

Unit title		Proc 101 Plan Procurement Activities	
Unit description		<p>This unit covers the establishment, justification and approval of procurement requirements to achieve required outcome. It includes defining and justifying the need, researching potential impact and risks, and securing organisational support to proceed with procurement activity.</p> <p>The unit is suitable for any personnel who identify the need for procurement, and would not necessarily apply to procurement specialists whose role would typically begin as a result of procurement need being established and approved (including approval of appropriation).</p> <p>In practice, planning procurement activities may overlap with other generalist and specialist work activities such as acting ethically, complying with legislation, applying government processes, working with diversity, using resources, etc.</p>	
SCR Level		1	
Element 1	Define and justify procurement need	Performance criteria	<p>1.1 Consultation is undertaken with stakeholders and experts to determine whether viable alternatives to procurement exist to address identified procurement need</p> <p>1.2 A representative sampling of clients, experts and suppliers is consulted to define and clarify requirements</p> <p>1.3 Procurement need is justified through consultation and negotiation with stakeholders and experts</p> <p>1.4 Other issues and opportunities are investigated for integration into procurement activity</p>

Element 2	Research potential procurement impact	Performance criteria	<p>2.1 Options are developed and the impacts, risks and costs of each are determined</p> <p>2.2 Recommendation is made and justified</p> <p>2.3 Identification and assessment of risks are undertaken using risk analysis tools that meet policy guidelines</p> <p>2.4 Stakeholder input is obtained and taken into account in the development of the procurement requirement</p> <p>2.5 Procurement requirement is developed which contains risk analysis, outcome measures, responsibilities and timelines using approved document templates</p> <p>2.6 Procurement requirement is outlined from transition to close-out, and meets legislative, policy and probity requirement</p>
Element 3	Secure ministry/organisational support for the planned procurement		<p>3.1 Constraints or limitations of authority and approval requirements are identified and plans checked to be consistent with authorities and expenditure thresholds</p> <p>3.2 Resource allocations and appropriation are confirmed for whole-of-life of the planned procurements</p> <p>3.3 Approvals are obtained in accordance with procedures, guidelines and delegations/authorities</p> <p>3.4 Procurement requirement is conveyed to procurement team members/authorised officers for development of procurement planning and implementation</p> <p>3.5 Value for money criteria are defined for assessment and measurement of performance</p>

<p>Knowledge</p>	<ul style="list-style-type: none"> • Government legislation, policies, practices and guidelines relating to procurement and procurement planning • Authorities and thresholds for procurement activities • Information, knowledge management and recordkeeping for official/historical records • Strategic Procurement Plans and Annual Procurement Plans • Procurement planning templates • Procurement risk assessment and its relationship to procurement planning • Procurement methods
<p>Skills</p>	<ul style="list-style-type: none"> • consulting with contractor and stakeholders involving often complex oral and written exchanges • reading and applying complex documents such as contracts, legislation and guidelines • writing review report/s and recommendations requiring precision of expression • responding to diversity, including gender and disability • attention to detail in completing templates and other documents • Use of word processing and spread sheets

Unit title	Proc 102 Develop and prepare tender documents		
Unit description	<p>This unit covers the development and dissemination of tender documents to fulfil procurement requirements. It includes interpretation of procurement requirements, planning procurement activities, specifying the requirement, and developing a procurement plan and the formal tender specifications.</p> <p>In practice, preparing and developing tender documents may overlap with other generalist and specialist work activities such as acting ethically, complying with legislation, applying government processes, working with diversity, using resources, etc.</p>		
SCR Level	1		
Element 1	Interpret procurement requirements	Performance criteria	<ul style="list-style-type: none"> 1.1 Procurement approvals and appropriation/s are confirmed with appropriate personnel 1.2 A representative sampling of clients, experts and suppliers is consulted to further define and clarify requirements 1.3 A market analysis is used to identify factors that may impact on procurement decisions 1.4 Sources of supply are accessed to determine possible providers and any conflict of interest is identified and resolved 1.5 Confirm the information to be collected for bid preparation with appropriate personnel 1.6 Information is gathered in order to prepare specifications/terms of reference 1.7 Documentation is checked for accuracy and appropriate action undertaken to remedy inaccuracies

Element 2	Plan procurement activities	Performance criteria	<p>2.1 Business cost estimates are prepared in order to select a procurement method most suitable for the procurement activity, authority and most likely to achieve a value for money outcome</p> <p>2.2 Approvals are obtained for method of procurement</p> <p>2.3 Resource requirements are confirmed and committed in a timely manner, according to protocols of GRP.</p> <p>2.4 Responsible authorities are nominated according to authorities for thresholds and procurement methods</p> <p>2.5 Relationships and dependencies between various procurement activities are determined</p> <p>2.6 Strategies for briefing potential bidders are included in bid documents when required, and meet civil service standards and organisational protocols</p>
Element 3	Specify procurement requirement		<p>3.1 Scoping of the requirement is undertaken to identify outcomes, objectives and logistics</p> <p>3.2 Standards of performance, incentives, disincentives and performance measures are specified</p> <p>3.3 A statement of requirement is prepared that meets organisational requirements for format, content and procurement method and is acceptable to stakeholders</p> <p>3.4 The needs of clients and end users are incorporated and the outcome is achievable by potential providers</p> <p>3.5 Planned provider contract arrangements are specified in accordance with policy and guidelines and procurement method</p>

Element 4	Develop a procurement plan		<p>4.1 The procurement plan is developed in accordance with organisational procedures and procurement requirements</p> <p>4.2 Criteria and process for evaluation, including evaluation checklist, of offers are selected to meet legal and policy requirements, and are practical and measurable</p> <p>4.3 Where used, specialist expertise to evaluate offers and the structure/membership of evaluation panel is arranged in accordance with organisational procedures</p> <p>4.4 Practical strategies are selected for informing or debriefing successful and unsuccessful bidders and the market, in accordance with organisational guidelines and civil service standards</p>
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<p>Element 5</p>	<p>Develop request for offers</p>		<p>5.1 Request for offers and contractual conditions are developed that are suitable for the procurement activity, procurement method and are clarified with clients, providers and/or experts as necessary</p> <p>5.2 Request for offers is developed in accordance with a procurement plan, procurement method and which clearly outlines the procurement requirement and meets legal and probity requirements</p> <p>5.3 When possible/appropriate, input on content and structure of request for offer documents is obtained from market</p> <p>5.4 Approvals are obtained to approach the market place in accordance with organisational policy and procedures and authorities according to thresholds and types of procurement</p> <p>5.5 Records documenting the request, and for seeking, processing and closing of offers, are maintained in accordance with organisational procedures and legal requirements</p> <p>5.6 Procurement advertisements are drafted and disseminated according to organisational policies and procedures</p>
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<p>Knowledge</p>	<ul style="list-style-type: none"> • Government legislation, policies, practices and guidelines relating to procurement and procurement planning • Authorities and thresholds for procurement activities • Information, knowledge management and recordkeeping for official/historical records • Strategic Procurement Plans and Annual Procurement Plans • Procurement planning templates • Procurement risk assessment and its relationship to procurement planning • Procurement methods • Advertising methods • Record keeping protocols • Market survey techniques
<p>Skills</p>	<ul style="list-style-type: none"> • consulting with contractor and stakeholders involving often complex oral and written exchanges • reading and applying complex documents such as contracts, legislation and guidelines • writing review report/s and recommendations requiring precision of expression • copy writing for preparing advertisements • responding to diversity, including gender and disability • attention to detail in completing templates and other documents • Use of word processing and spread sheets

Unit title		Proc 103 Receive and select offers	
Unit description		<p>This unit covers the receiving and selecting of offers as a result of a formal request for offer process. It includes receipt and evaluation, managing the distribution and receipt of offers, selecting preferred providers, formalising contractual arrangements, and debriefing the market and other stakeholders.</p> <p>In practice, receiving and selecting offers may overlap with other generalist and specialist work activities such as acting ethically, complying with legislation, applying government processes, working with diversity, using resources, etc.</p>	
SCR Level		1	
Element 1	Manage distribution and receipt of offers	Performance criteria	<ul style="list-style-type: none"> 1.1 Dissemination of request for offers is actioned in accordance with organisational procedures and guidelines, and meets civil service standards 1.2 Briefings and clarification of information in the request for offer are undertaken as required in accordance with procurement plan, organisational procedures, guidelines and civil service standards 1.3 Offers are received in accordance with organisational procedures, guidelines and civil service standards 1.4 Probity issues in closing offers are observed 1.5 Late offers and non-conforming bids are dealt with in accordance with procurement plan and request for offer documentation 1.6 Bids are entered and stored on the bid register

Element 2	Select preferred providers	Performance criteria	<p>2.1 Bids are opened according to organisational procedures and guidelines</p> <p>2.2 Evaluation panel is coordinated and specialist expertise is obtained where necessary to assist with evaluation of offers</p> <p>2.3 Offers are evaluated in accordance with procurement plan, organisational probity requirements and public sector standards</p> <p>2.4 Clarification and negotiation of matters contained in offers, are undertaken with bidders in accordance with organisational guidelines and public sector standards</p> <p>2.5 Preferred provider/s are selected and recommendations for allocation of business are developed, justified and documented against selection criteria in accordance with policy and procedures and governance requirements</p> <p>2.6 Approvals are obtained for the recommended offer/s</p> <p>2.7 Successful provider/s are notified in accordance with organisational protocols</p>
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Element 3	Formalise contractual arrangements		<p>3.1 Approvals are obtained to enter negotiations, when required, and negotiation of the final wording of the contract is conducted in accordance with organisational policy and procedures and defined probity frameworks as set out in the evaluation plan</p> <p>3.2 Approvals to enter into contract/s are obtained in accordance with policy and procedures</p> <p>3.3 No commitments are made and contractors do not commence until contracts are signed</p> <p>3.4 Contracts are entered into that are valid and legally binding to the parties</p> <p>3.5 Contracts are structured to capture and address identified risks, protect both parties, and provide the basis for due performance</p> <p>3.6 Advice on the contractual arrangements is provided to stakeholders in accordance with organisational policy and procedures</p>
Element 4	Debrief market and other stakeholders		<p>4.1 Unsuccessful bidders are informed and debriefed with constructive feedback on their proposals upon request</p> <p>4.2 Details of successful provider/s are made public in accordance with probity requirements, organisational protocols and public sector standards</p>

<p>Knowledge</p>	<ul style="list-style-type: none"> • Government legislation, policies, practices and guidelines relating to procurement and procurement planning • Procedures for opening bids and registering bids • Information, knowledge management and recordkeeping for official/historical records • Procurement methods • Record keeping protocols • Bid evaluation procedures and checklists • Procedures for evaluating and selecting bids
<p>Skills</p>	<ul style="list-style-type: none"> • consulting with contractor and stakeholders involving often complex oral and written exchanges • reading and applying complex documents such as contracts, legislation and guidelines • writing review report/s and recommendations requiring precision of expression • Negotiation skills to negotiate with short listed bidders • responding to diversity, including gender and disability • attention to detail in completing templates and other documents • Use of word processing and spread sheets • Scoring bids and calculating weighting of selection criteria • Using bid evaluation checklists • Communication skills to debrief unsuccessful bidders and respond to queries about the bid selection process

Unit title	Proc 104 Administer contracts		
Unit description	<p>This unit covers the administration of contracts by officers who administer contracts as part of their role, rather than as their primary role. They are not specialist contract managers. This unit includes undertaking preparations, establishing and maintaining contract administration arrangements, monitoring and maintaining contract performance, and completing and reviewing contracts.</p> <p>In practice, administering contracts may overlap with other generalist and specialist work activities such as acting ethically, complying with legislation, applying government processes, working with diversity, using resources, etc.</p>		
SCR Level	1		
Element 1	Prepare to administer a contract	Performance criteria	<p>1.1 Contract requirements, approvals and funding arrangements are confirmed and clarified where necessary, and obligations and limits of authority as contract administrator are identified in line with contractual and organisational requirements and procurement authorities and thresholds</p> <p>1.2 Operational elements of the contract are confirmed and contact is made with specialists to clarify and assist with contract administration issues</p> <p>1.3 Key contract clauses, included standard contract clauses are identified and their content is clarified as necessary to ensure contract requirements are understood</p> <p>1.4 The process, timings, and key performance indicators are identified from the contract and confirmed with stakeholders</p> <p>1.5 Risks are confirmed and a risk management plan is developed in line with contract requirements and organisational policy and procedures and consistent with government risk value quadrants</p> <p>1.6 A contract administration strategy is developed or obtained and key details are entered from the contract</p>

Element 2	Establish and maintain contract administration arrangements	Performance criteria	<ul style="list-style-type: none"> 2.1 Start-up or transition arrangements are confirmed and implemented in accordance with contract requirements and organisational procedures 2.2 Communication/information strategies are established to meet contractor and organisational needs 2.3 Risks management plan is monitored for effectiveness and adapted as necessary during the life of the contract 2.4 Relationship with contractor is established and managed in accordance with organisational policy and procedures 2.5 Specialist expertise is obtained as necessary for progress meetings and for advice on/resolution of contract issues 2.6 Contract information/documentation is maintained for organisational purposes in accordance with organisational policy and procedures
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Element 3	Monitor and maintain the performance of a contract		<ul style="list-style-type: none"> 3.1 Obligations to the contractor are met in accordance with contractual arrangements and the organisation's financial management requirements 3.2 Performance of the contract is monitored against performance indicators to ensure all obligations under the agreement are being met 3.3 Contract variations are managed in accordance with the contract and organisational policy and procedures 3.4 Inspections are carried out at regular intervals in order to ensure compliance with contract provisions and quality requirements 3.5 Non-compliance with contract or quality provisions is reported promptly in order that appropriate action can be undertaken 3.6 Disputes/complaints are investigated and resolved or referred in accordance with contractual requirements 3.7 Negotiation of issues relating to the contract is managed and approvals are obtained in accordance with stipulations in the contract proper 3.8 Communication/reporting on the performance of the contract is maintained with all stakeholders in accordance with organisational protocols and civil service standards
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Element 4	Complete and review contract		<p>4.1 Contracts are finalised, amended, cancelled or terminated in accordance with contractual arrangements</p> <p>4.2 Strategies to manage close-out, renewal of the contract or transition to a new contract meet organisational guidelines and civil service standards</p> <p>4.3 Review is undertaken of contract administration, contractor performance relevant to measures at each stage of the contract, user satisfaction and audit results, when necessary</p> <p>4.4 Where measures or outcomes are not met in full, variances are documented and explained</p> <p>4.5 Information from the review (and audit) is used to report on contractor performance, to review contract administration practice and make recommendations for improvement</p> <p>4.6 Complete monitoring and completion reports according to organisational guidelines</p>
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<p>Knowledge</p>	<ul style="list-style-type: none"> • Government legislation, policies, practices and guidelines relating to procurement and contract management • Procedures for contract monitoring and contract performance inspections • Information, knowledge management and recordkeeping for official/historical records • Record keeping protocols • Bid evaluation procedures and checklists • Monitoring reports and contract completion reports • Procedures for applying for contract variations/terminations/extensions • Standard contract clauses for different types of procurements • Risk assessment, management and risk quadrant identification
<p>Skills</p>	<ul style="list-style-type: none"> • consulting with contractor and stakeholders involving often complex oral and written exchanges • reading and applying complex documents such as contracts, legislation and guidelines • writing review report/s and recommendations requiring precision of expression • Negotiation skills and communication skills to negotiate with suppliers during contract execution • responding to diversity, including gender and disability • attention to detail in completing templates and other documents • Use of word processing and spread sheets

Unit title	Proc 205 Manage and control risk		
Unit description	<p>This unit covers management of risks associated with contracts. It includes assessing risk, and preparing, implementing and reviewing a risk management plan.</p> <p>In practice, managing and controlling risk may overlap with other generalist and specialist work activities such as acting ethically, complying with legislation, applying government processes, working with diversity, using resources, etc.</p>		
SCR Level	2		
Element 1	Assess risk	Performance criteria	<ul style="list-style-type: none"> 1.1 Legislation, policies, business processes and resources impacting on the contract are identified 1.2 Contract deliverables and internal inputs necessary for effective contract performance are identified 1.3 Risk value matrix is prepared according to the procurement contract and risk value assessment protocols 1.4 Critical success factors necessary for the achievement of contract deliverables are identified and confirmed 1.5 Non-trivial business risks relating to the contract are identified 1.6 Causes of risk are analysed and their potential impact is determined 1.7 Likelihood of risks is determined and risk ratings are developed

Element 2	Prepare risk management plan	Performance criteria	<p>2.1 A preliminary risk management plan is developed that addresses risks identified in the planning phase of the contract and the procurement plan</p> <p>2.2 Risks that will be accepted and those requiring treatment are identified</p> <p>2.3 Treatments that reduce risks to an acceptable level are designed in accordance with organisational requirements</p> <p>2.4 A plan for implementing new treatments, additional controls or modifications to existing controls is developed</p> <p>2.5 Where risks relate to the business context, risk management policies and procedures are reviewed and developed/amended</p> <p>2.6 Risk level is re-checked in the contract development phase, and the risk management plan is reviewed and adjusted to cover contract management risks not already identified</p>
Element 3	Implement and review risk management plan	Performance criteria	<p>3.1 Risk controls and treatments are implemented in accordance with the treatment plan</p> <p>3.2 The risk management plan is implemented, and regularly reviewed and revised to include potential or emerging risks during the life of the contract</p> <p>3.3 Review results are used to improve risk treatments and controls</p>

<p>Knowledge</p>	<ul style="list-style-type: none"> • Government legislation, policies, practices and guidelines relating to procurement and contract management • Procedures for contract monitoring and contract performance inspections • Information, knowledge management and recordkeeping for official/historical records • Record keeping protocols • Standard contract clauses for different types of procurements • Risk assessment, management and risk quadrant identification
<p>Skills</p>	<ul style="list-style-type: none"> • consulting with contractor and stakeholders involving often complex oral and written exchanges • reading and applying complex documents such as contracts, legislation and guidelines • writing review report/s and recommendations requiring precision of expression • Negotiation skills and communication skills to negotiate with suppliers during contract execution • responding to diversity, including gender and disability • attention to detail in completing templates and other documents • Use of word processing and spread sheets

Unit title		Proc 206 Establish contract management arrangements	
Unit description		<p>This unit covers the establishment of arrangements for contract management by officers whose primary role is contract management, and who may or may not have had involvement in the procurement process preceding execution of the contract.</p> <p>The unit includes confirming contract requirements, preparing a contract management plan, implementing contract strategies and implementing contractual arrangements.</p> <p>In practice, establishment of contract management arrangements may overlap with other generalist and specialist work activities such as acting ethically, complying with legislation, applying government processes, working with diversity, using resources, etc.</p>	
SCR Level		2	
Element 1	Confirm contract requirements	Performance criteria	<p>1.1 Legislation, civil service standards and organisational requirements relating to probity, financial management, approvals and other considerations are identified for inclusion in the contract management plan</p> <p>1.2 Contract requirements are re-confirmed with all parties</p> <p>1.3 Obligations to the contractor, limits of authority and delegations relating to the contract are determined in accordance with contractual arrangements and organisational policy and procedures</p> <p>1.4 Start-up or transition arrangements are confirmed</p>

Element 2	Prepare contract management plan	Performance criteria	<p>2.1 Contract risks are identified and a risk management plan is developed in line with contract requirements and organisational policy and procedures and the risk value quadrant matrix</p> <p>2.2 Procedures to identify, receive and address contract variations are determined in accordance with the contractual requirements and organisational procedures</p> <p>2.3 Procedures to investigate, resolve or refer disputes/complaints are determined in accordance with contractual requirements and organisational and civil service procedures</p> <p>2.4 Key performance indicators are developed/negotiated and administrative processes are identified and approved for the life of the contract in accordance with organisational and civil service procedures</p> <p>2.5 Contract management plan that addresses all key elements is documented, approved and maintained in accordance with organisational and civil service requirements</p> <p>2.6 Ethical behaviour, probity and privacy principles are applied to all elements of the contract management plan</p>
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Element 3	Implement contract review strategies		<p>3.1 The requirements of confidentiality/freedom of information are identified for the contract</p> <p>3.2 Communication requirements are identified/confirmed in line with contractual obligations and the needs of stakeholders</p> <p>3.3 A communication/information strategy is developed that matches the needs of the organisation, the contract and the contractor's business environment</p> <p>3.4 Contract review requirements are established with stakeholders</p> <p>3.5 A contract review strategy is developed to review management of the contract, contractor performance and user satisfaction</p>
Element 4	Implement contractual arrangements		<p>4.1 Business relationship with contractor is established and managed in accordance with organisational policy and procedures</p> <p>4.2 Start-up or transition arrangements are implemented</p> <p>4.3 Financial, administrative and information management processes are established</p> <p>4.4 Contractual arrangements are implemented in accordance with the contract management plan</p>

<p>Knowledge</p>	<ul style="list-style-type: none"> • Government legislation, policies, practices and guidelines relating to procurement and contract management • Procedures for contract monitoring and contract performance inspections • Information, knowledge management and recordkeeping for official/historical records • Record keeping protocols • Standard contract clauses for different types of procurements • Risk assessment, management and risk quadrant identification
<p>Skills</p>	<ul style="list-style-type: none"> • consulting with contractor and stakeholders involving often complex oral and written exchanges • reading and applying complex documents such as contracts, legislation and guidelines • writing review report/s and recommendations requiring precision of expression • Negotiation skills and communication skills to negotiate with suppliers during contract execution • responding to diversity, including gender and disability • attention to detail in completing templates and other documents • Use of word processing and spread sheets

Unit title	Proc 207 Manage contract performance		
Unit description	<p>This unit covers the implementation of strategies that ensure effective contract performance by officers whose primary role is contract management, and who may or may not have had involvement in the procurement process preceding execution of the contract.</p> <p>The unit includes managing of the business relationship, managing performance of the contract, managing contract issues, and implementing a communication/information strategy.</p> <p>In practice, managing contract performance may overlap with other generalist and specialist work activities such as acting ethically, complying with legislation, applying government processes, working with diversity, using resources, etc.</p>		
SCR Level	2		
Element 1	Manage the business relationship	Performance criteria	<p>1.1 Probity is managed in accordance with organisational requirements, legislation, policy and civil service standards</p> <p>1.2 Obligations to the contractor are met in accordance with contractual arrangements</p> <p>1.3 Consideration of conflicts of interest and their resolution are recorded in accordance with civil service standards and organisational requirements</p> <p>1.4 Relationship with contractor is managed through formal and informal mechanisms in accordance with organisational policy and procedures</p> <p>1.5 Business relationship is managed in the public interest in accordance with civil service standards and organisational requirements</p>

Element 2	Manage performance of the contract	Performance criteria	<p>2.1 Start-up or transition arrangements are implemented in accordance with contract requirements and organisational procedures</p> <p>2.2 Contract management plan is monitored for effectiveness on a regular basis and adapted as necessary during the life of the contract</p> <p>2.3 Performance of the contract is monitored against key performance indicators and tracking milestones to ensure all obligations under the agreement are being met</p> <p>2.4 E-procurement, financial and other resources are managed as necessary in accordance with contractual requirements and organisational procedures</p> <p>2.5 Emerging and potential risks are identified and managed in accordance with organisational risk management procedure</p> <p>2.6 Decentralised contract management procedures are monitored according to organisational requirements and decentralised contract management procedures</p>
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Element 3	Manage contract issues		<p>3.1 Contract variations are managed in accordance with the contract management plan and organisational policy and procedures</p> <p>3.2 Early signs of under-performance are identified and action is taken to improve performance to the agreed level and is documented in accordance with the contract communication/information policy</p> <p>3.3 Disputes/complaints are investigated and resolved or referred in accordance with contract management plan and contractual arrangements and civil service guidelines</p> <p>3.4 Negotiation of issues relating to the contract is conducted and approvals are obtained in accordance with stipulations in the contract and civil service guidelines</p> <p>3.5 Conflict is addressed and resolved where possible or other actions are taken in accordance with contractual arrangements and civil service guidelines</p> <p>3.6 Issues relating to decentralised contract management are managed in accordance with organisational procedures and decentralisation protocols</p>
Element 4	Implement communication/information strategy		<p>4.1 Communication on the performance of the contract is maintained with all stakeholders in accordance with organisational protocols and civil service standards</p> <p>4.2 Management reporting is carried out in accordance with tracking milestones and organisational requirements</p> <p>4.3 Contract information is maintained and stored for organisational purposes in accordance with organisational policy and procedures</p>

<p>Knowledge</p>	<ul style="list-style-type: none"> • Government legislation, policies, practices and guidelines relating to procurement and contract management • Procedures for contract monitoring and contract performance inspections • Information, knowledge management and recordkeeping for official/historical records • Record keeping protocols • Standard contract clauses for different types of procurements • Risk assessment, management and risk quadrant identification
<p>Skills</p>	<ul style="list-style-type: none"> • consulting with contractor and stakeholders involving often complex oral and written exchanges • reading and applying complex documents such as contracts, legislation and guidelines • writing review report/s and recommendations requiring precision of expression • Negotiation skills and communication skills to negotiate with suppliers during contract execution • responding to diversity, including gender and disability • attention to detail in completing templates and other documents • Use of word processing and spread sheets

Unit title	Proc 208 Finalise Contracts		
Unit description	This unit covers finalisation processes for contracts. The unit is for officers whose primary role is contract management. The unit includes completing contracts and implementing a contract review strategy. In practice, finalising contracts may overlap with other PFM work activities such as acting ethically, complying with legislation, providing client service, providing leadership, developing policy, undertaking negotiations etc.		
SCR Level	2		
Element 1	Complete contracts	Performance criteria	<p>1.1 Contracts due to expire are reviewed to determine future requirements, and options for those requirements to be met are canvassed in sufficient time for decision making and transition to occur</p> <p>1.2 Strategies are implemented to manage closure, renewal of contracts or transition to a new contract in accordance with organisational guidelines and public sector standards</p> <p>1.3 Contracts are finalised, amended, cancelled or terminated in accordance with contractual arrangements</p> <p>1.4 Consultation is undertaken with the contractor, and a contract completion report is issued addressing the performance of the contractor and the contract manager in accordance with organisational requirements and civil service/PFM guidelines</p>

Element 2	Implement contract review strategy	Performance criteria	<p>2.1 Timing of the review is determined to ensure a smooth transition to post-contract arrangements</p> <p>2.2 Review is undertaken of contract management, contractor performance relevant to measures at each stage of the contract, user satisfaction and audit results</p> <p>2.3 Where measures or outcomes are not met in full, variances are documented and explained</p> <p>2.4 A review report is prepared documenting outcomes against plans, final costs, user satisfaction, lessons learnt and any shortcomings in contract planning, management policies and procedures</p> <p>2.5 Recommendations for improvement are made and supported with evidence, as a result of lessons learnt</p>
Knowledge	<ul style="list-style-type: none"> • Government legislation, policies, practices and guidelines relating to contract finalization and review, including environmental purchasing guidance • contract finalization and review for a range of contractual situations • privacy and confidentiality issues, including the requirement to appropriately classify information to ensure transparency as well as to treat bids as commercial-in-confidence • probity principles and issues • information, knowledge management and recordkeeping for official/historical records • financial and accounting issues relevant to the contract • procurement legislation • aspects contract law, administrative law, trade practices law and commercial law relevant to the finalization of contracts relating to complex procurement 		
Skills	<ul style="list-style-type: none"> • consulting with contractor and stakeholders involving often complex oral and written exchanges • reading and applying complex documents such as contracts, legislation and guidelines • writing review report/s and recommendations requiring precision of expression • responding to diversity, including gender and disability • applying occupational health and safety and environmental requirements in the context of contract finalisation 		

Unit title	Proc 309 Direct the management of contracts		
Unit description	<p>This unit covers management of contracts for strategic purchases to effectively minimise risks and achieve value for money to meet an organisation’s core objectives. It includes managing contract establishment, performance and evaluation.</p> <p>In practice, directing the management of contracts may overlap with other generalist and specialist work activities such as acting ethically, complying with legislation, applying government processes, working with diversity, using resources, etc.</p>		
SCR Level	3		
Element 1	Manage contract establishment	Performance criteria	<ul style="list-style-type: none"> 1.1 The requirements of contracts and strategic initiatives are discussed, clarified, and agreed by all parties 1.2 Responsibilities for establishing and carrying out procedures are assigned to achieve contract outcomes 1.3 Effective communication strategies and processes are established and implemented to assist ongoing communication between stakeholders and contractors 1.4 Relationship management is undertaken at all levels of personnel involved in procurement and contract management 1.5 Strategic relationships are established and managed to improve procurement capability and performance 1.6 Risk management plans are updated in accordance with organisational policy and procedures

Element 2	Manage contact performance	Performance criteria	<p>2.1 Progress of contracts is monitored against set targets and performance measures to ensure success of procurement activities</p> <p>2.2 Should monitoring find that set targets and performance measures are not being met, action is taken to rectify performance in a timely manner</p> <p>2.3 Advice and support are provided to solve problems, make improvements and maintain progress</p> <p>2.4 Opportunities to improve procurement outcomes are sought and negotiated with contractors</p> <p>2.5 Approvals are provided/gained for contract variations negotiated and agreed between the parties</p> <p>2.6 Opportunities are provided for stakeholders and contractors to have input into and receive feedback on progress during the performance contracts</p>
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Element 3	Manage contract evaluation		<p>3.1 Evaluation of contract performance is undertaken relative to planned performance measures and in consultation with stakeholders and contractors</p> <p>3.2 Where stakeholders and contractors do not agree, dispute resolution is undertaken in accordance with organisational policy and procedures and civil service guidelines</p> <p>3.3 Contract reports are prepared against agreed criteria to provide a complete picture of performance of contractors, the organisation's procurement processes and value for money</p> <p>3.4 The performance of strategic initiatives is measured relative to planned outcomes in consultation with industry and other stakeholders</p> <p>3.5 Lessons learnt from evaluations of contracts and strategic initiatives are documented in accordance with organisational requirements and used to continuously improve future procurement activities</p> <p>3.6 Contractors and stakeholders are advised of evaluation outcomes in a timely manner in accordance with organisational and civil service guidelines</p>
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<p>Knowledge</p>	<ul style="list-style-type: none"> • Government legislation, policies, practices and guidelines relating to procurement and contract management • Procedures for contract monitoring and contract performance inspections • Information, knowledge management and recordkeeping for official/historical records • Record keeping protocols • Standard contract clauses for different types of procurements • Dispute resolution procedures
<p>Skills</p>	<ul style="list-style-type: none"> • consulting with contractor and stakeholders involving often complex oral and written exchanges • reading and applying complex documents such as contracts, legislation and guidelines • writing review report/s and recommendations requiring precision of expression • Negotiation skills and communication skills to negotiate with suppliers during contract execution • responding to diversity, including gender and disability • attention to detail in completing templates and other documents • Use of word processing and spread sheets

Unit title	Proc 310 Plan for strategic procurement		
Unit description	<p>This unit covers planning for highly complex, innovative, sophisticated and often long-term strategic procurement within established guidelines, policies and procedures. This may involve high-level capability development for government. Strategic procurement is high risk, often involving political elements. The unit includes conducting a procurement business analysis, defining procurement requirements and justifying procurement expenditure.</p> <p>In practice, planning for strategic procurement may overlap with other generalist and specialist work activities such as acting ethically, complying with legislation, applying government processes, working with diversity, using resources, etc.</p>		
SCR Level	3		
Element 1	Conduct procurement business analysis	Performance criteria	<p>1.1 An analysis of the organisation’s annual procurement plan and strategic procurement plan, procurement-related expenditure, associated levels of risk and supply markets is undertaken</p> <p>1.2 A procurement profile is prepared that identifies past and projected procurement expenditure and associated levels of risk</p> <p>1.3 Supply positioning is undertaken to categorise goods and services by their relative expenditure and difficulty of securing supply, to assist in the development of procurement objectives and the risk quadrant profile and to categorise the procurement according to:</p> <ul style="list-style-type: none"> • easy to secure supply and low relative expenditure • easy to secure supply and high relative expenditure • difficult to secure supply and low relative expenditure • difficult to secure supply and high relative expenditure <p>1.4 Supplier preferencing is used to identify how suppliers view the organisation as a client</p> <p>1.5 Other factors likely to affect strategic procurement are identified and documented in accordance with organisational requirements</p>

Element 2	Define procurement requirements	Performance criteria	<p>2.1 Procurement requirements are defined to reflect organisational needs, annual and strategic procurement plans and are determined through consultation and negotiation with stakeholders and experts</p> <p>2.2 Accountability measures are identified and incorporated in accordance with organisational policy and civil service guidelines</p> <p>2.3 Appropriation/s to fund strategic procurement are obtained in accordance with legislative and organisational procedures</p> <p>2.4 Approvals to address procurement requirements are obtained in accordance with organisational policy and procedures</p>
Element 3	Justify procurement expenditure		<p>3.1 A business case is developed in conjunction with stakeholders to determine the viability of proposed procurement expenditure</p> <p>3.2 Reasons for the procurement requirement, timeframes and expected whole-of-life costs and benefits are established in the business case</p> <p>3.3 An output specification is developed with stakeholders to assist in achieving procurement outcomes</p>

<p>Knowledge</p>	<ul style="list-style-type: none"> • Government legislation, policies, practices and guidelines relating to procurement and contract management • Development and interpretation of Annual Procurement Plans and Strategic Procurement Plans • Procedures for contract monitoring and contract performance inspections • Information, knowledge management and recordkeeping for official/historical records • Market survey methods • Record keeping protocols • Standard contract clauses for different types of procurements • Risk assessment, management and risk quadrant identification
<p>Skills</p>	<ul style="list-style-type: none"> • consulting with contractor and stakeholders involving often complex oral and written exchanges • reading and applying complex documents such as contracts, legislation and guidelines • writing review report/s and recommendations requiring precision of expression • Negotiation skills and communication skills to negotiate with suppliers during procurement planning • responding to diversity, including gender and disability • attention to detail in completing templates and other documents • preparing procurement plans • Use of word processing and spread sheets

Unit title		Proc 311 Coordinate for strategic procurement	
Unit description		<p>This unit covers analysing, influencing and developing markets and implementing activities for highly complex, innovative, sophisticated and often long-term strategic procurement within established guidelines, policies and procedures. Strategic procurement is high risk, often involving political elements. The unit includes undertaking market analysis, influencing and developing markets and implementing strategic procurement activities.</p> <p>In practice, coordinating for strategic procurement may overlap with other generalist and specialist work activities such as acting ethically, complying with legislation, applying government processes, working with diversity, using resources, etc.</p>	
SCR Level		3	
Element 1	Undertake market analysis	Performance criteria	<ul style="list-style-type: none"> 1.1 The organisation's strategic procurement requirements and commercial and policy factors impacting procurement are identified in annual and strategic procurement plans 1.2 The extent to which a competitive market exists to meet the organisation's needs is researched in order to determine whether international procurement is required 1.3 The number of suppliers, their market share and the degree and type of competition between suppliers is identified both in the domestic and international market 1.4 The nature, quality and maturity of the supply chain is analysed in order to determine the feasibility of the planned procurement 1.5 Environmental factors affecting the supply market are identified and analysed 1.6 Expert assistance is engaged as necessary to assist with market analysis

Element 2	Influence and develop markets	Performance criteria	<p>2.1 Supply markets and strategic industries in the domestic and international market are identified and analysed to identify emerging and predicted trends</p> <p>2.2 Analysis of supply markets and strategic industries is undertaken including the capabilities, limitations, financial standing and past performance of existing and potential suppliers in the domestic and international markets</p> <p>2.3 A range of strategies is used to influence markets</p> <p>2.4 Market development strategies are used to improve market capability in the domestic market</p> <p>2.5 Strategies are implemented to stimulate competition among suppliers in the domestic market</p> <p>2.6 The implications of procurement threats and opportunities imposed by supply markets are identified and communicated to stakeholders in accordance with organisational guidelines and civil service standards</p>
Element 3	Implement strategic procurement activities		<p>3.1 Procurement methodologies/procedures are determined in accordance with the organisation's strategic procurement requirements/business outcomes and procurement laws and are designed to deliver whole-of-life value for money</p> <p>3.2 Methodologies are guided by the constraints, complexity and importance of the procurement requirement and the marketplace and procurement laws</p> <p>3.3 Procurement activities are determined and teams are formed/coordinated to manage strategic procurement activities in accordance with procurement laws</p> <p>3.4 Performance measures are determined to suit the range of procurement activities</p> <p>3.5 Performance is analysed against measures, and a cycle of continuous improvement is implemented to improve procurement performance</p>

<p>Knowledge</p>	<ul style="list-style-type: none"> • Government legislation, policies, practices and guidelines relating to procurement and contract management • Development and interpretation of Annual Procurement Plans and Strategic Procurement Plans • Procedures for contract monitoring and contract performance inspections • Information, knowledge management and recordkeeping for official/historical records • Market survey methods • Record keeping protocols • Standard contract clauses for different types of procurements • Risk assessment, management and risk quadrant identification
<p>Skills</p>	<ul style="list-style-type: none"> • consulting with contractor and stakeholders involving often complex oral and written exchanges • reading and applying complex documents such as contracts, legislation and guidelines • Preparation of Annual Procurement Plans and Strategic Procurement • writing review report/s and recommendations requiring precision of expression • conducting market surveys and other market research • Negotiation skills and communication skills to negotiate with suppliers during procurement planning • responding to diversity, including gender and disability • attention to detail in completing templates and other documents • preparing procurement plans • Use of word processing and spread sheets

Unit title		Proc 312 Negotiate strategic procurement	
Unit description		<p>This unit covers negotiation of strategic procurement agreements within established guidelines, policies and procedures. It includes planning and preparation for negotiation, and undertaking and finalising the negotiation process for strategic procurement.</p> <p>In practice, negotiating strategic procurement may overlap with other generalist and specialist work activities such as acting ethically, complying with legislation, applying government processes, working with diversity, using resources, etc.</p>	
SCR Level		3	
Element 1	Plan and prepare for strategic procurement negotiations	Performance criteria	<ul style="list-style-type: none"> 1.1 Input and advice are obtained from key stakeholders and the procurement and negotiating context is identified 1.2 Information is gathered on supplier/s and a best alternative to negotiating an agreement is developed 1.3 Objectives/targets and a bottom line position are determined for negotiations 1.4 Composition of negotiating team is determined and any limits on negotiators' authority are determined in accordance with organisational policy and procedures and civil service guidelines 1.5 Negotiation process, timeframes and strategies are determined to suit complexity of procurement and supplier characteristics 1.6 A negotiation plan is developed that identifies negotiation roles of team members, the lead negotiator, negotiating styles, tactics and boundaries/limits to suit the procurement activity 1.7 Negotiation plan is authorised/signed off in accordance with organisational policy and procedures and civil service guidelines

Element 2	Undertake strategic procurement negotiations	Performance criteria	<ul style="list-style-type: none"> 2.1 Negotiations are opened, supplier tactics identified, and issues and options explored to identify mutually compatible interests 2.2 Minor and major issues are dealt with and concessions to terms and conditions are negotiated to improve the overall value for money of the procurement 2.3 Any concessions are made such that agreements remain consistent with the original intentions and with procurement and organisational objectives 2.4 If negotiations stall, tactics are used to break deadlocks and continue negotiations in accordance with the negotiation plan and organisational policy and procedures 2.5 Negotiations are conducted and an offer is made in accordance with legislative requirements, organisational policy and procurement guidelines
Element 3	Finalise strategic procurement negotiations		<ul style="list-style-type: none"> 3.1 Negotiations are closed and agreements are finalised in accordance with procurement laws and civil service guidelines 3.2 Where agreement is not possible immediately, communication channels are kept open whilst additional support, arguments or supporting evidence is obtained 3.3 Where agreement is not possible, and the best alternative is to be pursued instead, negotiations are terminated in a way that preserves the relationship with the supplier for possible future business and deters the possibility of legal liability 3.4 Where agreements may have wider implications for procurement and/or the organisation, those implications are considered and any necessary consultation is carried out 3.5 Details and outcomes of negotiations are documented in accordance with organisational policy and procedures and stored for future reference

Knowledge	<ul style="list-style-type: none"> • Government legislation, policies, practices and guidelines relating to procurement and contract management • Procedures for contract monitoring and contract performance inspections • Information, knowledge management and recordkeeping for official/historical records • Record keeping protocols • Standard contract clauses for different types of procurements • Negotiation styles and techniques
Skills	<ul style="list-style-type: none"> • consulting with contractor and stakeholders involving often complex oral and written exchanges • reading and applying complex documents such as contracts, legislation and guidelines • writing review report/s and recommendations requiring precision of expression • Negotiation skills and communication skills to negotiate with suppliers during contract execution • responding to diversity, including gender and disability • attention to detail in completing templates and other documents • Use of word processing and spread sheets

Unit title	Proc 413 Establish strategic procurement directions		
Unit description	<p>This unit covers formulation of the organisation’s strategic procurement goals and action to gain support for strategic procurement directions.</p> <p>In practice, establishment of strategic procurement directions may overlap with other generalist and specialist work activities such as acting ethically, complying with legislation, applying government processes, working with diversity, using resources, etc.</p>		
SCR Level	4		
Element 1	Formulate strategic procurement goals	Performance criteria	<p>1.1 Procurement direction is determined through open and ethical consultation with the organisation’s management and other designated personnel and stakeholders</p> <p>1.2 Strategic procurement goals are formulated that are consistent with the organisation’s business plan, strategic direction, mission and values, and take into account the requirements, expectations and interests of the organisation’s governing body and stakeholders and of the strategic directions of the government of Timor-Leste</p> <p>1.3 Strategic procurement goals are developed that support the ethos of the organisation and of the Government of Timor-Leste and accurately reflect its role in its environment</p> <p>1.4 Strategic procurement goals are developed that are both challenging, realistic, transparent, achievable and measurable, and encourage members of the organisation to be creative and innovative within procurement and civil service guidelines</p> <p>1.5 Strategic procurement goals are reviewed to ensure that opportunities and current and emerging trends are reflected</p> <p>1.6 Strategic procurement goals are used to guide procurement processes that deliver best value for money and are consistent with community values and the strategic direction of the Government of Timor-Leste</p>

Element 2	Gain support for strategic procurement direction	Performance criteria	<p>2.1 Strategic procurement goals are presented to stakeholders in such a way as to gain their support</p> <p>2.2 Where the interests of stakeholders are in conflict, realistic and rational compromises are found which balance the interests and acknowledge the concerns</p> <p>2.3 Where less than full support is obtained, the consequences for the organisation are identified and steps are taken to minimise any potential problems</p> <p>2.4 Ongoing consultation with stakeholders is maintained to ensure support for and ownership of the organisation's strategic procurement goals</p>
Knowledge	<ul style="list-style-type: none"> • Government legislation, policies, practices and guidelines relating to procurement and contract management • Procedures for contract monitoring and contract performance inspections • Information, knowledge management and recordkeeping for official/historical records • Record keeping protocols • Standard contract clauses for different types of procurements • Negotiation styles and techniques • Government of Timor-Leste strategic directions • Annual Procurement and Strategic Procurement Plans 		
Skills	<ul style="list-style-type: none"> • consulting with contractor and stakeholders involving often complex oral and written exchanges • reading and applying complex documents such as contracts, legislation and guidelines • writing review report/s and recommendations requiring precision of expression • Negotiation skills and communication skills to negotiate with suppliers during contract execution • responding to diversity, including gender and disability • attention to detail in completing templates and other documents • Use of word processing and spread sheets 		

Unit title		Proc 414 Evaluate and improve procurement performance	
Unit description		<p>This unit covers evaluation of the organisation’s strategic approach to procurement. It includes determining evaluation measures and criteria; evaluating organisational achievement, procurement plans, strategic procurement goals and policies; and implementing continuous improvement in procurement performance</p> <p>In practice, evaluating and improving procurement performance may overlap with other generalist and specialist work activities such as acting ethically, complying with legislation, applying government processes, working with diversity, using resources, etc.</p>	
SCR Level		4	
Element 1	Determine evaluation measures and criteria	Performance criteria	<p>1.1 Measures for evaluation are determined to provide value for money and make optimum use of existing sources of data and means of data gathering</p> <p>1.2 Criteria are determined that reflect the nature and character of the organisation and its values and policies and that may be required for organisational reporting to Government</p> <p>1.3 Measures and criteria provide sufficient information to make judgments about progress towards strategic goals and implementation of procurement policies</p>

Element 2	Evaluate organisational achievement	Performance criteria	<p>2.1 Evaluation is undertaken against strategic procurement goals and policies and takes into account evidence from planned measures and includes information required by Government reporting requirements</p> <p>2.2 Conclusions are provided in detail against the agreed criteria and supported by evidence</p> <p>2.3 Conclusions are structured to provide a complete picture of performance in respect of the organisation's procurement strategic goals and policies in order to inform future review and development of goals and policies</p> <p>2.4 Where performance fails to meet the agreed criteria, possible reasons are offered and discussed with stakeholders</p> <p>2.5 Consultation is undertaken with stakeholders prior to publication of any report on performance that may affect the interests of stakeholders in order to determine whether publication is permitted</p> <p>2.6 Reports are provided in accordance with organisational and civil service policy and procedures in time to enable effective response</p>
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Element 3	Evaluate performance plans and their implementation	Performance criteria	<ul style="list-style-type: none"> 3.1 The causes of success and failure in procurement plans and their implementation are identified 3.2 Explanations of the causes of success or failure are presented logically and comprehensively, supported by evidence and an estimate of how likely it is that these are the real causes 3.3 Where alternative explanations are available, these are reported and the reason for preference is given 3.4 Where it is likely to be difficult to find a remedy for the cause, explanations are offered to counter possible objections 3.5 Lessons to be drawn from success or failure are made available to those who could learn from them and are used in the future planning of procurement 3.6 Feedback is provided to those whose performance is examined
Element 4	Evaluate strategic goals and policies	Performance criteria	<ul style="list-style-type: none"> 4.1 Possible strengths and weaknesses in strategic procurement goals and policies and guidelines and SOPs are identified 4.2 Recommendations are formulated for building on strengths and addressing weaknesses 4.3 Comments, analysis and recommendations are made available for the review and reformulation of the procurement strategic goals and policies and guidelines and SOPs

Element 5	Implement continuous improvement in procurement performance	Performance criteria	<p>5.1 Recommendations for improvement in organisational achievement in procurement performance are implemented in accordance with organisational requirements and civil service guidelines</p> <p>5.2 Lessons learnt from the evaluation of procurement plans and their implementation are used to continuously improve procurement performance</p> <p>5.3 Review and reformulation of strategic procurement goals and policies, SOPs and guidelines are built into the cycle of continuous improvement of strategic procurement</p> <p>5.4 Ongoing monitoring and performance measurement of procurement performance is undertaken to continuously improve procurement performance outcomes</p>
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<p>Knowledge</p>	<ul style="list-style-type: none"> • Government legislation, policies, practices and guidelines relating to procurement and contract management • Evaluation procedures and types of evaluation • Information, knowledge management and recordkeeping for official/historical records • Record keeping protocols • Standard contract clauses for different types of procurements • Negotiation styles and techniques • Government of Timor-Leste strategic directions • Annual Procurement and Strategic Procurement Plans • Procurement guidelines and procurement laws • Civil service guidelines and protocols relating to procurement • The procurement cycle
<p>Skills</p>	<ul style="list-style-type: none"> • consulting with contractor and stakeholders involving often complex oral and written exchanges • reading and applying complex documents such as contracts, legislation and guidelines • writing review report/s and recommendations requiring precision of expression • responding to diversity, including gender and disability • attention to detail in completing templates and other documents • Use of word processing and spread sheets • Report writing • Policy development processes • Development and evaluation of SOPs and guidelines