



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

Guidelines for Measuring Chief Procurement Officer Success



Introduction

The role of the Chief Procurement Officer (CPO) is critical to achieving value, integrity and impact through government procurement. CPOs provide strategic leadership, strengthen governance and risk management, and drive performance improvements that enable agencies to deliver better outcomes for the Western Australian community.

The CPO Success Profile sets out what good procurement leadership looks like.

These guidelines show how success can be evidenced and measured through tangible indicators linked to agency outcomes. Together, the CPO Success Profile, the Procurement Capability Matrix (PCM) and the Procurement Capability Benchmarking Survey form an integrated framework under the Western Australian

Procurement Professionalisation Strategy 2026–2030.

This ensures consistency in how procurement capability, leadership and performance are developed, measured and reported across the Western Australian public sector.

This guide translates the CPO Success Profile into practical measures that agencies can use to assess procurement leadership impact.



CPO Success Profile

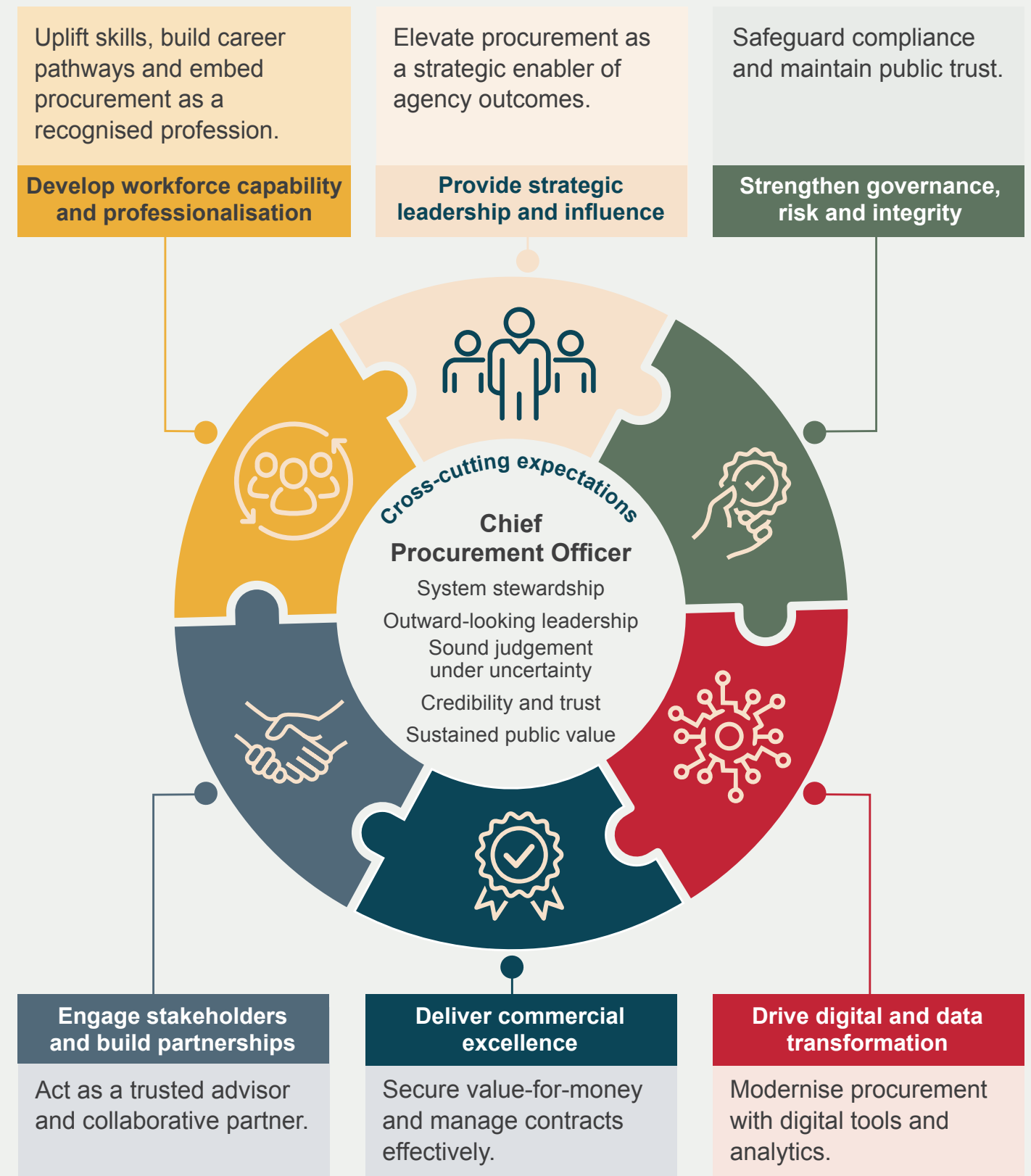
The CPO Success Profile defines what good procurement leadership looks like in the Western Australian public sector.

It sets out six core expectations that describe the strategic, governance, commercial and workforce leadership required of CPOs, supported by a small number of cross-cutting expectations that apply across all areas of the role.

Together, these expectations establish a shared understanding of the CPO's role as:

- a strategic enabler of agency and whole-of-government outcomes
- a steward of integrity, capability and confidence, and
- a contributor to long-term public value and sector maturity.

The CPO Success Profile provides the reference point for these Guidelines. The measures and indicators that follow are designed to show how each expectation can be demonstrated in practice, recognising differences in agency context, size and maturity.



CPO line of sight — from leadership to public value

This framework articulates how CPO leadership enables capability, integrity and outcomes across the WA public sector. Procurement enablers sit within the CPO's direct influence. Organisational and community outcomes reflect the broader impact of effective procurement leadership.

	Expectations		Procurement enablers		Organisational and community outcomes
1	Provide strategic leadership and influence	➔	Procurement strategy aligned to agency and whole-of-government priorities	➔	Value for money and delivery confidence
2	Strengthen governance, risk and integrity	➔	Procurement governance, probity, assurance and risk frameworks	➔	Agency sustainability, transparency and public trust
3	Drive digital and data transformation	➔	Digital systems, procurement data, analytics and reporting	➔	Improved performance, efficiency and decision making
4	Deliver commercial excellence	➔	Commercial frameworks, sourcing and contract management capability	➔	Stronger contract outcomes and service delivery
5	Engage stakeholders and build partnerships	➔	Business-aligned engagement models and mature supplier relationship management approaches	➔	Market confidence, collaboration and trust
6	Develop workforce capability and advance professionalisation	➔	Procurement capability frameworks, learning pathways and professional standards	➔	A capable, professional and sustainable procurement workforce that delivers consistent outcomes across the agency

Audience and purpose

These guidelines are designed primarily for CPOs and equivalent procurement leaders to help them demonstrate and communicate their impact within their agency and across the public sector in a consistent and credible way.

The guidelines form the basis for conversations about performance planning and review discussions, capability planning and professional growth. They can also be used as a reference in supporting the development of clear, evidence-based leadership KPIs.

They provide a common reference point for senior executives, such as directors general, chief financial officers and corporate services leaders, to understand how procurement leadership contributes to agency outcomes, governance, and public value.

Who it's for

Audience	Purpose
Primary users: CPOs and equivalent leaders	To plan, measure and communicate leadership impact
Secondary users: Senior executives and oversight roles, such as directors general, chief financial officers and corporate services leaders	To understand how procurement leadership contributes to agency outcomes and governance

How the guidelines work

The guidelines mirror the CPO Success Profile and the PCM, linking three dimensions:

Element	What it defines
Expectations	What good leadership looks like.
Enablers	The systems, capability and culture that make good practice possible.
Outcomes	The measurable results achieved for the agency and community.

Together, these elements demonstrate how good procurement leadership translates into organisational performance and public value.

How to use these guidelines

Agencies operate in different contexts, with varying levels of size, risk and procurement maturity. CPOs should focus on the expectations, enablers and outcomes most relevant to their agency's objectives and maturity, tailoring measures and evidence to their context while remaining aligned to the CPO Success Profile.

The measures and indicators in this framework are illustrative examples only. Where numeric examples are included, they are intended to demonstrate the type and level of ambition that may be appropriate in some settings – they are not minimum requirements and do not introduce new compliance or reporting obligations.

Measures should be evidence based and observable. Where practicable, they should be clearly defined, supported by identifiable evidence or data sources, and capable of being reviewed over time to demonstrate progress or change.

Results from applying these guidelines should be used to:

- identify CPO capability gaps and development priorities
- support performance reviews and professional development discussions
- provide evidence of CPO impact for annual reporting and assurance
- inform strategic workforce and capability planning
- track progress between capability benchmarking cycles.

CPO leadership impact framework

This framework translates the CPO Success Profile into a practical structure for assessing and discussing procurement leadership impact.

It sets out each expectation alongside illustrative indicators and measures to show what good leadership looks like, how it may be demonstrated in practice, and how impact can be assessed over time. The framework is intended to support performance conversations, reflection and continuous improvement.

Domain definitions

Enabler domain

Enablers represent the capabilities, systems, and leadership practices that the CPO develops and maintains to ensure the procurement function is high-performing, resilient and continuously improving.

They describe how procurement delivers results – for example, through strong governance, effective data use, workforce capability and collaboration.

Enablers are within the CPO's sphere of influence and can be actively managed and measured to drive improvement.

Outcome domain

Outcomes represent the tangible results and impacts achieved through effective procurement leadership.

They describe what is delivered – how procurement contributes to agency, organisational and community outcomes such as value for money, sustainability, capability uplift and public trust.

Outcomes demonstrate the broader value and impact of procurement beyond process efficiency or compliance.

Please note: The indicators and metrics below are illustrative examples only. They do not set mandatory thresholds or introduce new compliance or reporting requirements.

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.

Enablers – How success is achieved

Enabler	Measurement approach	Illustrative indicators
Strategic alignment Procurement priorities are aligned to agency strategy, funding and delivery plans.	Review the extent to which major procurements and category strategies clearly reference agency priorities and delivery objectives. Sources: Forward procurement plans, category strategies, business plans.	Major procurements and category strategies demonstrate clear alignment to agency priorities and delivery outcomes.
Executive advice and influence The CPO provides timely, high-quality, evidence-based advice to inform executive decision making on trade-offs, timing and risk.	Review the quality, relevance and influence of procurement advice provided to executive forums; gather executive feedback on usefulness. Sources: Executive papers, minutes, feedback.	Procurement advice informs executive decisions on priorities, risk and delivery timing; procurement is engaged early in strategic discussions.
Strategic scanning and continuous improvement The CPO actively scans, benchmarks and adapts best practice from across the sector, industry and other jurisdictions to improve procurement outcomes and maturity.	Review how external insights and benchmarking inform procurement strategy, priorities and improvement initiatives. Sources: Benchmarking reports, sector networks, improvement plans, strategy papers.	Evidence that procurement strategies or improvement initiatives reflect learnings from sector peers, industry or other jurisdictions.

Outcomes – What success delivers

Outcome	Measurement approach	Illustrative indicators
Procurement enables agency outcomes Procurement demonstrably supports the delivery of agency priorities and strategic outcomes.	Assess linkage between procurement initiatives and agency outcomes Sources: Agency business plans, performance dashboards, benefits realisation reports.	Clear evidence that procurement initiatives support priority outcomes.
Executive confidence in procurement leadership Executives have confidence in procurement leadership, advice and judgement.	Gather qualitative executive feedback over time on procurement's strategic contribution. Sources: Executive surveys, interviews.	Procurement is consistently engaged early in strategic planning and decision-making, not just approvals.

Expectation 2 – Strengthen governance, risk and integrity



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

Enablers – How success is achieved

Enabler	Measurement approach	Illustrative indicators
Proportionate governance Procurement governance frameworks are clear, risk based and consistently applied.	Review governance arrangements and assurance outcomes to assess proportionality, clarity and consistency. Sources: Audit reports, procurement assurance reviews, probity logs, governance frameworks.	Minimal repeat adverse assurance findings; governance arrangements scaled appropriately to risk and value.
Active risk leadership Procurement risks are anticipated, identified and managed across the procurement and contract lifecycle.	Review the quality and timeliness of risk identification, escalation and mitigation. Sources: Risk registers, contract management systems.	Risk assessments documented for most higher-value or higher-risk procurements; risks addressed before issues escalate.
Judgement under scrutiny The CPO demonstrates sound judgement, integrity and leadership during periods of disruption, investigation or heightened public scrutiny.	Review handling of audits, complaints, investigations and high-risk decisions. Sources: Audit and investigation reports, executive briefings, incident reviews.	Issues are managed transparently; confidence maintained during scrutiny; lessons applied to improve practice.

Outcomes – What success delivers

Outcome	Measurement approach	Illustrative indicators
Public trust, transparency and confidence in procurement decision making. Procurement seen as ethical, open and defensible.	Review transparency practices and assurance outcomes over time. Sources: Tenders WA, approvals and exemption register, contract register, Strategic Forward Procurement Plan.	Procurement information is published accurately and in a timely manner; assurance activity demonstrates confidence in decision making.
Sustained governance maturity Governance capability improves over time and is embedded in practice.	Track trends across audits, assurance reviews and benchmarking cycles. Sources: Audit reports, procurement assurance reviews, agency capability reviews, procurement capability benchmarking survey.	Sustained improvement over time; reduction in repeat governance and compliance issues.

Expectation 3 – Drive digital and data transformation



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

Enablers – How success is achieved

Enabler	Measurement approach	Illustrative indicators
Digital enablement Procurement processes are supported by fit-for-purpose digital systems and workflows that reduce manual effort and improve visibility and control.	Assess the extent to which the procurement lifecycle is supported by digital workflows and integrated systems, proportionate to agency context and maturity. Sources: e-procurement systems, finance systems.	Approximately 70%–80% of the source-to-contract lifecycle supported by digital workflows.
Data-informed leadership and oversight Procurement data is actively used to inform strategy, prioritisation, oversight and executive decision-making.	Review how spend, supplier, contract and performance data is referenced in procurement strategies, reporting and executive advice. Sources: BI dashboards, reports.	Data and analytics are routinely referenced in procurement strategies, executive reporting and decision making.
Data quality and transparency Procurement data is accurate, timely and managed to support reporting, assurance and public transparency.	Assess data quality, completeness and timeliness across procurement datasets used for reporting and publication. Sources: Procurement datasets, contract registers, dashboards, reporting systems.	Procurement data is complete, accurate and submitted within required timeframes; minimal recurring data quality issues identified through validation or assurance processes.

Outcomes – What success delivers

Outcome	Measurement approach	Illustrative indicators
Evidence-based decisions Procurement decisions are demonstrably informed by reliable data and analytics.	Track the use of data and analytics in procurement strategies, business cases and executive advice. Sources: BI dashboards, category strategies, executive papers.	Clear evidence that data and analytics inform procurement strategies, prioritisation and key decisions.
Transparency, insight and accountability Procurement information is accessible and supports transparency, assurance and public confidence.	Review timeliness, completeness and use of procurement reporting and published data. Sources: Procurement dashboards, contract registers, Tenders WA data, internal reports.	Procurement information supports effective oversight and transparency; dashboards and reports are actively used to monitor spend, contracts and performance.

Expectation 4 – Deliver commercial excellence



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

Enablers – How success is achieved

Enabler	Measurement approach	Illustrative indicators
Commercial discipline and judgement Procurement decisions reflect sound commercial judgement, balancing cost, risk, quality, deliverability and policy outcomes in line with market conditions.	Review procurement plans and governance papers for evidence of risk-adjusted decision making, trade-offs and documented commercial rationale. Sources: Procurement plans, category strategies, governance and approval papers.	Major procurements demonstrate a documented commercial approach that clearly explains trade-offs and risk allocation appropriate to scale and complexity.
Supplier relationship and performance management Supplier performance is actively managed to deliver contractual, commercial and outcome commitments over time.	Review contract management practices and performance review cadence for strategic or higher-risk suppliers. Sources: Supplier Relationship Management records, contract management plans and systems.	Strategic or high-risk suppliers are subject to regular, risk-based performance review, with issues identified and addressed early.
Outcome-focused and proportionate procurement design Procurements are deliberately designed to enable value, innovation and community outcomes where appropriate.	Review procurement plans and strategies for documented consideration of outcome-based specifications and social procurement suitability. Sources: Tender documentation, procurement planning templates, procurement plans.	Evidence that outcome-based or innovative approaches are used selectively and proportionately; social procurement considerations assessed with rationale documented where not applied.

Outcomes – What success delivers

Outcome	Measurement approach	Illustrative indicators
Value beyond price Procurement delivers measurable benefits beyond cost reduction, including resilience, service quality and risk mitigation.	Track reported benefits across cost avoidance, service outcomes, risk reduction and innovation. Sources: Benefits-realisation reports, contract reviews.	A defined proportion of reported procurement benefits relate to outcomes beyond cost, such as resilience, risk mitigation, service quality or innovation.
Stable contract outcomes Contracts perform as intended over time, with risks managed and issues resolved early.	Review trends in disputes, variations, extensions and emergency procurement activity. Sources: Contract records, issue logs, procurement reports.	Stable or improving trend in contract performance over time.
Sustainable procurement outcomes Procurement achieves economic, social and environmental outcomes in line with government priorities.	Review inclusion and tracking of ESG and social clauses in major contracts. Sources: Contract templates, contract management records.	Major contracts demonstrate embedded and monitored sustainability outcomes, scaled to risk and value.
Innovation enabled through procurement Procurement enables innovative delivery approaches, new commercial models and pilot initiatives where this demonstrably adds value.	Track use of pilots, proof-of-concepts or alternative delivery models. Sources: Procurement plans, contract records.	Evidence that procurement enables innovation or alternative delivery models where this demonstrably adds value.

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.

Enablers – How success is achieved

Enabler	Measurement approach	Illustrative indicators
Trusted advisory role Procurement is recognised as a strategic business partner that adds value beyond process and compliance.	Review timing, nature and impact of procurement engagement in business planning and delivery. Sources: Engagement records, business cases, stakeholder feedback.	Evidence of early and ongoing engagement with business areas; positive feedback on procurement advice and support.
Business-aligned engagement models Procurement engagement approaches are tailored to business needs, service delivery models and risk profiles.	Assess how procurement advice is integrated into planning, design and delivery decisions. Sources: Business cases, procurement plans, engagement logs.	Procurement is involved early in shaping fit-for-purpose approaches, not only approvals.
Constructive supplier engagement Suppliers are engaged professionally, transparently and fairly to support performance, competition and innovation.	Review supplier engagement practices, debrief quality and feedback mechanisms. Sources: RFIs, supplier debrief records, supplier surveys.	Positive supplier feedback trends; debriefs provided consistently in line with agency practice.

Outcomes – What success delivers

Outcome	Measurement approach	Illustrative indicators
Stakeholder confidence Business areas trust procurement advice and actively seek it to support delivery decisions.	Gather qualitative feedback over time on procurement's contribution to outcomes. Sources: Business surveys, interviews, post-project reviews.	Business proactively engages procurement early; procurement is viewed as a trusted advisor.
Market confidence Suppliers perceive procurement processes as fair, consistent and well managed.	Review supplier feedback and trends across engagements. Sources: Supplier surveys, debrief feedback.	Generally positive supplier experience; reduced complaints or disputes over time.
Collaborative delivery outcomes Effective collaboration with business areas, suppliers and other agencies improves delivery confidence, innovation and value for money.	Assess examples where collaboration influenced outcomes or delivery confidence. Sources: Case studies, procurement reviews, governance papers.	Clear examples where collaboration with business areas, suppliers or other agencies has improved delivery outcomes, mitigated risk or enabled innovation.

Expectation 6 – Develop workforce capability and professionalisation



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

Enablers – How success is achieved

Enabler	Measurement approach	Illustrative indicators
Workforce planning and succession Procurement capability, capacity and critical roles are planned, monitored and sustained through structured workforce and succession planning.	Review existence, quality and use of workforce and succession plans; assess coverage of critical roles. Sources: Workforce plans, succession plans, HR data.	Workforce and succession plans are in place for procurement roles, with critical roles identified and mitigation strategies documented.
Capability embedded in systems and roles Procurement capability is embedded through role design, processes, frameworks and tools, rather than relying on individual expertise.	Review role profiles, process documentation and use of standard frameworks and tools. Sources: Role profiles, PCM, procurement frameworks, templates and systems.	Role expectations are consistently aligned to the PCM and standard processes and tools are used across teams.
Learning, development and Continuing Professional Development (CPD) Procurement staff are supported to develop capability through structured learning pathways, mentoring and ongoing CPD.	Track participation in learning, mentoring and CPD activities. Sources: Learning management system records, CPD logs, mentoring program records, PDP data.	Most procurement staff meet CPD expectations and learning pathways are actively used.
Professional identity and standards Procurement is reinforced as a recognised profession with clear standards, expectations and career pathways.	Review alignment of roles and career pathways to professional standards and frameworks. Sources: Role profiles, PCM, professional membership data.	Clear procurement career pathways documented and communicated.

Outcomes – What success delivers

Outcome	Measurement approach	Illustrative indicators
Sustained procurement capability Procurement capability is stable and resilient over time, not dependent on individual staff members.	Monitor capability, retention and succession trends over time. Sources: HR data, workforce analytics, capability assessments.	Procurement capability and retention trends are stable or improving. Knowledge sharing, cross-training and distribution of responsibilities reduce key person dependency and support business continuity across the procurement function.
Professional recognition and mobility Procurement is recognised internally as a profession with credible career pathways and development opportunities.	Monitor accreditation, mobility and progression within procurement roles. Sources: HR records, professional membership data.	Increasing professional accreditation or membership; clear internal mobility pathways evident.
Agency-wide procurement literacy Broader business areas demonstrate improved understanding of procurement roles, standards and expectations.	Gather qualitative feedback and review engagement practices. Sources: Surveys, engagement feedback, training records.	Business areas engage earlier and more effectively with procurement.

Cross-cutting expectation — stewardship, judgement and continuous improvement

Purpose: Demonstrate sustained stewardship and leadership that strengthens procurement capability, integrity and maturity over time.

Enablers – How success is achieved

Enabler	Measurement approach	Illustrative indicators
System stewardship and continuous improvement Procurement performance, assurance and benchmarking insights are consistently used to guide priorities, decisions and improvement over time.	Review how insights are translated into actions and reviewed across cycles (not one-off). Sources: Benchmarking reports, audits, improvement plans.	Clear and repeatable link between insights and improvement actions; evidence that actions are reviewed and refined over time.
Sector stewardship and contribution The CPO contributes to strengthening procurement capability and maturity beyond their own agency.	Track leadership or participation in sector-wide initiatives. Sources: PCM Network records, Strategic Procurement Thought Leadership Event attendance data, event participation logs, mentoring program records.	CPO leads or contributes to sector initiatives that support capability uplift and professionalisation outcomes.

Outcomes – What success delivers

Outcome	Measurement approach	Illustrative indicators
Sustained maturity uplift Procurement capability improves over time relative to baseline, across multiple expectations.	Track trends across review or benchmarking cycles. Sources: Benchmarking surveys, sector dashboards.	Sustained improvement across multiple domains.
Resilient and trusted procurement system Procurement outcomes are stable, credible and trusted, even during change or disruption.	Review trends in assurance findings, stakeholder confidence and system stability. Sources: Audit outcomes, assurance reviews, stakeholder feedback.	Fewer repeat issues; stable performance during periods of change; maintained confidence in procurement advice and decisions.

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

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