



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

Chief Procurement Officer Success Profile



Success profile

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

This profile outlines the high-level success factors for Chief Procurement Officers (CPOs) in the Western Australian public sector. It defines role expectations, examples of key accountabilities, and the experiences critical to individual, organisational, and sector-wide performance.

The refreshed profile forms part of the Western Australia Procurement Professionalisation Strategy 2026–2030 and is closely aligned to the Procurement Capability Matrix (PCM). Together, these tools provide a consistent capability framework across the sector, supporting

recruitment, workforce development, career mobility, and professional recognition.

The profile establishes a shared understanding of the business and strategic role of the CPO. It can be used to benchmark leadership capability, support succession planning, and reinforce procurement's recognition as a profession.

It is recommended that the accompanying Guidelines for Measuring CPO Success be used to assess a CPO's impact on their agency, the procurement function, and whole-of-sector priorities.

Who this document is for



The CPO Success Profile is intended for:

- **Current CPOs** – to understand role expectations, benchmark performance, and guide conversations with executives and stakeholders.
- **Aspiring CPOs** – to use as a roadmap for career development, identifying the skills, experiences, and attributes needed to move into a CPO role.
- **Agency Leaders and Executives** – to provide a framework for recruiting, supporting, and managing CPOs, ensuring alignment between procurement leadership and agency outcomes.
- **Human Resources and Workforce Planners** – to inform workforce capability planning, succession strategies, and professional development initiatives.
- **Procurement Practitioners and Contract Managers** – to build a shared understanding of procurement leadership and its contribution to organisational performance and public value.

Vision and role context



The CPO is a strategic leader within the Western Australian public sector, guiding procurement as a driver of public value, and contributing to the strength, coherence and maturity of the public sector procurement system beyond their own agency. By 2030, the role should be recognised as central to achieving whole-of-government outcomes, balancing fiscal discipline, social impact, policy and service delivery.

CPOs operate at the intersection of governance, commercial outcomes, and workforce professionalisation, shaping procurement into a fully recognised profession.

While all CPOs are expected to deliver the core accountabilities outlined in this profile, the level of capability required will vary by agency size, scope, and complexity. Those in larger or more complex agencies will need to demonstrate advanced capability in areas such as political influence, digital transformation, complex contracting, and workforce leadership.

What the CPO stands for

Beyond the accountabilities and experiences that define the role, effective CPOs in the WA public sector share a set of values that shape how they lead, not just what they deliver.



Integrity first

CPOs hold the line on probity, transparency and ethical conduct even under pressure, even when it is inconvenient. They model the standards they expect of others.



Curiosity and commercial rigour

CPOs are genuinely interested in the markets they engage, the suppliers they manage and the problems they are trying to solve. They apply commercial judgement that is evidence-based, not instinctive.



Service to the public

CPOs understand that procurement is not an end in itself. Every sourcing decision, every contract, every supplier relationship is ultimately in service of the Western Australian community. They keep that purpose visible in the decisions they make and the advice they give.



Collaboration over control

CPOs know that procurement delivers most when it works with business areas, suppliers and government partners rather than acting as a gatekeeper. They build relationships based on trust, not compliance.



Ambition for the profession

CPOs invest in the people around them and in the broader procurement profession. They mentor, they advocate and they demonstrate, through their own conduct, what procurement leadership looks like at its best.

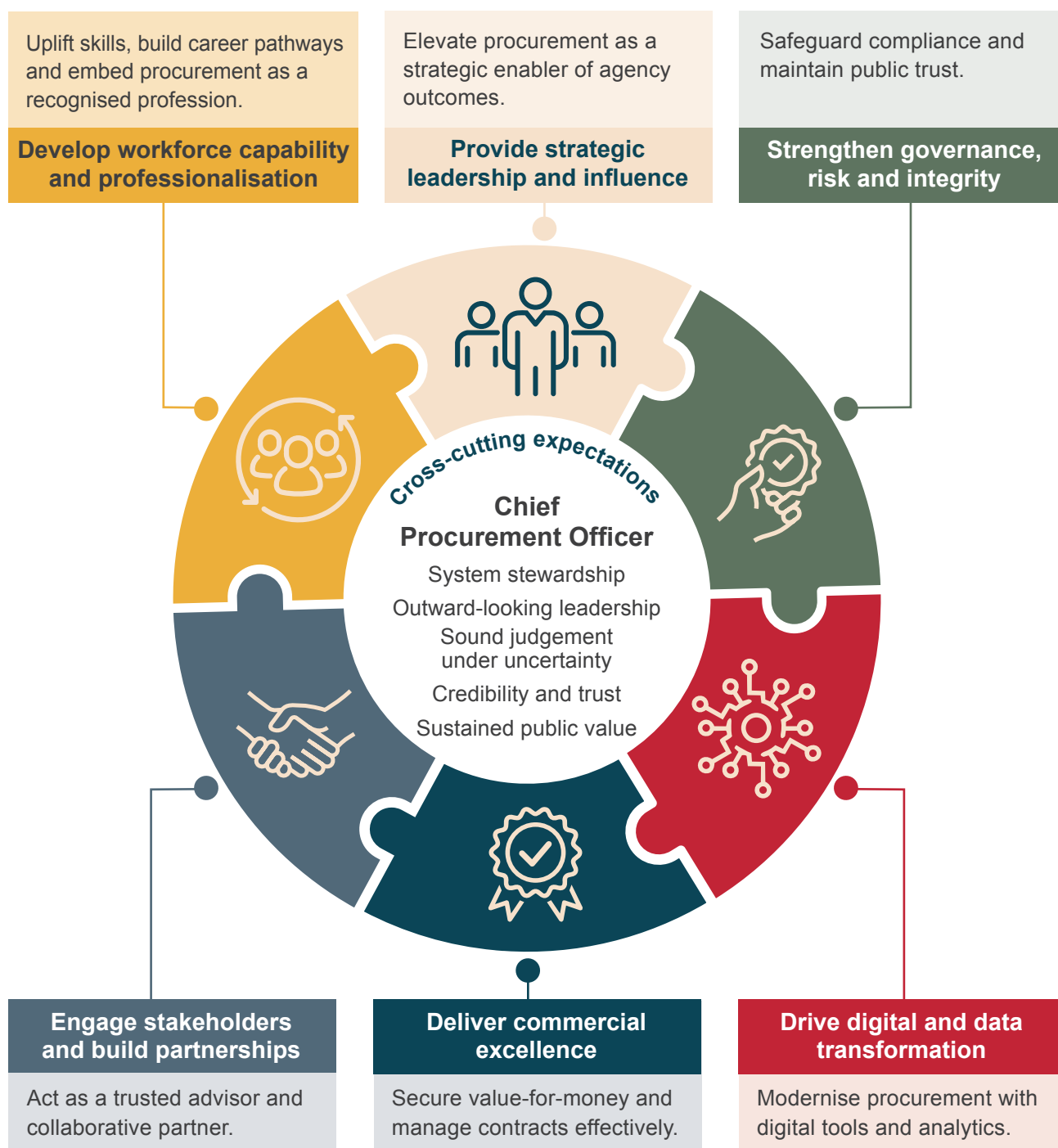
Core expectations

What effective CPO leadership looks like in the WA public sector

The success profile defines six core expectations that describe what effective Chief Procurement leadership looks like now and into the future.

These expectations reflect international best practice and the operating context of the Western Australian public sector.

Together, they set out the full scope of the CPO role. The centre highlights the cross-cutting leadership capabilities that apply across all expectations, shaping how procurement delivers sustained public value.





Expectation 1

Provide strategic leadership and influence

Purpose: Position procurement as a strategic enabler of agency and WA Government priorities, taking a system-wide perspective to deliver value for the agency and the sector in the short, medium and long term.

What the CPO is accountable for

Key accountabilities

- Developing a deep understanding of the agency's core business, funding model and service delivery priorities, and aligning procurement strategy to executive decision making.
- Translating organisational strategy into clear whole-of-agency procurement priorities that enable delivery of outcomes.
- Providing high-quality, evidence-based advice to executives to inform trade-offs, timing and risk.
- Leading improvement initiatives that strengthen procurement's credibility, social impact and alignment with sustainability and circular economy practices.
- Scanning, benchmarking and adapting best practice from across the sector, industry and other jurisdictions to improve procurement outcomes and maturity.
- Building executive alignment and governance settings that enable effective collaboration across business areas, agencies and the market.

Good leadership looks like

Procurement is engaged early in strategic and cross-agency discussions, not just approvals.

Procurement priorities are aligned to agency objectives and shared delivery outcomes.

Executives use procurement advice to navigate and balance risk, delivery and collaboration in complex decisions.

Early signs of concern

Procurement advice is reactive or operational.

Executive engagement is episodic or ad hoc.

Procurement priorities are unclear or disconnected from agency strategy.

Expectation 2

Strengthen governance, risk and integrity



Purpose: Safeguard integrity, transparency and public trust in the procurement function through sound judgment and robust, proportionate governance.

What the CPO is accountable for

Key accountabilities

- Embedding governance frameworks that meet legislative, policy, probity and audit requirements.
- Anticipating, managing and escalating risk across procurement and contract lifecycles.
- Acting as a role model for integrity, transparency and ethical decision making.
- Ensuring compliance is monitored, reported and acted on consistently.
- Strengthening confidence in procurement decision making among executives, stakeholders, suppliers and the public.
- Exercising sound judgement and leadership during periods of disruption, uncertainty or heightened public scrutiny.

Good leadership looks like	Early signs of concern
Governance arrangements are clear, proportionate and consistently applied.	Governance is overly procedural or inconsistently applied.
Procurement risks are identified early and actively managed.	Risks are escalated late or only after issues arise.
Integrity and probity are embedded in practice, not just documentation.	Assurance activity repeatedly identifies the same issues.





Expectation 3

Drive digital and data transformation

Purpose: Modernise procurement through digitisation, analytics and data transparency to strengthen insight, decision making and accountability.

What the CPO is accountable for

Key accountabilities

- Embedding e-procurement systems and automation into agency practice.
- Using spend, supplier and contract data to inform strategy and demonstrate value for money.
- Improving data quality and transparency across procurement activities.
- Exploring innovative digital solutions to strengthen oversight and decision making.
- Lifting data literacy across the procurement function so staff can use system data confidently to monitor performance, manage risk and support evidence-based reporting.

Good leadership looks like

Procurement decisions are informed by reliable, accessible data.

Digital tools reduce manual effort and improve visibility.

Data and analytics are actively used in executive reporting.

Early signs of concern

Manual workarounds persist despite system investment.

Data quality issues limit confidence in reporting.

Dashboards exist but are rarely used to inform decisions.





Expectation 4

Deliver commercial excellence

Purpose: Secure strong commercial outcomes by making sound, risk-adjusted procurement and contracting decisions that deliver value over time.

What the CPO is accountable for

Key accountabilities

- Leading sourcing and negotiation strategies that reflect risk, market conditions and government priorities.
- Embedding strong contract management practices to realise value and manage risk across the contract lifecycle.
- Using market intelligence and supplier performance information to shape procurement strategies and commercial decisions.
- Setting clear commercial standards and expectations for procurements and contracts.

Good leadership looks like

Commercial strategies are proportionate and outcome focused.

Supplier performance and contract performance are actively managed over time.

Procurement decisions balance value for money with risk and deliverability.

Early signs of concern

Decisions are overly price driven or process focused.

Supplier issues escalate late in the contract lifecycle.

Contract management is reactive rather than planned.



Expectation 5

Engage stakeholders and build partnerships



Purpose: Strengthen collaboration between business areas, delivery partners, suppliers and other agencies to improve delivery outcomes, innovation and risk management.

What the CPO is accountable for

Key accountabilities

- Building strong relationships with executives, business units and delivery partners to understand service needs and operational constraints.
- Providing practical, solutions-focused procurement advice that supports service design and delivery.
- Engaging suppliers as partners to support performance, innovation and competition.
- Representing procurement credibly in internal and external forums.

Good leadership looks like

Procurement is engaged early in business planning and delivery.

Business areas see procurement as a trusted advisor.

Supplier engagement is constructive and professional.

Early signs of concern

Procurement is viewed as a gatekeeper or late-stage approver.

Business needs are poorly understood or translated.

Supplier relationships are transactional or adversarial.



Expectation 6

Develop workforce capability and advance professionalisation



Purpose: Build a capable, recognised and sustainable procurement workforce with clear roles, pathways and professional standards.

What the CPO is accountable for

Key accountabilities

- Leading workforce planning and succession to ensure critical procurement capability is sustained.
- Supporting staff development through mentoring, continuous professional development and clear career pathways.
- Uplifting procurement literacy across the agency.
- Championing procurement as a recognised profession aligned to the Procurement Capability Matrix and Professionalisation Strategy.

Good leadership looks like	Early signs of concern
Procurement capability is planned, measured and sustained.	Capability depends on individuals rather than systems.
Roles, pathways and expectations are clear and consistently applied.	Development is ad hoc or inconsistent.
Professional standards are consistently reinforced.	Recruitment and succession risks are unmanaged.



CPO experience profile

Further to the expectations and accountabilities, the CPO should have encountered some of the following experiences. These are not prerequisites – they are indicators of the depth and breadth of leadership exposure that supports strong CPO performance across the six expectations.



Strategic change and transformation

- Leading significant procurement or organisational reforms that deliver measurable outcomes for the agency.
- Translating agency strategy into procurement priorities that support service delivery, community outcomes and government priorities.
- Embedding innovation and continuous improvement to modernise procurement practice.



Leadership under pressure

- Delivering results in complex or politically sensitive environments with resilience and sound judgement.
- Managing audits, ministerials and complaints with integrity and confidence.
- Balancing urgent procurement demands with long-term strategic priorities.



People and workforce development

- Building high-performing teams that provide trusted advice and deliver quality procurement outcomes.
- Developing staff through mentoring, continuous professional development and clear career pathways.
- Increasing procurement literacy across business units that manage procurement activities.



Business and commercial management

- Demonstrating a deep understanding of the agency's business drivers, risks and funding environment, and aligning procurement accordingly.
- Managing high-value tenders, negotiations and complex contract portfolios.
- Applying commercial acumen to balance cost, quality, risk and broader policy priorities.



Stakeholder and supplier engagement

- Acting as a trusted advisor to executives and senior leaders on procurement matters.
- Building collaborative relationships with internal clients to align procurement with operational needs.
- Developing supplier partnerships that deliver performance, innovation and broader outcomes.



Sustainability and public value

- Embedding Environmental, Social and Governance (ESG) outcomes that contribute to community and organisational priorities.
- Demonstrating how procurement decisions enhance public trust and deliver long-term public value.
- Contributing to whole-of-government procurement policy conversations that shape how the sector approaches social and environmental outcomes.

Department of Treasury and Finance

David Malcolm Justice Centre
28 Barrack Street, Perth WA 6000

Locked Bag 11, Cloisters Square,
Perth WA 6850

Telephone: 61 8 6551 2777

Email: info@dtf.wa.gov.au

TTY: 133 677

Copyright © Government of Western Australia 2026

www.dtf.wa.gov.au