) focuses on day-to-day contract management, this principle focuses on whether that management is effective.

Activity	Description	Evidence/measures
Outcomes assessment	Monitors and evaluates whether the contract delivers intended outcomes, public value and value for money throughout its lifecycle, identifying emerging risks and informing timely adjustments to maximise benefits	• Contracts assessed against intended outcomes, not just KPI compliance • Evidence that performance insights are used to adjust delivery where needed • Value-for-money analysis completed at key contract milestones and includes variations
Supplier performance management	Drives improvement through structured, evidence-based feedback, clear consequence management and constructive but accountable supplier relationships	• Feedback is specific, timely and documented • Supplier improvement tracked over time • Appropriate consequence applied consistently
Escalation and intervention	Acts on emerging performance trends before they become critical issue. Applies corrective actions proportionate to the risk and documents the rationale	• Issues identified and escalated before they become critical • Effective corrective action plans put in place • Reduction in repeated issues
Stakeholder insight and continuous improvement	Monitors contract performance, stakeholder needs and service outcomes to inform contract improvements, future procurement decisions and contract management practice	• Lessons documented and shared with procurement and category teams • Insights reflected in future contract design or sourcing strategy • End-user feedback sought and documented at agreed intervals

Red flags to watch

- KPIs monitored inconsistently or not at all
- Issues emerge late (e.g. cost overruns, delivery failures, supplier collapse)
- Supplier meetings are irregular, unstructured or undocumented
- Issues persist because corrective actions are unclear or unenforced
- Variations approved without justification or adequate analysis
- End-user feedback is not sought or ignored
- Lessons learned never captured or used

Supervisor guide

Measuring and managing contract manager performance

How to use this guide

This guide provides a repeatable **10-step framework** for supervisors to set expectations, monitor performance and address key concerns, calibrated to the manager's PCM level and contract mix.

1. Set clear expectations linked to contract outcomes

Explain the purpose and outcomes of each contract, and how the staff member's role contributes to delivering public value, compliance, probity and risk management.

Define three to five priority outcomes for the performance period e.g. 'Improve KPI attainment for Contract X from 70% → 90%'.

Align expectations to the PCM level and to the type and complexity of contracts in their portfolio.

2. Agree performance objectives using the PCM and WACMF

Translate PCM competencies into measurable behaviours across each WACMF principle. For example:

- **People:** stakeholder engagement, communication quality, ethical conduct and supplier relationship behaviour.

Include relevant supplier relationship management expectations. For example, structured supplier meetings, clear action logs and constructive but accountable supplier behaviours.

3. Calibrate oversight to risk, complexity and capability

Apply proportionate supervision based on the nature of the manager's contract portfolio:

- **Strategic and complex contracts:** frequent check-ins, active governance oversight, KPI analysis, monthly performance discussions and close attention to risk escalation and supplier relationships.
- **Operational and routine contracts:** structured monitoring, regular issue resolution discussions and reporting discipline.
- **Transactional and low-touch contracts:** lighter oversight, focus on administration accuracy, compliance and periodic check-ins.

Adjust expectations based on the manager's PCM level and experience. Junior staff need structure and clear direction; senior staff need autonomy, commercial accountability and outcome-focused expectations.

Supervisor guide (continued)

4. Establish a routine performance rhythm

Hold structured check-ins at minimum:

- **Kick-off:** establish expectations, agree measures, confirm the risk profile of the contract portfolio and confirm the contract management plan.
- **Quarterly:** review KPI results, supplier performance, risks, financials and system data. Identify pressure points across the portfolio.
- **End of year:** assess achievements, gaps and evidence; capture lessons learned; agree development priorities for the next period.

5. Monitor contract health using evidence

Review core WACMF artefacts regularly:

- Issue logs, risk ratings, mitigations
- Financial performance vs budget
- Expect staff to anticipate issues, not react to them. Proactive risk management is a core PCM behavioural indicator at every level.

6. Observe behaviours, not just outputs

Hold staff accountable for how they deliver results, not just what they deliver. Observable behaviours include:

- Constructive supplier interactions and relationship management
- Early escalation of issues and risks in line with agency governance requirements and the WA Procurement Rules
- Quality of written reports, briefings and contract records
- Judgement, resilience and professionalism consistent with PCM level expectations
- Behavioural performance should carry equal weight to technical outputs in any assessment.

7. Provide timely feedback and recognition

- Give feedback early, specifically and factually. Do not save observations for end-of-year discussions.
- Provide positive reinforcement for behaviours that drive outcomes, such as strong supplier relationship management, timely risk escalation.
- Document key feedback points throughout the year so that the end-of-year assessment reflects a complete and fair picture, not just recent events.

Supervisor guide (continued)

8. Support capability development

Use performance insights to identify skill gaps relative to the PCM:

- **Support Officer** → focus on controls, compliance, basic CM skills
- **Practitioner** → deepen analytics, SRM, risk management
- **Specialist** → commercial judgement, negotiation, benefits realisation
- **Leader** → build strategic influence, portfolio oversight, workforce capability uplift and executive engagement.

Agree a development plan that includes stretch activities appropriate to the manager's level and contract mix. For example, shadowing a high-risk contract, leading a supplier performance review, or contributing to a category planning process.

9. Address performance concerns early

- Clarify the gap using evidence, not assumptions. Distinguish between capability gaps, workload issues, system or resource constraints, and factors outside the manager's control.
- Discuss causes openly and agree short-term improvements with clear timeframes. For example, timely submission of KPI reports, updated risk registers.
- Increase oversight temporarily where needed and reduce it again as performance improves.
- Document all conversations, agreed actions and outcomes.

10. Escalate under-performance

If performance does not improve following early intervention:

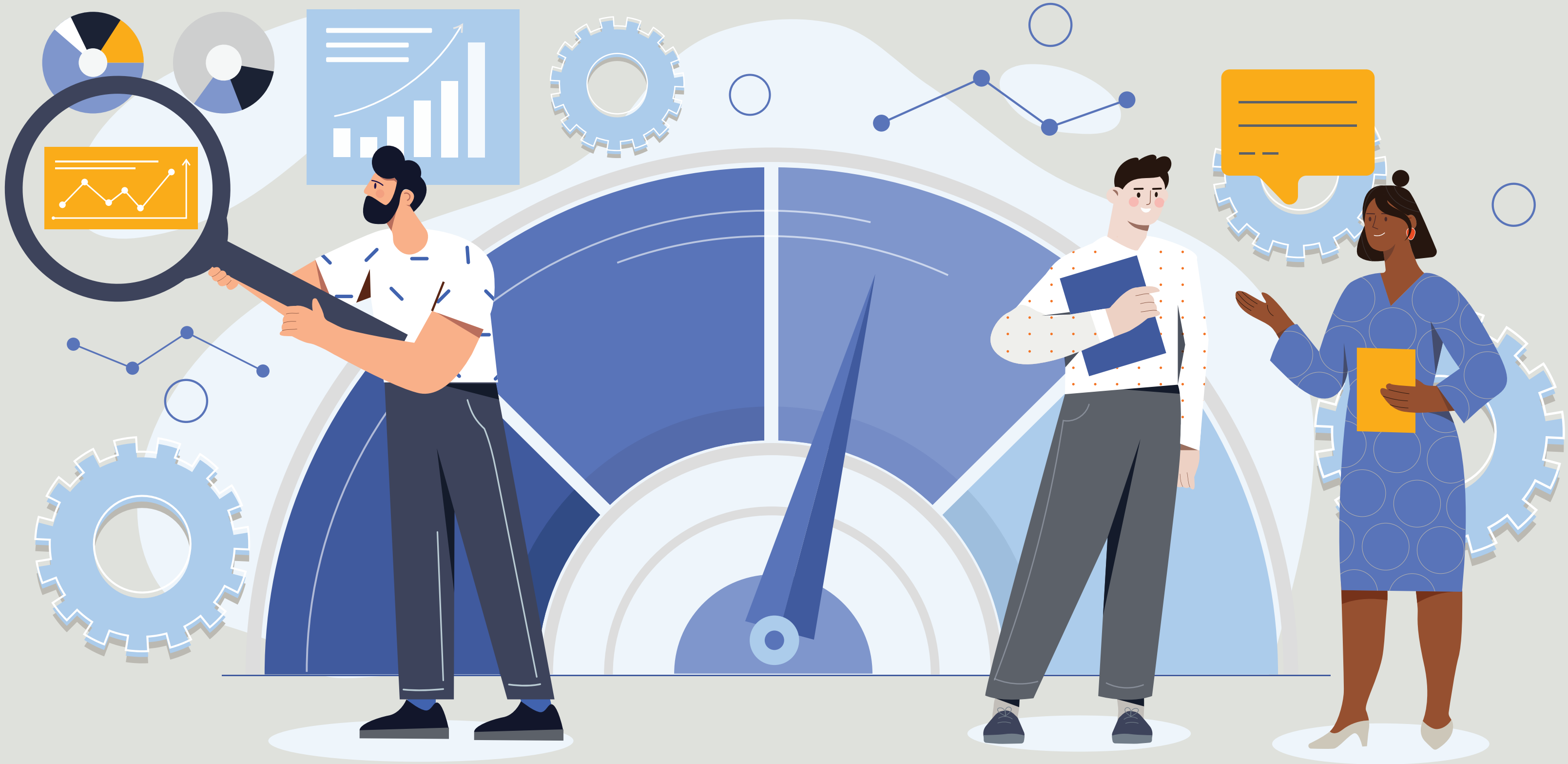
- Follow your agency's performance management processes.
- Maintain fairness, procedural integrity and genuine support throughout the process.
- Develop a structured Performance Improvement Plan with clear expectations, timeframes and support measures.
- Never penalise factors outside the manager's control. Distinguish between genuine under-performance and circumstances beyond their authority to address.

Managing performance across a mixed contract portfolio

Contract managers rarely oversee a single contract of uniform risk. Most manage a portfolio that spans contract types – from transactional purchasing arrangements through to operationally critical or strategically complex contracts.

Each type requires a different level of oversight, evidence and performance conversation.

The table on the following page provides a framework for supervisors to tailor their approach based on what is actually in the manager's portfolio, rather than applying a one-size-fits-all standard.



Contract types: Strategic/complex | Operational/routine | Transactional/low touch

Step 1 **Map the portfolio**	Step 2 **Set proportionate expectations**	Step 3 **Hold portfolio-level performance conversations**	Step 4 **Agency development actions**	Step 5 **Recalibrate as the portfolio changes**
Categorise the contracts by type: strategic/ complex, operational/routine, or transactional/low touch. Identify decision points and delegations for each (variations, extensions, remedies, exits). Weight oversight effort accordingly. For example, strategic contracts require deeper governance and outcomes focus; transactional contracts require sound administration and periodic checks. Confirm what is realistically achievable across the portfolio and escalate where portfolio risk exceeds role authority.	**For strategic/complex contracts: set expectations around active governance, supplier relationship management, performance monitoring and risk escalation.** For operational/ routine contracts: focus on structured monitoring, issue resolution and reporting discipline. For transactional/ low-touch contracts: focus on administration accuracy, compliance and periodic check-ins. Align expectations to the contract manager's PCM level – a support officer managing a transactional contract has different expectations to a specialist managing a strategic one.	**Use system data, dashboards, KPI reports, meeting minutes and issue logs as the evidence base, not anecdotes.** Discuss performance at two levels: the portfolio overall (prioritisation, judgement, documentation, risk management) and individual contracts (with focus on strategic and high-risk ones). Identify pressure points early: which contracts are consuming disproportionate effort, where risks are escalating, and whether any contracts can move to lighter-touch oversight.	**Link development priorities to the PCM level and the contract mix the manager is actually working with.** Target capability uplift where it matters most – prioritise skills that affect the manager's highest-risk or most complex contracts. Capture all development actions in a single PDP covering the full portfolio, not separate plans per contract.	**Monitor for changes in the risk or complexity profile of contracts – new contracts, mobilisation, transitions or close-out all shift the oversight burden.** Adjust expectations and oversight intensity as the portfolio evolves. Assess performance based on behaviours and evidence, and never penalise factors outside the contract manager's control.
Outputs	**Outputs**	**Outputs**	**Outputs**	**Outputs**
Portfolio map with risk weighting. Agreed priority outcomes. Proportionate activity and metric set.	Documented performance expectations calibrated to contract type and PCM level.	Evidence pack for discussion. Identified focus areas, pressure points and early intervention opportunities.	Agreed PDP with development priorities aligned to contract type and risk profile.	Updated expectations reflecting current portfolio. Fair, defensible performance assessment.

Performance across multiple contracts must always be proportionate, evidence-based, and portfolio-aware. High-risk contracts receive deeper oversight; low-risk contracts receive lighter-touch monitoring. The goal is capability, judgement and delivery of public value.

Activities and metrics library

This library provides a consolidated set of observable activities, performance measures and example evidence sources mapped to the six WACMF principles.

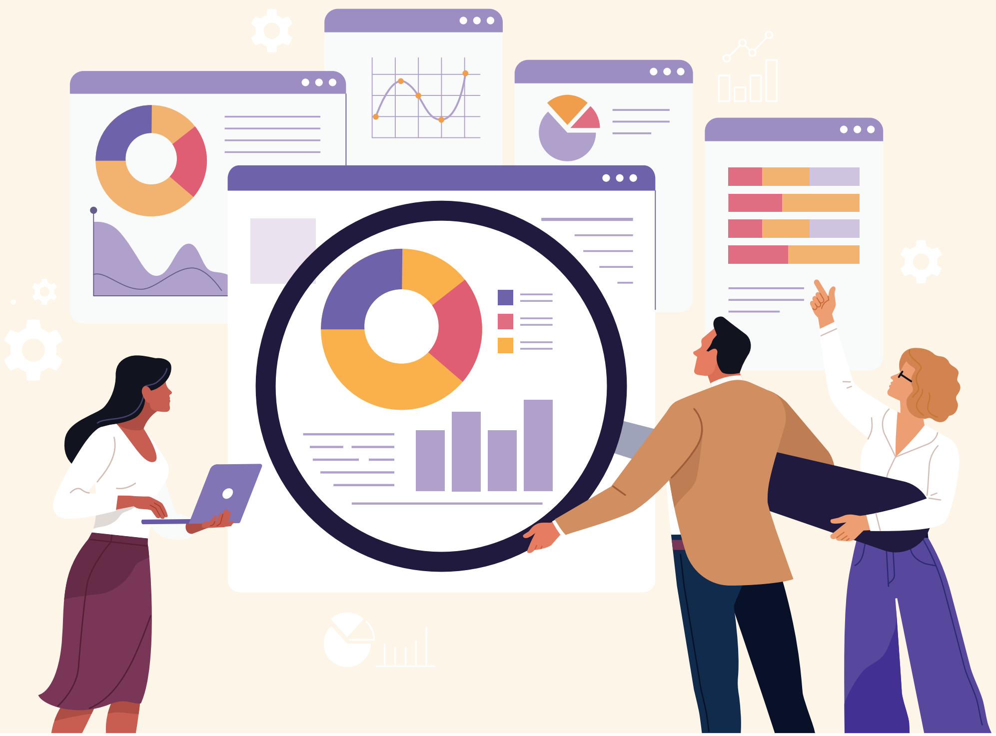
It is designed so supervisors can select the metrics most relevant to the PCM role type, the contract type and complexity, and the agency's contract management maturity and risk profile.

Use this library alongside the portfolio management framework to identify the three-to-five activities most relevant to a manager's contract mix and PCM level, rather than applying all measures to all managers.

Each table is structured as follows:

- **Activity** – what good individual practice looks like
- **Metric** – measurable indicator of performance
- **Evidence sources** – where the manager or supervisor can verify or observe performance
- **PCM roles** – roles for which the activity is expected, using the following abbreviations:
  SO (support officer), P (practitioner), S (specialist), L (leader)

The activities represent expected practice for individual contract managers. Metrics represent how performance can be meaningfully assessed. Evidence includes system outputs, records and documented behaviours, ensuring performance evaluation remains objective and defensible.



Principle 1: People

Activity	Metric	Evidence sources	PCM roles
Understands their role, responsibilities and limits of authority, and how their contract contributes to agency and whole-of-government outcomes	Can explain contract purpose and expected outcomes; decisions align with value-for-money and community outcomes	Contract management plans, briefings, performance conversations	SO / P
Demonstrates behaviours, judgement and accountability consistent with their PCM level, and seeks guidance where required	Observable behaviours align with PCM level expectations; capability gaps identified and addressed through PDP	Supervisor observations, PDP, performance records	SO / P / S
Declares conflicts of interest early, manages information appropriately and upholds probity in all interactions	Conflict of interest declarations current; no substantiated probity concerns	COI register, audit findings	All
Builds effective, professional relationships with suppliers and stakeholders	Supplier and stakeholder feedback shows professionalism and responsiveness	Feedback forms, email records, meeting notes	SO / P / S
Seeks guidance or escalates issues appropriately and through correct channels	Issues escalated early and through correct channels; escalation is proportionate to risk	Escalation logs, supervisor notes	SO / P
Actively develops capability through training, mentoring, communities of practice or accreditation	Completion of agreed training or development activities; progress against PDP actions	LMS records, PDP	SO / P
Engages early with procurement, finance, legal and technical specialists to support contract delivery	Evidence of proactive cross-functional engagement at key contract milestones	Meeting records, email correspondence, handover notes	P / S
Provides coaching and technical direction to others, building capability across the team	Staff feedback indicates improved capability or confidence	Team development plans, 360 feedback	S / L
Sets behavioural expectations and champions a positive contract management culture across the agency	Visible behaviours align with agency values; others follow their example	Culture survey results, leadership feedback	L

Principle 2: Governance

Activity	Metric	Evidence sources	PCM roles
Applies delegations correctly and ensures all approvals are obtained before proceeding	Percentage of actions compliant with delegation register; no decisions made outside delegation	Audit checks, contract file review	SO / P
Maintains an audit-ready contract file with accurate, current and complete documentation	Contract file complete and up to date; passes random audit checks	Random audits, system review	P / S
Identifies and escalates risks promptly, with documented rationale	Time between identification and escalation; quality of documented risk; risks escalated before they become critical	Risk logs, emails, escalation records	P / S
Identifies and manages conflicts of interest –real, potential or perceived – in accordance with agency requirements	COI declarations current and up to date; no undisclosed interests identified	COI register, audit findings	All
Ensures decisions are recorded with rationale, and documentation is complete and defensible	Percentage of key decisions documented; completeness of rationale; records meet audit standards	Contract file review	P / S
Ensures governance forums receive required information accurately and on time	Timeliness and quality of reporting; accuracy of inputs	Steering committee papers, governance reports	S / L
Monitors governance trends across the portfolio and resolves systemic issues	Governance insights acted on; risk themes addressed; audit recommendations implemented on time	Audit reports, risk dashboards	L

Principle 3: Practice

Activity	Metric	Evidence sources	PCM roles
Monitors day-to-day delivery against KPIs, milestones and service levels using data and evidence	Percentage of KPIs and service level agreements (SLAs) met; timeliness of addressing issues; trends analysed and acted on	KPI reports, dashboards	P
Maintains accurate contract records including insurances, milestones, deliverables and compliance documentation	Percentage of records current and stored correctly; records meet audit standards	System audit, contract file review	SO / P
Processes variations, extensions and payments correctly and within delegation	Percentage compliance with policy, delegation and documentation standards; payments processed on time	Finance and system reports	P / S
Applies proactive performance management – intervenes early and documents corrective actions	Issues addressed within agreed timeframes; documented follow-up; corrective actions verified as effective	Meeting notes, corrective action plans	P / S
Runs structured supplier meetings with agendas, minutes and tracked action items	Regular structured meetings held; actions tracked and closed; follow-up documented	Meeting records, action logs	P / S
Identifies opportunities to improve processes, quality and value, and documents lessons learned	Lessons learned documented; improvements incorporated into planning; continuous improvement evidence	Lessons learned logs, planning documents	P / S
Manages complex variations and commercial decisions with sound value-for-money analysis	Value-for-money analysis quality; endorsement quality; variations supported by evidence	Variation papers, approvals	S
Leads practice uplift across business areas, improving consistency and quality of contract management	Adoption of improved processes; quality of advice provided to others	Change implementation evidence, team feedback	L

Principle 4: Systems

Activity	Metric	Evidence sources	PCM roles
Uses mandated systems correctly and consistently for contract data entry and reporting	Percentage of data entered on time and in the correct system; no workarounds or offline records	System logs	SO / P
Maintains accurate and complete contract data across all required fields	Percentage data accuracy across dates, values, KPIs, risks and supplier information; financial data reconciles with finance systems	Data quality reports	P
Uses dashboards and system alerts proactively to identify risks and issues early	Number of issues identified early using system data; reduction in avoidable slippage; evidence of data-informed interventions	Dashboard activity logs	P / S
Produces system-based reporting for stakeholders that is accurate, timely and decision ready	Quality and timeliness of reporting; no corrections required after submission	Reports, meeting packs	P / S
Identifies system issues and improvement opportunities and raises them through correct channels	Number of valid issues raised; suggestions logged; participation in testing or system uplift activities	System change logs	S
Leads digital uplift and data maturity improvements across the contract management function	Agency-wide accuracy improvements; system adoption increases; audit findings relating to data quality reduce over time	Audit reports, system analytics	L

Principle 5: Strategy

Activity	Metric	Evidence sources	PCM roles
Understands the strategic purpose of their contract and communicates it clearly to stakeholders	Stakeholder clarity on contract objectives; consistent messaging across interactions; decisions aligned to agency priorities	Briefings, contract management plans	P
Plans ahead for key contract milestones, renewals, extensions, funding impacts and re-tender activities	Clear forward plan in place; early advice provided to finance on budget changes; timely preparation for re-tender or contract transition	Forward plans, finance correspondence, planning records	P / S
Monitors market conditions and supplier capacity, and identifies emerging risks to contract delivery	Market intelligence sought and documented at appropriate intervals; risks or impacts proactively escalated; intelligence shared with procurement and category teams	Emails, risk logs, category planning records	P / S
Considers social, sustainability and economic outcomes in contract management decisions and planning	Social procurement and sustainability objectives included in planning and reporting; supplier engagement reflects these priorities	Contract management plans, supplier meeting records	P / S
Contributes lessons learned and market insights to inform future procurement and category planning	Quality and relevance of lessons contributed; insights reflected in category strategies or pipeline plans	Lessons learned logs, category planning papers	P
Provides data and insights into demand patterns, supplier performance and risk to support category planning	Data and insights provided at agreed intervals; input reflected in category strategies or procurement pipeline	Category planning records, demand reports	P / S
Advises on commercial models, risk allocation and delivery options for complex contracts	Soundness of advice; alignment with policy and practice; quality of commercial analysis	Strategy papers, planning documents	S
Influences strategic decisions on contract portfolios or categories to advance agency priorities	Demonstrated alignment to agency priorities; evidence of strategic influence in steering committee or executive forums	Steering committee papers, executive briefings	L

Principle 6: Performance

Activity	Metric	Evidence sources	PCM roles
Assesses contracts against intended outcomes, not just KPI compliance	Evidence that performance insights are used to adjust delivery; outcomes discussed at supplier and stakeholder meetings	Performance reports, meeting minutes, contract management plans	P / S
Manages supplier performance through structured, evidence-based feedback and clear consequence management	Frequency and quality of supplier performance meetings; feedback is specific, timely and documented; supplier improvement trajectory tracked over time	Meeting records, supplier feedback logs, corrective action plans	P / S
Monitors whether the contract continues to represent value for money, including through variations, extensions and changing market conditions	Value-for-money analysis completed at key contract milestones; variations assessed against whole-of-life value, not just unit cost	Variation papers, financial reports, approvals	S / L
Identifies emerging performance trends early and applies corrective actions proportionate to the risk	Issues identified and escalated before they become critical; corrective action plans in place and verified as effective; reduction in repeated issues	Risk logs, corrective action plans, escalation records, decision logs	P / S
Monitors whether the contract continues to meet end-user and business area needs over time	End-user feedback sought and documented at agreed intervals; changing needs or demand patterns reflected in performance decisions; service adjustments made proactively	Stakeholder feedback, survey results, service review records	P / S
Captures insights from contract performance and shares lessons learned to inform future procurement and contract design	Lessons documented and shared with procurement and category teams; insights reflected in future contract design or sourcing strategy	Lessons learned logs, planning papers, category strategies	P / S / L
Leads portfolio-level performance oversight and drives consistent improvement across the contract management function	Portfolio KPI and SLA trends improve over time; risks across the portfolio identified early and managed; capability uplifts reflected in performance outcomes	Portfolio reporting, executive briefings, audit findings	L

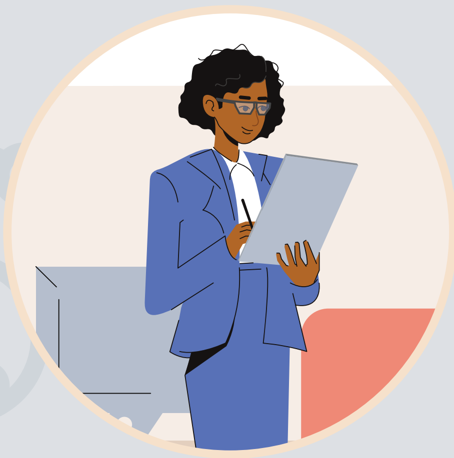
Example applications of guide

Example 1 – Nina | PCM level: Support officer

Nina supports two contract managers across a portfolio of low-risk cleaning and grounds-maintenance contracts for a metropolitan agency.

She receives queries from business areas about purchase orders, documentation requirements, and routine supplier interactions. Because Nina is often the first point of contact, her accuracy and responsiveness have a direct impact on stakeholder satisfaction and the timeliness of contract activities.

To support her development, Nina's performance plan includes metrics that reflect the core expectations of a contract support officer, especially recordkeeping, communication and basic contract administration.



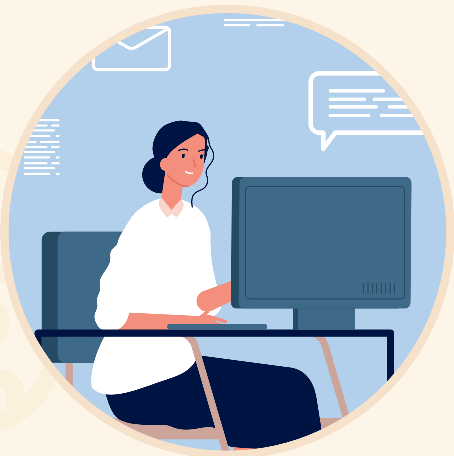
Activities	Example metrics
Maintains accurate contract records including insurance certificates, price schedules and contact lists.	100% of required contract documents are stored correctly and kept up to date in line with agency recordkeeping standards.
Responds to routine stakeholder queries and escalates complex issues appropriately.	90% of routine enquiries responded to within two working days; issues escalated correctly within agreed timeframes.
Provides administrative support for contractor performance monitoring.	Monthly performance data submitted on time and free from errors; no follow-up required from the contract manager.

Example 2 – Greta | PCM level: Practitioner

Greta manages two medium-risk ICT support contracts and is responsible for ensuring services are delivered in line with agreed KPIs.

She communicates regularly with business areas who rely on timely incident resolutions and system availability. Recently, Greta has been supporting a transition to a new service desk platform, requiring careful coordination with the supplier and internal ICT teams.

As Greta manages contracts with measurable service outcomes, her performance plan focuses on KPI tracking, stakeholder management and timely issue resolution.



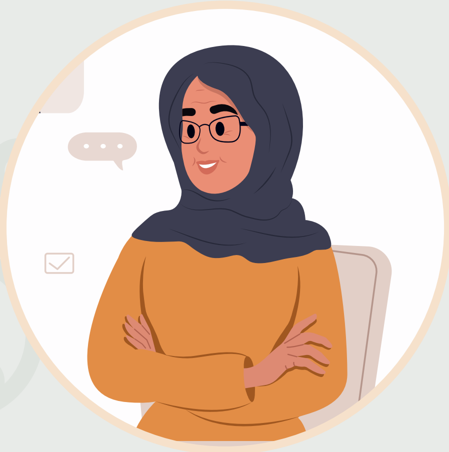
Activities	Example metrics
Monitors contract performance and ensures KPIs are tracked and reported accurately.	Monthly KPI reports submitted on time with no data gaps; at least 90% of KPIs met per quarter.
Manages day-to-day supplier interactions and helps resolve operational issues.	95% of issues resolved within agreed timeframes; no repeated issues due to poor follow up.
Communicates regularly with business areas to ensure service needs and impacts are understood.	Stakeholder satisfaction rating of at least 4/5 in internal feedback surveys; proactive communication ahead of known service disruptions.

Example 3 – Aisha | PCM level: Specialist

Aisha oversees a portfolio of three high-risk works contracts supporting major facilities upgrades across regional WA.

She regularly travels to project sites, works closely with superintendents, and engages with suppliers to resolve quality issues, delays, and scope changes. Managing competing priorities and time-critical milestones requires strong judgement and proactive communication.

Because of the strategic nature of her contracts, Aisha's performance plan includes metrics that balance risk management, supplier performance, and effective stakeholder engagement.



Activities	Example metrics
Leads supplier performance reviews and drives corrective actions where risks emerge.	100% completion of quarterly performance reviews; corrective actions implemented within agreed timeframes.
Applies commercial judgement to variations and contract changes.	At least 90% of variations assessed and approved within delegation timeframes; all major variations supported by evidence and risk analysis.
Engages proactively with stakeholders to coordinate works programs and minimise disruption.	Stakeholders notified of major works at least four weeks in advance; <5% of delays attributed to avoidable planning issues.

Example 4 – Daniel | PCM level: Leader

Daniel leads the contract management function for a large agency with a diverse portfolio of critical and high-risk contracts, including ICT platforms, regional service delivery, and major works.

He supports directors and executives to resolve strategic supplier issues, provides high-level oversight of risk, and ensures contract management capability is consistent across the organisation.

Daniel's performance plan reflects functional leadership-level responsibilities – embedding governance, improving capability, and ensuring contract performance contributes to agency and government outcomes.

Activities
Provides strategic oversight of high-risk contracts and intervenes where supplier or delivery risks emerge.

Example metrics
Quarterly reporting to the executive on contract risks and mitigation; zero unmanaged red-rated risks at year end.

Activities
Builds and monitors contract management capability across the agency.

Example metrics
Completion of an annual capability assessment; at least 80% of team development actions implemented.

Activities
Strengthens governance, reporting and decision-making across the contract management function.

Example metrics
Agency-wide contract dashboard maintained with at least 95% data completeness; all major contracts have up-to-date contract management plans (CMP) and risk registers.

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