

Role Statement



TITLE OF POSITION: Head of Procurement Operations
CLASSIFICATION LEVEL: MAS-3
REPORTS TO: Director of Procurement & Contracting

Organisation Overview

The Department of Planning, Transport and Infrastructure (DPTI) serves the South Australian community by providing safe, effective and efficient planning, transport and infrastructure networks across the state and facilitating development of the State's Infrastructure, in accordance with South Australia's Strategic Plan and the State Infrastructure Plan.

DPTI is a values based organisation and relies on its people to live the values through positive behaviours to improve outcomes for employees and all South Australians.

By working together we capitalise on a unique and powerful opportunity – to connect with every part of our community and deliver positive outcomes every day.

Division

People and Business Division comprises of five directorates: Customer and Information Services, Investment Services, People and Performance, Commercial and Legal and Portfolio Management Office.

Investment Services is responsible for the provision of Corporate Finance, Procurement, and Assurance and Risk management functions and services across the organisation including financial control, business partnering, financial improvement and systems, strategic resourcing strategy and operations and across government contract services.

Role Overview

This role forms part of the Procurement and Contracting Section, which is responsible for delivering the full life cycle of procurement and contract management services for DPTI.

Reporting to the Director Procurement and Contracting, the Head of Procurement Operations is accountable for leading the procurement administrative and support services. Core to the Procurement Operations function will be maintaining a Procurement Centre of Excellence which will be responsible for developing and maintaining all relevant documentation, policy and processes which will underpin the Procurement and Contracting Section's operations and managing and maintaining the suite of e-procurement technologies.

Directorate:
Position Number:
ANZCO Code:
Location: #MAS3 Template #11055405
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Government of South Australia
Department of Planning,
Transport and Infrastructure

The successful incumbent will be responsible for the effective leadership of the Procurement Operations unit. This means they will need to be able to inspire and motivate a diverse team of professionals. This unit will have responsibility for contract formation, tactical procurement, procurement and contract management policy development and implementation as well as aspects of the ICT requirements that will underpin how we effectively deliver the whole of our procurement responsibilities. They are likely to hold specific delegations and be able to exercise those delegations in an objective and defensible way.

Key Occupational Specific Capabilities of the Role

The Head of Procurement Operations is required to undertake a wide range of activities which may include all or any of the following:

- Advises the Director Procurement and Contracting and relevant General Managers on critical procurement risks and provides options for mitigation strategies.
- Champions the benefits of, and expertly articulates procurement operations management to Executive level stakeholders.
- Champions procurement risk management throughout the Department and promotes a culture of risk management and mitigation balanced with realisation of future opportunities.
- Develops across Department relationships with relevant stakeholders to deliver benefits to the Department and inspire confidence in role of procurement operations.
- Develops and maintains robust, long term strategic partnerships with key suppliers ensuring that the strategic benefits of relationships is delivered across the Department and other Agencies, as required.
- Develops and implements strategic procurement operations solutions and drive for the Department through strategic benefit realisation plans.
- Establishes, leads and mentors multiple cross functional teams. Manages staff and resources to achieve agreed outcomes in both time, cost and quality, through developing and monitoring budgets and targeted savings.
- Formulates policies and practices that influence the direction on key corporate issues, positions the Department to meet future challenges, enables the achievement of the Department and Section's objectives, drives innovation and delivers best practice.
- Leads and manages a range of complex and critical projects, programs, systems and/or services that are consistent with departmental and whole of government strategies, policies and priorities.
- Leads, implements and manages strategic change management processes within the Department and provides guidance on effective stakeholder management, as required.
- Maintains high level discipline knowledge of procurement processes, government procurement policies, Legislations, Regulations and Codes of Practice.

- Manages substantial and complex financial and human resources to achieve the Department and Section objectives via a contemporary procurement operations model.
- Provides specialist advice and leadership in negotiation strategies via expert negotiation and dispute resolution techniques.
- Provides specialist guidance in determining best practice processes which secures efficacy of spend in any given set of circumstances.
- Provides advice regarding the development of varying types of procurement contracts across all stages including needs identification, planning and analysis of specifications, development of key performance indicators, performance metrics and service level agreements, supplier negotiation, preparation of documentation and contract creation.
- Reviews the analysis of all suppliers and supply markets to determine effectiveness of operations and implementation of strategic procurement objectives. Instigates identified strategic collaborative opportunities with key suppliers.
- Creates and leads a procurement centre of excellence.

Special Conditions and Essential Requirements

Qualifications / Licences

Relevant tertiary qualifications and/or substantial experience as a leader in procurement operations or contract management will be well regarded

Person Capabilities

Core underpinning capabilities and expected behaviours are defined in the attachment. These behavioural indicators of success are aligned to:

- Cultural Respect
- Public Sector Values
- Customer Service
- Positive Work Health and Safety
- Leadership

Delegate Approval

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Name

Signature

Date: / /

Core Capabilities and Expected Behaviours

CULTURAL RESPECT

CULTURALLY KNOWLEDGEABLE

1) *Advocates for widespread acceptance of:*

- our nation's history and the impact of colonisation on Aboriginal people and communities. Agrees to right the wrongs of the past and implements methodologies to support this;
- Aboriginal peoples as Australia's first people and nations, and as the traditional owners and occupants of land and water in South Australia;
- Aboriginal peoples rights as part of a shared national identity, and that preserving their cultural and heritage beliefs, languages and lores is of significant importance;
- the injustice Aboriginal peoples have endured, the dispossession of their traditional lands and waters as a result of past policies/practices and the impact resulting from that loss, and
- removing barriers to address Aboriginal peoples disadvantage, increasing parity and Aboriginal peoples access to the Department's services, programs and employment opportunities.

2) *Develops effective and valuable relationships with Aboriginal peoples based on trust, respect, recognition, cultural inclusion, encouragement and support which:*

- contributes to the achievement of the performance indicators as outlined in the Department's Reconciliation Action Plan;
- invests in Aboriginal employees to realise their full potential and aspirations through the spirit of Self Determination and by providing various mentoring, coaching, education and/or on-the job training opportunities tailored to cultural methodologies;
- increases and enables systematic, meaningful and innovative engagement with Aboriginal peoples and communities in generating ideas and recommending improvements to the Department's core business activities, strategic documents, policies and achieving reconciliation;
- provides recurring and regular opportunities for Aboriginal employees to engage with their culture and community;
- campaigns for the Department as an Aboriginal employer of choice with internal and external stakeholders;
- develops sustainable career pathways and business opportunities for Aboriginal peoples, and
- ensures individual and Directorate participation in across government groups which address Aboriginal peoples wellbeing, reconciliation and employment across the sector.

3) *Demonstrates detailed knowledge and appreciation of:*

- Aboriginal peoples social issues and the resulting impact on their participation within the Department and access to the Department's services and programs;
- Aboriginal peoples spiritual, social, cultural and economic practices originating from their traditional lands and waters;
- protocols around "Acknowledgement of Country" and "Welcome to Country" ceremonies to ensure there is a shared and effective meaning behind the ceremonies and that ceremonies are used appropriately by Directorates;
- the unique and irreplaceable contribution that Aboriginal peoples have made and continue to make to the state of South Australia;
- the Department's "Reconciliation Statement of Commitment", "Reconciliation Action Plan" and "Aboriginal Impact Statement Policy", and
- the necessity for cultural perspective inclusion in the development of Directorate Strategic Plans.

4) *Enthusiastically seeks and participates in cultural learning opportunities to:*

- increase knowledge and appreciation of Aboriginal peoples history and cultural values which assists in promoting reconciliation across Directorates;
- increase culturally respectful practices, and
- to promote the attendance at cultural learning opportunities with direct reports.

5) *Learns from the past and actively promotes:*

- improving the Department's policies, procedures, programs and services in response to:
 - the diverse needs of Aboriginal employees and communities which increases parity, and
 - reducing the disadvantage and equity gap which encourages reconciliation throughout Directorates, political and community institutions;
- the Department's commitment to the Reconciliation Action Plan through encouraging reconciliation within the Department and the community we serve;
- the recruitment, retention and promotion of Aboriginal employees within Directorates in line with the Department's Aboriginal Employment Strategy;
- increasing Directorates understanding and respect for Aboriginal peoples cultural values;
- increasing Directorates awareness of Aboriginal peoples social issues that impact on their participation within the Department and access to the Department's services and programs, and
- using Aboriginal owned businesses within the Department's procurement guidelines.

6) *Instils Cultural Respect capabilities with direct reports through documented commitment in Performance Learning Agreements.*

Core Capabilities and Expected Behaviours

PUBLIC SECTOR VALUES

SERVICE – *We proudly serve the community and Government of South Australia*

PROFESSIONALISM – *We strive for excellence*

TRUST – *We have confidence in the ability of others*

RESPECT – *We value every individual*

COLLABORATION & ENGAGEMENT – *We create solutions together*

HONESTY & INTEGRITY – *We act truthfully, consistently and fairly*

COURAGE & TENACITY – *We never give up*

SUSTAINABILITY – *We work to get the best results for the current and future generations of South Australians*

Core Capabilities and Expected Behaviours

LEADERSHIP

1) STRATEGIC THINKING AND DECISION MAKING

- Advocates the Department's vision, mission and strategic agenda to Unit Leaders.
- Translates and enables others to understand the links between the Department's strategic agenda, government policies and Divisional Section objectives.
- Identifies broad themes across area of operation and establishes strategically aligned long term plans.
- Builds and reinforces a shared sense of direction, clarifies priorities and goals, and inspires others to achieve them.
- Provides expert advice to internal and external stakeholders regarding current focuses and their potential implication on the Department's strategic agenda and/or policies, or broader government policies. Such advice is rigorously considered and supported by a strong rationale and astute political awareness.
- Is willing to champion for an idea or position and be courageous in the face of adversity.
- Uses ICT to drive the accessibility, creativity and communication of information, whilst safeguarding the security and protection of information via compliance and integrity management of databases, document control systems and security protocols.

2) FACILITATES INNOVATION, CHANGE AND CONTINUOUS IMPROVEMENT

- Assists others to address emerging challenges and risks, and reinforces support for change initiatives.
- Translates change initiatives into practical strategies that staff can understand and implement.
- Identifies cultural barriers to change and implements strategies to address these.
- Manages challenging, ambiguous and/or complex issues calmly and logically, identifying significant information gaps and solutions to resolve them.
- Scans the Department's environment, monitors organisational priorities and provides coaching and leadership in ambiguous circumstances.
- Understands 'hot button' areas of political sensitivity and risk, actively seeking out alternative ways to provide efficient, effective and cost-effective services to internal and external stakeholders and the Department's customers.
- Uses data to evaluate critical success factors of Section performance and drives efficiencies to build centres of excellence.
- Clarifies and promotes the purpose and benefits of continuous improvement with Section team members.
- Endorses the evolution of new technologies to enhance business systems and processes identified as providing future organisational and/or community benefits and results.

3) BUILDS TEAM CAPABILITY

- Approves and selects high performing employees through overseeing the Section's entire recruitment process.
- Ensures new direct reports, including contract employees, complete the Section's induction.

- Identifies and acts on opportunities to develop the knowledge, skills and abilities of individuals through pro-active mentoring, training, professional development and/or stretch assignment opportunities to create centres of excellence.
- Gives direct reports the balance of autonomy and empowers them to make decisions and manage risk to achieve outcomes.
- Comprehends and can articulate the strengths and limitations of direct reports to address skills/knowledge gaps and strengthen current capability to meet Section goals in support of the Department's strategic agenda.
- Builds on strengths by providing prompt constructive, respectful and encouraging feedback. Undertakes regular personalised talent management and succession planning discussions with direct reports.
- Models prompt addressing of performance issues with individuals and is clear on improvement required. Provides appropriate guidance and support needed to achieve resolution, as required.
- Completes the entire performance review process with direct reports and oversees the delivery of the performance review process within the Section/s by set deadlines.
- Within agreed standard, budget and/or deadline, ensures the Section/s achieves work programs and the team attends training and professional development opportunities.
- Contributes to and oversees the development and implementation of workforce planning to prepare and align with current and future Department and government objectives.
- Monitors and analyses the Section/s employee engagement and climate to identify opportunities to build workforce culture and attract, retain, develop and motivate a high performing skilled workforce.
- Celebrates the Section/s success and engages in activities to increase morale.
- Ensures individual and team behaviour is in accordance with the Code of Ethics for the South Australian Public Sector. Drives accountability and leads by example.

Core Capabilities and Expected Behaviours

CUSTOMER SERVICE

- 1) ***Models, delivers, promotes, drives and a customer focused culture across Divisional Units that:***
 - is effective, courteous, respectful, polite, professional, fair and non-discriminatory;
 - builds a common understanding of the Department's customers, their perspectives, and sources of customer insight;
 - accepts customer-focus as integral to the role of all Department employees, and
 - delivers on Divisional Unit customer outcomes and service delivery results
- 2) ***Takes ownership of, honours commitments and supervises the closing out of customer issues within the team and/or Divisional Unit to ensure customers are provided with accessible, prompt, comprehensive and accurate information which enable customers to efficiently and cost effectively use the Department's services and products.***
- 2) ***Verifies that Divisional Unit customers are provided with accessible, prompt, comprehensive and accurate information which enables the efficient and cost effective use of the Department's services and products. Evidence is verified by monitoring, reviewing, assessing and reporting on:***
 - customer satisfaction outcomes and service performance, and
 - service performance of external co-providers.
- 3) ***Situates customer-focus as central to the Department's culture, operations, strategy and governance which ensures customer:***
 - diversity is respected and privacy protected;
 - services needs are fit for purpose, are easy to use, reliable and digital by default;
 - benefits are maximised resulting in achievement of Divisional Units service delivery results;
 - safety is paramount;
 - service continuous improvement strategies are explored, and
 - transparency in service design, delivery and performance and how to get involved.
- 4) ***Courteously and efficiently resolves sensitive customer complaints in line with the Department's complaints handling policies and procedures. Seeks appropriate assistance from Executive Management for sensitive politically sensitive and/or highly complex enquiries.***
- 5) ***Represents Divisional Units and/or the Department internally and externally at conferences, seminars, community, cross-agency and/or inter-jurisdictional meetings/forums to:***
 - provide expert and influential advice;
 - develop continuous improvement strategies;
 - offer opportunities to get involved which provides transparency in service design, delivery and performance, and
 - negotiate on Department issues related to customer services and standards.

- 6) ***Builds and maintains relationships with key customers across the public, private and community sectors to increase engagement, collaboration and cooperation, which ensures:***
- customer needs, preferences and expectations are obtained (including hard-to-reach and/or disadvantaged customers), and
 - a range of measurements, information and ideas can be drawn upon to provide informed and researched reports, briefing documents, business cases and/or strategic documentation that recommend improvements to Divisional Unit and/or the Department's customer service design, delivery, policies and program outcomes.
- 7) ***Enables understanding of and actively shares customer insights across Divisional Units and with external co-providers to ensure the implementation of high level, responsive, efficient, effective and reliable Divisional Unit and/or Department service outputs.***
- 8) ***Assesses and reviews the achievement of high level, responsive, efficient and effective Divisional Unit and/or Department service delivery outcomes from external co-providers. Implements continuous improvement strategies where required.***

Core Capabilities and Expected Behaviours

POSITIVE WORK HEALTH & SAFETY

PERSONAL WHS RESPONSIBILITIES

- Takes reasonable care to protect themselves at work.
- Does not present themselves to work in a state as to endanger their own safety or the safety of any other person at work due to the consumption of alcohol and/or drug/s.
- Maintains housekeeping in the work area to ensure a hazard free environment.
- Proactively participates in any WHS training in order to improve knowledge of and/or performance in safety.

MANAGER/SUPERVISOR WHS RESPONSIBILITIES

- Oversees the management of WHS and welfare decision making within area of responsibility.
- Supports a Just Culture model of shared accountability, attitudes, beliefs and values.
- Identifies and ensures workers participate in required WHS training in order to improve knowledge of and/or performance in safety.
- Actively recognises employees who contribute to improved work health safety performance, goals and/or obligations.
- Supports injured or ill employee, through actively participating in rehabilitation programs to ensure that suitable duties are provided for the injured/ill workers return to work.
- Completes and submits appropriate reports within area of responsibility;.
- Ensures that workplace inspections occur and that problems identified are recorded and acted upon.
- Uses consultative mechanisms to assist in the resolution of escalated significant work health and safety issues.
- Maintains active knowledge of hazards and risks in the work area.
- Participates in hazard, accident or incident investigation.
- Supports workers and takes action on reports of workplace bullying, occupational violence and discrimination.