

PROCUREMENT SERVICES SA
**PUBLIC AUTHORITY
CAPABILITY ASSESSMENT TOOL**

Purpose

Procurement capability is about matching the persons, resources, systems and processes to the requirements of a procurement - ensuring sufficient expertise is in place to carry out the procurement and contract management successfully.

Assessing a public authority's capability not only ensures the authority can carry out its procurement and contract management activities but also identifies areas for improvement. Capability is not static and can be improved through good planning. The public authority capability is comprised of governance, people, processes, resources, systems and development.

This assessment tool is intended to assist:

1. Procurement Services SA (PSSA) to assess the quality of the public authority's internal procurement framework and endorse.
2. PSSA to work with public authorities on implementing their Continuous Improvement Plans
3. Public authorities to undertake self-assessments of their procurement function
4. Public authorities in developing their capability development plans, identify gaps in organisational and individual capability.

This assessment tool is focused on continuous improvement. A public authority's internal procurement framework may be assessed as meeting the requirements of the new SA Government Procurement Framework, however there are opportunities for Continuous Improvement Plans (CIPs) to be implemented for all public authorities, with an ongoing focus on improvements in procurement capability, procurement operations, and procurement outcomes across Government.

Categories of Capability

1. Procurement Strategy and Outcomes

The public authority's procurement function supports the delivery of the SA government's objectives, the public authority's strategic objectives, and the principles of the SA Government Procurement Framework, to achieve value-for-money outcomes.

2. Governance

The public authority delivers its procurement activities through robust governance and organisational structures and systems. The procurement function is structured with clear direction, to support the public authority's procurement objectives, and the SA Government Procurement Framework's objectives.

3. People

The public authority delivers its procurement outcomes because they have the right people, with sufficient capability to ensure effective performance.

4. Processes

The public authority systematically manages the procurement lifecycle through robust planning and processes, to ensure effective and efficient delivery of procurement outcomes by achieving value-for-money and reducing risk.

5. Systems and Resources (tools & templates)

The public authority has systems and resources that support the efficient management and monitoring of procurement activity.

6. Capability Development

The public authority supports continuous improvement of its people and procurement activities through capability development activities and knowledge sharing.

7. Procurement Performance

The public authority monitors and measures the success of the procurement function, to ensure the organisation is achieving ongoing value for money and continuous improvement.

8. Stakeholders

The public authority works effectively with and manages suppliers to deliver outcomes for the agency.

Assessment Levels

1. Foundation	The public authority meets the minimum requirements of the SA Government Procurement Framework.
2. Developing	The public authority has developed their internal procurement framework beyond minimum requirements of the SA Government Procurement Framework and has implemented some fit-for-purpose processes.
3. Accomplished	The public authority’s internal procurement framework exceeds the requirements of the SA Government Procurement Framework, and they have demonstrated achievement of strategic outcomes through the implementation of their procurement framework.
4. Exemplary	The public authority has developed their internal procurement framework to demonstrate best-practice procurement operations and is an exemplar of the SA Government Procurement Framework. The public authority consistently achieves their strategic outcomes through the implementation of their procurement framework.

Categories of Capability		Level of Capability & Examples of Evidence			
		Level 1 Foundation	Level 2 Developing	Level 3 Accomplished	Level 4 Exemplary
1. Procurement Strategy and Outcomes <i>The public authority's procurement function supports the delivery of the SA government's objectives, the public authority's strategic objectives, and the principles of the SA Government Procurement Framework, to achieve value-for-money outcomes.</i>					
1.1	The public authority has a strategic plan that identifies their outcomes, and how they will use the procurement function to deliver these outcomes.	Your organisation has a strategic plan which identifies the outcomes you are seeking to achieve.	Your organisation has a strategic plan which identifies the outcomes your agency is seeking to achieve, a clear understanding of agency spend, and demonstrates alignment of procurement strategy with the organisational strategy.	Your organisation has a strategic plan which identifies the outcomes your agency is seeking to achieve, a clear understanding of agency spend, and demonstrates alignment of procurement strategy with the organisational strategy. Additionally, this plan identifies markets and sectors your agency works in and the suppliers who are critical to achieving your outcomes.	Your organisation has a strategic plan which identifies the outcomes your agency is seeking to achieve, a clear understanding of agency spend, and demonstrates alignment of procurement strategy with the organisational strategy. Additionally, this plan includes strategies and objectives for managing those markets, sectors and suppliers.
1.2	Procurement and contract management policies are aligned to the strategic direction and objectives of the public authority.	Your agency has procurement and contract management policies, however these are developed independently to agency's strategy.	Your agency's procurement and contract management policies are developed in support of the agency's strategic plan and objectives, with the main focus on maximising value for money.	Your agency's procurement and contract management policies are co-developed with the other strategic areas of the agency to fully integrate procurement with the agency's strategic objectives, with the main focus on maximising value for money.	Your agency's procurement and contract management policies are co-developed with the other strategic areas of the agency, and with wider across-government initiatives, to fully integrate procurement with the agency's strategic objectives and wider across-government strategies, with the main focus on maximising value for money, and continuous improvement.
1.3	The public authority works to deliver government policy and legislative initiatives through its procurement activities.	Your agency addresses the elements of the SA Government Procurement Framework, and outlines the public authority's approach to prioritising the key principles of the new Framework. Additionally, your organisation is compliant with Free Trade Agreements, DPC Circulars, Treasurer's Instructions etc.	Your agency has used procurement activity to deliver some government policy and legislative initiatives such as: health and safety, economic development, human rights, sustainability, community, regional economic outcomes, etc.	Your agency has a strategy to deliver the identified government policy and legislative initiatives through its procurement activities i.e. health and safety, economic development, human rights, sustainability, community and regional economic outcomes.	Your agency has a strategy to deliver the identified government policy and legislative initiatives through its procurement activities i.e. health and safety, economic development, human rights, sustainability, community and regional economic outcomes, your agency tracks progress against the strategy, and you achieve successful outcomes under this strategy.
1.4	The public authority has a documented annual business plan detailing the significant procurement activities for the year, to meet the objectives of the strategic plan.	Your agency has a plan which captures key planned procurement activity for each year that aligns with your agency's strategic plan.	Your agency has a plan which captures key planned procurement activity for each year which detail proposed procurement activities in accordance with the SA Procurement Framework, that aligns with your agency's strategic plan and which uses business data and analysis to set your business objectives for the coming year. Where applicable, your Central Procurement Unit (CPU), the CPU annual Business Plan align with and inform the Forward / Activity Plan.	Your agency has a plan which captures key planned procurement activity for each year which detail proposed procurement activities in accordance with the SA Procurement Framework, that aligns with your agency's strategic plan and which uses business data and analysis to set your business objectives for the coming year. Where applicable, your CPU's annual Business Plan aligns with the Forward / Activity Plan. Additionally, these plans are informed by the business units and managers across your agency and your procurement plan substantially aligns with your actual procurement activities.	Your agency has a plan which captures key planned procurement activity for each year which detail proposed procurement activities in accordance with the SA Procurement Framework, that aligns with your agency's strategic plan and which uses business data and analysis to set your business objectives for the coming year. Where applicable, your CPU's annual Business Plan aligns with the Forward / Activity Plan. Additionally, these plans are developed in consultation with the business units and managers across your agency, your procurement plan substantially aligns with your actual procurement activities, and your plan includes strategies and objectives for managing markets, sectors and suppliers that your agency will be working with.

1.5	The public authority seeks innovation through engaging with industry, and by promoting innovation within its procurement function, to maximise value for money.	Your agency sometimes sets objectives for achieving value for money from its critical procurement activities.	Your agency sometimes sets objectives for achieving innovation, value for money and benefits (financial and non-financial) from its critical procurement activities and measures whether or not they are achieved.	Your agency regularly sets objectives for achieving innovation, value for money and benefits (financial and non-financial) from its critical procurement activities and measures and reports on whether or not they are achieved.	Your agency consistently sets objectives for achieving innovation, value for money and benefits (financial and non-financial) from its critical procurement activities and measures and tracks delivery over the life of the contract and supports this with robust benefits reporting.
1.6	The public authority makes it easy and desirable for suppliers to do business with them in a consistent manner, to deliver critical government services.	Your agency works with its suppliers and providers to minimise reporting requirements, pays promptly, and responds to complaints quickly and appropriately.	Your agency works effectively with its suppliers and providers to minimise reporting requirements, pay promptly, and respond to complaints quickly and appropriately. Your agency makes some effort to simplify business for NGO's and SME's.	Your agency works effectively with its suppliers and providers to minimise surplus reporting requirements, pay promptly, and respond to complaints quickly and appropriately. Your agency has introduced streamlined contracting processes to simplify business for NGO's and SME's, including maximising the use of standard Government and Industry terms and conditions for contracts. Further your agency has effective feedback processes for key suppliers and centrally records and documents any complaints.	Your agency works effectively with its suppliers and providers to minimise surplus reporting requirements, pay promptly, and respond to complaints quickly and appropriately. Your agency has introduced streamlined contracting processes to simplify business for NGO's and SME's, including maximising the use of standard Government and Industry terms and conditions for contracts. Further your agency has effective feedback processes for key suppliers and centrally records and documents any complaints. Your agency has achieved successful outcomes working in partnership with suppliers / providers.
1.7	Procurement is recognised, valued and prioritised within the public authority in achieving the public authority's strategic objectives.	Procurement is perceived as a supporting function within your agency, and delivers within a discrete function. Senior management has visibility of some procurement activities. The value of procurement in achieving the agency's objectives is unclear across other business units within the agency.	Procurement is perceived as a core function within your agency, and elements of procurement are integrated with other business functions. Senior management has visibility of all procurement activities. The value of procurement in achieving the agency's objectives is recognised across other business units within the agency.	Procurement is perceived as a vital function within your agency, and is routinely considered and integrated with other business functions. Senior management has visibility of most procurement spend and uses this information to inform decisions. Developing procurement capability is a key objective across the agency.	Procurement is perceived as a vital function within your agency, and is routinely considered and integrated with other business functions. Procurement is viewed as function that may be leveraged to drive value and efficiencies across the agency. Senior management has visibility of all procurement spend and uses this information to inform decisions. Developing procurement capability is a key objective across the agency. There is a clear commitment from leadership towards sustainable procurement.

<p>2. Governance</p> <p><i>The Public authority delivers its procurement activities through robust governance and organisational structures and systems. The procurement function is structured with clear direction, to support the public authority procurement objectives, and the SA Government Procurement Framework's objectives</i></p>					
2.1	The public authority has robust governance structures to direct, control, provide oversight and make critical decisions for procurement activities, including: <ul style="list-style-type: none"> - clear leadership with visibility of the procurement function - appropriate organisational structure (e.g. centralised or decentralised) to maximise procurement effectiveness and efficiency - reporting on outcomes achieved - system of delegation 	Your agency has governance structures for the management of your agency's procurement function. Further clarity of procurement roles and responsibilities may be required.	Your agency has governance structures with clear accountabilities and responsibilities for the management of your agency's procurement function to support effective delivery of strategy and outcomes. Roles & responsibilities are aligned to procurement complexity.	Your agency has governance structures with clear accountabilities and responsibilities for the management of your agency's procurement function to support effective delivery of strategy and outcomes. Procurement staff understand their role and relationship with key business units. Roles & responsibilities are aligned to procurement complexity, capability and spend categories. Your PGC (where relevant) is representative of your agency's spend and risk profile.	Your agency has governance structures with clear accountabilities and responsibilities for the management of your agency's procurement function to support effective delivery of strategy and outcomes. procurement roles and responsibilities, and lines of accountability are understood and accepted across the agency. Roles & responsibilities are aligned to procurement complexity, capability and spend categories. Your PGC (where relevant) is representative of your agency's spend and risk profile.

					Your agency has processes to regularly review governance structures to determine its effectiveness.
2.2	The public authority has clear policies, which are available to all staff, and are reviewed on a regular basis for adherence to policy and achievement of outcomes	Your agency has a procurement policy framework (which aligns with the SA Government Procurement Framework, and is accessible to staff that undertake procurement activity. The policy framework can be made up of one or multiple documents.	Your agency has a procurement policy framework which aligns with the SA Government Procurement Framework, is reviewed annually, and is accessible to all staff. The policy framework can be made up of one or multiple documents. Local level business unit's processes align to Internal Framework.	Your agency has a procurement policy framework which aligns with the SA Government Procurement Framework, is reviewed annually, and is regularly accessed by staff. The policy framework can be made up of one or multiple documents. Local level business unit's processes align to Internal Framework Staff are held accountable to complying with these policies to achieve best practice.	Your agency has a procurement policy framework which aligns with the SA Government Procurement Framework, is reviewed annually, and is regularly accessed by staff. Improvement recommendations from the annual review processes are actioned. Your agency regularly engages with Procurement Services SA on your agency's Framework. The policy framework can be made up of one or multiple documents. Local level business unit's processes align to Internal Framework. Staff are held accountable to complying with these policies to achieve best practice.
2.3	The public authority clearly defines procurement roles, responsibilities and approval pathways, including operational procurement roles that are integrated within the overall organisation.	A Procurement role is defined within your agency, but it is primarily operational/transactional in focus. Procurement responsibility may be fragmented, and not considered as a core operation.	A defined Procurement role exists, and procurement is seen as a distinct function with a senior leader with responsibility of the function. There are defined roles, responsibilities and reporting lines for procurement.	A clearly defined Procurement role exists, and procurement is seen as a distinct function with a senior leader with responsibility of the function, who reports through your agency's executive/Board. There are defined roles, responsibilities and reporting lines for procurement. Procurement function is understood and integrated within the organisation.	A clearly defined Procurement role exists, and procurement is seen as a distinct function with a senior leader with responsibility of the function, who reports through your agency's executive/Board. There are defined roles, responsibilities and reporting lines for procurement. The role of procurement in wider agency and whole-of-government initiatives is well understood.
2.4	Key internal stakeholders are identified, and relationships are established and managed, to ensure clear understanding of the procurement function and roles of various internal stakeholders to contribute to an effective procurement process	All agency staff are aware of the unit/person responsible for the procurement function, and how to access the procurement information they require.	All agency staff are aware of the unit/person responsible for the procurement function, and how to access the procurement information they require. The CPU (where applicable) engages with business units / subject matter experts to guide procurement planning.	All agency staff are aware of the unit/person responsible for the procurement function, and how to access the procurement information they require. The CPU (where applicable) regularly and formally engages with business units / subject matter experts to guide procurement planning and communicate roles & responsibilities. Individual business units have specific guidelines/work practices to operationalise the internal procurement framework (where relevant)	All agency staff are aware of the unit/person responsible for the procurement function, and how to access the procurement information they require. The CPU (where applicable) regularly and formally engages with business units / subject matter experts to guide procurement planning and communicate roles & responsibilities. Individual business units have specific guidelines/work practices to operationalise the internal procurement framework (where relevant) Your agency has a stakeholder engagement plan which details the key internal stakeholders and the methodology of operating collaboratively to achieve procurement outcomes.
2.5	The public authority has a policy or procedure for determining procurement risk, which guides the identification, mitigation and management of procurement risks, aligned with the organisational risk profile.	Your agency has standardised risk management practices and tools which are used to mitigate and manage procurement activity risks.	Your agency has standardised risk management practices and tools which are used to mitigate and manage procurement activity risks for high risk / high value procurement projects, and these risks are used to inform the procurement activity's complexity assessment.	Your agency has standardised risk management practices and tools which are used to identify, mitigate and manage procurement activity risks all procurement projects, and these risks are used to inform the procurement activity's complexity assessment. High risk procurement activities are reported and monitored by the agency's	Your agency has well-defined and well-used risk management practices and tools in place that identify and manage commercial and procurement risks including cost and reputational risk, and these risks are used to inform the procurement activity's complexity assessment. High risk procurement activities are reported and monitored by the agency's risk management team (if relevant) and/or

				risk management team (if relevant) and/or the PGC (or equivalent).	the PGC (or equivalent). Staff involved in managing contracts understand risk management and use clear guidance and tools to manage the entire procurement / project lifecycle.
2.6	The public authority has robust controls to meet financial obligations, including a clear system of delegation.	Levels of responsibility and delegated authority are clear and assigned within your agency.	Your agency's staff understand spend risks and control, and levels of responsibility and delegated authority are clear and assigned.	Your agency's staff understand spend risks and control, and levels of responsibility and delegated authority are clear and assigned. Delegated authority and separation of duties are monitored and understood.	Your agency's staff understand spend risks and control, and levels of responsibility and delegated authority are clear and assigned. Delegated authority and separation of duties are monitored and understood, and supported by robust systems (e.g. Basware).
2.7	The public authority maintains a spend profile and associated procurement FTE costs to enable effective procurement planning, oversight, and resourcing.	Procurement spend is monitored and used to inform elements of the procurement framework.	Procurement spend is monitored in a consistent way and on a regular basis, and is used to inform the procurement framework.	Procurement spend is monitored in a consistent way and on a regular basis, and drives your agency's procurement structures (i.e. procurement planning, resourcing, governance structures etc) The spend profile contributes to identifying opportunities to achieve value for money through procurement activity.	Procurement spend is monitored in a consistent way and on a regular basis, and drives your agency's procurement structures (i.e. procurement planning, resourcing, governance structures etc) The spend profile contributes to achieving value for money through procurement activity. More than 80% of procurement spend is under management
2.8	The public authority has a plan for undertaking biennial internal and external reviews.	Your agency has a structured plan for undertaking reviews of the internal procurement framework and the procurement function.	Your agency has a structured plan for undertaking reviews of the internal procurement framework and the procurement function. Internal audits are managed by the agency's internal audit function. External audits are undertaken by a supplier on Procurement Services SA's panel of providers.	Your agency has a structured plan for undertaking reviews of the procurement framework and the procurement function. Internal audits are managed by the agency's internal audit function. External audits are undertaken by a supplier on Procurement Services SA's panel of providers. Recommendations from reviews are implemented.	Your agency has a structured plan for undertaking annual reviews of the procurement framework and the procurement function. Internal audits are managed by the agency's internal audit function. External audits are undertaken by a supplier on Procurement Services SA's panel of providers. Recommendations from reviews are implemented, reviewed for effectiveness within a defined timeframe, and reported on to the PGC (or equivalent).
2.9	Probity, accountability and transparency is promoted within the internal procurement policy framework, and continually demonstrated by senior leadership and procurement practitioners	Probity mechanisms are in place that comply with SA Government Procurement Framework, and requirements are documented and communicated within your agency.	Probity mechanisms are in place that comply with SA Government Procurement Framework, and requirements are documented and communicated within your agency. These requirements include some level of guidance on decision-making through the procurement lifecycle.	Probity mechanisms are in place that comply with SA Government Procurement Framework, and requirements are documented and communicated within your agency. These requirements are accompanied by clear decision-making processes which clearly emphasise the probity requirements at each stage of the procurement lifecycle.	Probity mechanisms are in place that comply with SA Government Procurement Framework, and requirements are documented and communicated within your agency. These requirements are accompanied by clear decision-making processes which clearly emphasise the probity requirements at each stage of the procurement lifecycle. Procurement activity is monitored to ensure all probity requirements are met.

3. People					
The Public authority delivers its procurement outcomes because they have the right people, with sufficient capability to ensure effective performance.					
3.1	The public authority's senior leaders understand procurement, have appropriate procurement capability, and support/enable effective delivery of procurement outcomes	Your managers are routinely engaged regarding procurement requirements and training opportunities.	Your managers and senior leadership are routinely engaged regarding procurement and training opportunities.	Your managers and senior leadership are routinely engaged regarding procurement and training opportunities. Your senior	Your managers and senior leadership are routinely engaged regarding procurement and training opportunities. Your senior

		All staff that undertake procurement activity (whether as core role or ad-hoc) are inducted, trained and supported in the delivery of the procurement function.	All staff that undertake procurement activity (whether as core role or ad-hoc), and members of your PGC (or equivalent) are inducted, trained and supported in the delivery of the procurement function. There is a senior leader within your agency with defined responsibility for procurement.	leadership routinely discusses procurement performance and risks. All staff that undertake procurement activity (whether as core role or ad-hoc), and members of your PGC (or equivalent) are inducted, trained and supported in the delivery of the procurement function. There is a senior leader within your agency at Executive/Board level with defined responsibility for procurement.	leadership routinely discusses procurement performance and risks. All staff that undertake procurement activity (whether as core role or ad-hoc), and members of your PGC (or equivalent) are inducted, trained and supported in the delivery of the procurement function. There is a senior leader within your agency at Executive/Board level with defined responsibility for procurement, and this leader is a visible 'champion' of procurement who has impact across the agency.
3.2	Procurement and Contract Management Practitioners have specific and specialist knowledge and experience	There are some employees with specific procurement knowledge and some contract knowledge. Employees are aware of the procurement function and the high-level processes for procurement and contract management..	There are employees with strong procurement and some contract knowledge. These staff are trained in procurement, have the appropriate level of expertise to be the primary source of procurement knowledge. Employees have general procurement awareness. Procurement staff undertake mandated and recommended training commensurate to their role & responsibility.	There are employees with strong procurement and contract knowledge. These staff are trained in procurement, and their skills are commensurate to the complexity of the procurement undertaken. These staff are the primary source of procurement knowledge. Procurement staff undertake mandated and recommended training commensurate to their role & responsibility, and other staff have access to, and undertake procurement-related training. Procurement and Contract Management practitioners seek continuous improvement opportunities	There are employees with recognised expertise and experience in procurement and contract knowledge. These staff are trained in procurement, and their skills are commensurate to the complexity of the procurement undertaken. These staff are the primary source of procurement knowledge. In addition to mandated and recommended training commensurate to their role & responsibility, procurement staff undertake, have access to additional training and professional development such as MCIPS and agency-specific tailored training. Other staff have access to, and undertake procurement-related training. Specialised contract managers are used for strategic procurement activities as required to ensure robust contracts are created. Procurement and Contract Management practitioners seek and implement continuous improvement opportunities
3.3	If applicable, the public authority's CPU is organised, managed and resourced appropriately to deliver the public authority's procurement outcomes, including: <ul style="list-style-type: none"> - coordinating and delivering procurement activities - providing procurement advice - making strategic and commercially aware decisions – i.e. able to differentiate between transactional and strategic procurements. 	Your agency's CPU has wide responsibilities for procurement spend and sometimes influences / impacts on senior leadership commercial decisions.	Your agency's CPU has agency wide responsibilities for procurement spend and has influence / impact on senior leadership commercial decisions.	Your agency's CPU has influence over all agency procurement spend and a clear line of access to the senior leadership. Your agency's workforce plans include the recruiting and development of commercial skills (such as contract management, negotiation, supplier relationship management, etc.)	Your agency's CPU has significant and effective influence over all agency procurement spend and a clear line of access to the senior leadership. Your agency's workforce plans include the recruiting and development of commercial skills (such as contract management, negotiation, supplier relationship management, etc.)
3.4	Teams and people within the public authority work cooperatively together to deliver outcomes and transfer knowledge throughout different phases of the procurement process.	Your agency's procurement function regularly works with other business units and provides information to business units.	Your agency's procurement function regularly works with other business units on most agency projects and is involved in routine two-way flow information with business units.	Your agency's procurement function actively engages with business units at the inception stages of projects to ensure procurement/commercial options for delivery are considered in planning.	Your agency's procurement function actively engages with business units to plan and execute the delivery of projects across the whole agency in line with the agency's strategy and its legal, HR and procurement teams work in partnership to meet its strategic and commercial objectives.
3.5	The public authority has a clear workforce strategy in place for resourcing the procurement and contract management function (including effective people management and development processes, recruitment, appropriate J&P specifications, and succession planning)	A workforce strategy is in place, which has some consideration of procurement expertise requirements. There are some skill/resource gaps.	A clear workforce strategy is in place, and procurement recruitment considers specific procurement expertise requirements.	A clear workforce strategy is in place informed by the Forward Procurement Plan, and procurement recruitment considers	A clear workforce strategy is in place informed by the Forward Procurement Plan, and is reviewed regularly. Procurement

			<p>There are limited skill/resource gaps, and there are plans to address these.</p> <p>Procurement staff participate in organisational-wide professional development programs (PDPs) (or similar).</p>	<p>specific procurement expertise requirements.</p> <p>A capability analysis is undertaken to identify key procurement skills required. There are no skill/resource gaps.</p> <p>Procurement staff participate in procurement-specific professional development programs (PDPs) (or similar).</p>	<p>recruitment considers specific procurement expertise requirements.</p> <p>A capability analysis is undertaken to identify key procurement skills required, and skill levels are monitored to demonstrate continual improvement. There are no skill/resource gaps.</p> <p>Procurement staff participate in comprehensive, procurement-specific professional development programs (PDPs) (or similar).</p>
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<p>4. Processes</p> <p>The public authority systematically manages the procurement lifecycle through robust planning and processes, to ensure effective and efficient delivery of procurement outcomes by achieving value-for-money and reducing risk.</p>					
<p>4.1. General Process</p>					
4.1.2	Where there are other policies/processes that interact with the procurement function, these are consistent with the public authority's procurement framework.	Your procurement framework references any other relevant organisational policy or procedure	Your procurement framework references any other relevant organisational policy or procedure. Specific procedures that guide expenditure are consistent with the procurement framework (e.g. fleet, ICT, travel policies etc)	Your procurement framework references any other relevant organisational policy or procedure. Specific procedures that guide expenditure are consistent with, and contribute to achieving the principles of the procurement framework (e.g. fleet, ICT, travel policies etc)	Your procurement framework references any other relevant organisational policy or procedure. Specific procedures that guide expenditure are consistent with, and contribute to achieving the principles of the procurement framework (e.g. fleet, ICT, travel policies etc) Your agency's policy team is engaged in the review and update of your procurement framework, and to seek improvement opportunities in other related policies/procedures.
<p>4.2. Planning Process</p>					
4.2.1	The public authority undertakes strategic procurement planning at a business unit level, and an individual procurement level, to determine timeframes, and opportunities for collaboration and innovation	<p>Business units within your agency have annual plans for undertaking procurement activities, and they use contract registers to develop these plans. Procurement planning is largely driven by contract end dates.</p> <p>Your agency uses Across Government Panels where available.</p>	<p>Business units within your agency have annual plans for undertaking procurement activities. Business units use contract registers to develop these plans, and collaborate with other internal business units regarding procurement and contracting activity.</p> <p>Your agency uses Across Government Panels where available and contributes to Heads of Procurement, and Communities of Practice meetings.</p>	<p>Business units within your agency have annual plans for undertaking procurement activities. Business units use various methods for developing these plans, including contract registers, collaboration with other internal business units, regular reviews of spend profiles to find opportunities for collaboration and innovation. Business plans substantially meet resulting procurement activity.</p> <p>Your agency uses Across Government Panels where available and contributes to Heads of Procurement, and Communities of Practice meetings. Your agency has some experience in initiating and leading this type of across-government activity.</p>	<p>Business units within your agency have annual plans for undertaking procurement activities. Business units use various methods for developing these plans, including contract registers, collaboration with other internal business units, regular reviews of spend profiles to find opportunities for collaboration and innovation. Business plans significantly meet resulting procurement activity.</p> <p>Your agency uses Across Government Panels where available and contributes to Heads of Procurement, and Communities of Practice meetings. Your agency has significant experience in initiating and leading this type of across-government activity.</p>

4.2.2	The public authority completes and publishes 24-month forward procurement plans, and annual activity plans which detail proposed procurement activities, so suppliers and industries are aware of, and can prepare for upcoming opportunities.	Your agency completes forward and activity plans which detail your agency's proposed procurement activities in accordance with the SA Government Procurement Framework.	Your agency completes forward and activity plans which detail your agency's proposed procurement activities in accordance with the SA Government Procurement Framework, and these plans are developed in consultation with the business units and managers across your agency.	Your agency completes forward and activity plans which detail your agency's proposed procurement activities in accordance with the SA Government Procurement Framework, and these plans are developed in consultation with the business units and managers across your agency. Your agency's forward and activity procurement plans substantially align with your agency's actual procurement activities.	Your agency completes forward and activity plans which detail your agency's proposed procurement activities in accordance with the SA Government Procurement Framework, and these plans are developed in consultation with the business units and managers across your agency. Your agency's forward and activity procurement plans accurately align with your agency's actual procurement activities.
4.2.3	The public authority has effective mechanisms to plan for, and undertake needs analysis and market analysis, to ensure required goods and services are properly identified and specified, and appropriate sourcing strategies are developed and undertaken suitable to the supply market.	Your agency takes a structured approach to planning sourcing strategies by gathering and using data and information from markets and sectors to inform its procurement plans and specifications. There is limited or ad-hoc involvement from your CPU/procurement practitioners in the needs/market/sourcing strategy development phase.	Your agency takes a structured approach to planning sourcing strategies by analysing its key spend areas gathering and using data and information from markets and sectors to inform its procurement plans and specifications. There is involvement from your CPU/procurement practitioners in the needs/market/sourcing strategy development phase.	Your agency takes a strategic approach to planning sourcing strategies by analysing all spend and then gathering and using data and information from markets and sectors to inform its procurement plans and specifications to drive value for money. Procurement advice and support is sought early in the market analysis and needs analysis phase, and is involved on an ongoing basis.	Your agency takes a strategic approach to planning sourcing strategies by analysing all spend and then gathering and using complete and current data and information from markets and sectors to inform its procurement plans and specifications to drive value for money. This includes that your agency has key spend areas categorised by supplier/ category. Market analysis and needs identification are fully integrated with the procurement process.
4.2.4	The public authority clearly communicates their procurement needs and specifications, so potential suppliers clearly understand the procurement objectives.	Your agency communicates requirements, evaluation criteria, process, timeframes and tender conditions to suppliers in simple clear documentation, using Procurement Services SA templates.	Your agency undertakes some planning for engaging with markets / sectors by identifying and clearly communicating requirements, evaluation criteria, process, timeframes and tender conditions in simple clear documentation using Procurement Services SA templates.	Your agency maintains market / sector engagement plans for all the key markets and suppliers identified in its strategic plan or for all complex & strategic contracts, and clearly communicates requirements, evaluation criteria, process, timeframes and tender conditions in simple clear documentation using Procurement Services SA templates.	Your agency planning for strategic engagement with key markets / sectors identified in its strategic plan is well established and embedded within the agency's organisational culture. Your agency clearly communicates requirements, evaluation criteria, process, timeframes and tender conditions in simple clear documentation using Procurement Services SA templates
4.2.5	Value analysis of existing goods and services currently procured by the public authority is considered during the procurement planning process to inform needs and specification development of new procurement activity.	Your public authority undertakes an analysis of existing goods and services to consider any financial saving opportunities, and to consider whether the good or services is continuing to meet your needs and achieve your outcomes.	Your public authority undertakes an analysis of existing goods and services to consider any financial saving opportunities and other value-add opportunities (e.g. improved service delivery, improved opportunities for small/regional business), and to consider whether the good or services is continuing to meet your needs and achieve your outcomes. Value analysis considers feedback from consumers and market pressures.	Your public authority undertakes an analysis of existing goods and services to consider any financial saving opportunities and other value-add opportunities (e.g. improved service delivery, improved opportunities for small/regional business), whole-of-life cost, and value for money. Your public authority considers whether the good or services is continuing to meet your needs and achieve your outcomes. Value analysis considers feedback from consumers and market pressures. Additionally, business units/subject matter experts pro-actively research and challenge new and existing goods and services.	Your public authority undertakes an analysis of existing goods and services to consider any financial saving opportunities and other value-add opportunities (e.g. improved service delivery, improved opportunities for small/regional business), whole-of-life cost, and value for money. Your public authority considers whether the good or services is continuing to meet your needs and achieve your outcomes. Value analysis considers feedback from consumers and market pressures. Additionally, business units/subject matter experts pro-actively research and challenge new and existing goods and services, and use industry engagement strategies to involve suppliers in the value analysis of existing goods and services.

4.2.6	The planning and market analysis process considers the full supply chain, including for example, modern slavery considerations and social outcomes.	Your public authority has some awareness and capability in identifying and analysing the market and supply chain to consider supply chain risks.	Your public authority has awareness and capability in identifying and analysing the market and supply chain to consider supply chain risks. Your public authority uses guidelines, and tools to support staff in undertaking this analysis, such as the Procurement Services SA Supply Market and Supply Chain Analysis Guideline.	Your public authority has strong awareness and capability in identifying and analysing the market and supply chain to consider and address supply chain risks. Your public authority uses guidelines, and tools to support staff in undertaking this analysis, such as the Procurement Services SA Supply Market and Supply Chain Analysis Guideline. Staff within your public authority have good awareness of supply chain risks, such as modern slavery and reputational risk. Due diligence is undertaken through the planning phase, including engagement with the public authority's risk management unit where necessary.	Your public authority has strong awareness and capability in identifying and analysing the market and supply chain to consider and address supply chain risks. Your public authority uses guidelines, and tools to support staff in undertaking this analysis, such as the Procurement Services SA Supply Market and Supply Chain Analysis Guideline. Supply-related risks are considered during the market approach process, and relevant clauses are included in contracts. Staff within your public authority have strong awareness of supply chain risks, such as modern slavery and reputational risk. Due diligence is undertaken through the planning phase and ongoing through the contract management phase, including engagement with the public authority's risk management unit where necessary. Your public authority implements a supply-chain risk management plan where necessary.
4.2.7	The public authority assesses procurement complexity to ensure procurement and contract management activities are performed in a way that is fit-for-purpose, and considers risk, impact, value and resource requirements.	Your public authority has a complexity assessment scale/tool, and complexity is assessed for all procurements.	Your public authority has a complexity assessment scale/tool, developed in conjunction with business units responsible for key categories of spend. Complexity is assessed for all procurements, which informs the procurement and contract management processes.	Your public authority has a complexity assessment scale/tool, developed in conjunction with business units responsible for key categories of spend. Complexity is assessed for all procurements, which informs the procurement and contract management processes and informs the resourcing requirements for the procurement and contract management. The process for authorisation of procurement activity is dictated by the complexity assessment. Complexity is reassessed prior to the contract management phase.	Your public authority has a complexity assessment scale/tool, developed in conjunction with business units responsible for key categories of spend. Complexity is assessed for all procurements, which informs the procurement and contract management processes and informs the resourcing requirements for the procurement and contract management. The process for authorisation of procurement activity is dictated by the complexity assessment. Complexity is reassessed at various stages of the procurement and contract management lifecycle. The complexity assessment scale/tool is reviewed at least annually to ensure it is fit-for-purpose.
4.3. Sourcing Process					
4.3.1	The public authority's sourcing activities efficiently and effectively identify the right supplier and solution to achieve the procurement outcome, and the public authority can deliver across a broad range of sourcing strategies.	Your agency uses various sourcing solutions, such as across-government panels, and efficient mechanisms for low-value procurement such as purchase orders.	Your agency uses various sourcing solutions, such as across-government panels, and efficient mechanisms for low-value procurement such as purchase orders. Your agency uses simple sourcing processes to efficiently identify the right suppliers and solutions to meet the agency's needs based on value for money principles that are understood and applied in many spend areas.	Your agency maximises the use of across government sourcing solutions and uses a range of sourcing processes supported by strategic sourcing solutions to manage its complex and strategic procurement, with value for money principles being understood and applied in all spend areas. Your agency establishes panel contracts for regular categories of spend.	Your agency maximises the use of across government sourcing solutions and uses a range of sourcing processes supported by strategic sourcing solutions to manage its complex and strategic procurement. Your agency establishes panel contracts for regular categories of spend. Value for money principles are well understood and applied in all spend areas and advice from the agency's procurement function is sought for all procurements

4.3.2	Sourcing strategies are developed based on robust, contemporary and accurate information,.	Your public authority develops sourcing strategies which align with the SA Government Procurement Framework requirements, and are developed collaboratively with procurement and subject matter experts/business units.	Your public authority develops sourcing strategies which align with the SA Government Procurement Framework requirements, and are developed collaboratively with procurement and subject matter experts/business units. Sourcing strategies consider historical spend and performance data, and information such as overall spend, organisational strategy, and economic and social outcomes	Your public authority develops sourcing strategies which align with the SA Government Procurement Framework requirements, and are developed collaboratively with procurement & subject matter experts/business units. Sourcing strategies consider the full range of opportunities, historical spend and performance data, and information such as overall spend, organisational strategy, and economic and social outcomes.	Your public authority develops sourcing strategies which align with the SA Government Procurement Framework requirements, and are developed collaboratively with procurement and subject matter experts/business units. Sourcing strategies consider external factors such as Supply market benchmarking, and the full range of opportunities including local sourcing strategies. Strategies also consider historical spend and performance data, and information such as overall spend, organisational strategy, and economic and social outcomes.
4.3.3	The public authority demonstrates sourcing strategies are being implemented successfully and in accordance with procurement plans.	Your public authority maintains a departures register in accordance with Treasurer’s Instruction 18.	Your public authority maintains a departures register in accordance with Treasurer’s Instruction 18. There are limited departures from acquisition plans.	Your public authority maintains a departures register in accordance with Treasurer’s Instruction 18. There are limited and minor departures from acquisition plans. Departures form a key aspect of the post-sourcing review process.	Your public authority maintains a departures register in accordance with Treasurer’s Instruction 18. There are limited and minor departures from acquisition plans. Departures form a key aspect of the post-sourcing review process. Your public authority demonstrates that sourcing strategies are being implemented successfully by successful procurement outcomes being achieved.
4.4. Contract Management Process					
4.4.1	The public authority manages all contracts and deliverables, supported by robust contract management processes, to ensure contract outcomes are achieved.	Your agency manages its suppliers in accordance with its contracts, using realistic and appropriate performance indicators and standards. There are some contract or category management plans in place. Some suppliers’ performance is tracked with basic tools and manual processes. This may vary by business unit and procurement type.	Your agency manages its suppliers in accordance with its contracts, using realistic and appropriate performance indicators and standards, timeframes and reporting requirements that have been developed in consultation with its suppliers. There is mainly quantitative measurement of performance measures. There are contract management plans and processes in place to actively manage the contract. There are basic tools used to measure some suppliers’ performance, mainly at a high level.	Your agency has formal contract management in place that includes senior level staff being actively involved in managing relationships with key suppliers. Further, contract management plans for key suppliers are formally approved and complex and strategic contracts are formally reviewed for effectiveness, value for money and business risk at least annually at senior leadership level. Performance indicators are measured with qualitative and quantitative data. There are standard processes to measure the performance of all suppliers, and information is shared with suppliers to improve the level of collaboration and procurement outcomes.	Contract management is consistently in place and plans for key suppliers are formally reviewed for effectiveness, value for money and business risk at least annually at senior leadership level Contract/category managers identify and implement performance improvement, assess market conditions, share learnings, and implement continuous improvement within key spend categories. There are standard processes in place to measure the performance of all suppliers, with specific KPIs for key suppliers based on procurement objectives. These are monitored, communicated with the supplier and used to improve procurement outcomes.
4.4.2	There are clear roles and responsibilities for the contract and supplier management across the organisation	Your agency has a basic contract management framework in place that outlines roles and responsibilities for contract management, and ensures, governance of contract management, development of contracts, and communication to key suppliers and stakeholders is applied.	Your agency has a contract management framework in place that that outlines roles and responsibilities for contract management, ensures governance, communication, and risk frameworks are applied. This framework ensures a consistent approach to contract management across the agency, covering onboarding, data management, and conflict resolution.	Your agency has a comprehensive contract management framework in place that details roles and responsibilities for contract management, and ensures governance, communication and risk frameworks are applied consistently. This framework offers a flexible approach to contract management, based on the complexity assessment of the contract.	Your agency has a comprehensive contract management framework in place that details roles and responsibilities for contract management, and ensures governance, communication and risk frameworks are applied consistently. This framework offers a flexible approach to contract management, based on the complexity assessment of the contract. The contract management framework includes specific guidance on leveraging opportunities/innovation during the contract management phase.

4.4.3	The public authority recognises the importance of managing relationships with suppliers, and has strategies in place to promote effective relationships to achieve contract outcomes.	Your agency makes suppliers and stakeholders aware of the sourcing process and specific planning events. There is some engagement with suppliers through contract management.	Your agency engages and actively communicates with suppliers and stakeholders using formalised processes. Contract management plans are in place for key suppliers which forms the basis for the management of supplier relationships.	Your agency engages and actively communicates with suppliers and stakeholders using formalised processes, including a communication plan/agreement which is included within contract management plans. Contract management plans are in place for all non-transactional procurement, and the approach to supplier management is flexible based on the risk analysis and the good/services importance. Supplier relationships are prioritised, and are identified as a key competency for contract management staff.	Your agency engages and actively communicates with suppliers and stakeholders using formalised processes, including a communication plan/agreement which is included within contract management plans. Your agency also provides opportunities for stakeholders and suppliers to provide feedback throughout the procurement lifecycle. Contract management plans are in place for all non-transactional procurement, and the approach to supplier management is flexible based on the risk analysis and the good/services importance, and aligned to your agency's strategic outcomes. Supplier relationships are prioritised, and are identified as a key competency for contract management staff.
4.4.4	Significant procurement spend and strategic contracts have dedicated resources, and robust processes for managing this contract.	Contract management resourcing is considered during the procurement planning phase. Contract Management Plans are in place for all complex & strategic contracts.	Contract management resourcing is addressed during the procurement planning phase. Contract Management Plans are in place for all complex & strategic contracts, which are managed by a dedicated resource(s). The contract manager has appropriate experience and capabilities, and has completed Advanced Contract Management training.	Contract management resourcing is addressed during the procurement planning phase. Contract Management Plans are in place for all complex & strategic contracts, which are managed by a dedicated resource(s). The contract manager has appropriate experience and capabilities, and has completed Advanced Contract Management training. There is sufficient and effective oversight for complex and strategic contracts at a senior management/executive level.	Contract management resourcing is addressed during the procurement planning phase. Contract Management Plans are in place for all complex & strategic contracts, which are managed by a dedicated resource(s). The contract manager has appropriate experience and capabilities, and has completed Advanced Contract Management training. There is sufficient and effective oversight for complex and strategic contracts at a senior management/executive level. Suppliers are informed of the contract management process, and there are robust relationships between supplier personnel and the contract manager.
4.5. Approval Process					
4.5.1	There are streamlined processes to facilitate procurement approvals, and provide appropriate oversight.	Your public authority has a clear process to guide the approval of procurement processes.	Your public authority has a clear process to guide the approval of procurement processes, based on the complexity and value of the procurement.	Your public authority has a clear process to guide the approval of procurement processes, based on the complexity and value of the procurement. Approvals are facilitated by a system (such as through SA Gov Core). All approval records are kept according to your public authority's records management processes.	Your public authority has a clear process to guide the approval of procurement processes, based on the complexity and value of the procurement. Additional authorisers/endorsers are sought for procurements that impact across multiple business areas or public authorities. Approvals are streamlined and facilitated by a system (such as through SA Gov Core). All approval records are kept according to your public authority's records management processes.
4.6 Risk Management Process					

4.6.1	Procurement risks are identified, communicated and managed, and the risk management process aligns to the public authority's risk management framework.	Your public authority has standardised risk management practices and tools which are used to mitigate and manage procurement risks.	Your public authority has standardised risk management practices and tools which are used to identify, mitigate and manage procurement activity risks. There is integration between your agency's risk management team (if relevant) and procurement staff through the procurement lifecycle.	Your public authority has standardised risk management practices and tools which are used to identify, mitigate and manage procurement activity risks. There is integration between your agency's risk management team (if relevant) and procurement staff through the procurement lifecycle. Risks are regularly reassessed, and feed into ongoing complexity assessments. Significant risks are escalated to the organisational risk management team.	Your public authority has well-defined and well-used risk management practices and tools in place that identify and manage commercial and procurement risks including cost and reputational risk. All staff involved in procurement and managing contracts understand risk management and use clear guidance and tools to select the best sourcing strategies and manage the entire procurement / project lifecycle. There is extensive collaboration between your agency's risk management team (if relevant) and procurement staff through the procurement lifecycle. Risks are regularly reassessed, and feed into ongoing complexity assessments. Significant risks are escalated to executive leadership and the PGC (where relevant).
4.7 Continuous Improvement & Complaints Management Process					
4.7.1	The public authority promotes continuous improvement of the procurement function by regularly reviewing the portfolio of procurement activities to determine improvements in practice, processes and systems.	Your public authority's procurement function implements improvement recommendations from the annual internal and external review process.	Your public authority's procurement function achieves improvement outcomes based on recommendations from the annual internal and external review process through implementing continuous improvement plans.	Your public authority's procurement function achieves improvement outcomes based on recommendations from the annual internal and external review process through implementing continuous improvement plans. Your public authority regularly reviews the categories of procurement spend to ensure resources, systems and process continue to meet your procurement needs. You have mechanisms for capturing and managing supplier feedback, which informs the continuous improvement process. Procurement & Contract Management systems (such as SA Gov Core) undergo regular updates & improvements.	Your public authority's procurement function achieves improvement outcomes based on recommendations from the annual internal and external review process through implementing continuous improvement plans. Additionally, information sharing and continuous improvement strategies are shared between your teams and people who support your procurement activities. Your public authority regularly reviews the categories of procurement spend to ensure resources, systems and process continue to meet your procurement needs. You have mechanisms for capturing and managing supplier feedback, which informs the continuous improvement process. Procurement & Contract Management systems (such as SA Gov Core) undergo regular updates & improvements.
4.7.2	Post sourcing reviews are undertaken, and lessons learned contribute to future procurement strategies	Your agency has a process in place to undertake post-sourcing reviews for complex and strategic procurements.	Your agency has a process in place to undertake post-sourcing reviews for all procurements. Post sourcing reviews identify continuous improvement opportunities.	Your agency has a process in place to undertake post-sourcing reviews for all procurements. Post sourcing reviews identify continuous improvement opportunities. Post sourcing reviews from previous and similar procurement processes inform the planning process for future procurements.	Your agency has a process in place to undertake post-sourcing reviews for all procurements. Post sourcing reviews identify continuous improvement opportunities, and help to inform your agency's capability development plan. Post sourcing reviews from previous and similar procurement processes inform the planning process for future procurements.

4.7.3	Supplier complaints in relation to procurement process are recorded, managed and responded to, and are considered through the post sourcing review process to determine areas for improvement.	A complaints management process is in place.	A complaints management process is in place that deals with procurement related complaints (e.g. the Procurement Services SA Supplier Complaints Guideline), includes dispute resolution steps, and is consistently applied to all complaints. Suppliers are aware of this complaint management process. Complaints are managed to uphold the principles of transparency, accountability and integrity.	A complaints management process is in place that deals with procurement related complaints (e.g. the Procurement Services SA Supplier Complaints Guideline), includes dispute resolution steps, and is consistently applied to all complaints. Suppliers are aware of this complaint management process. Complaints are managed to uphold the principles of transparency, accountability and integrity. Complaints are considered and addressed through the post-sourcing review process and contribute to continuous improvement strategies.	A complaints management process is in place that deals with procurement related complaints (e.g. the Procurement Services SA Supplier Complaints Guideline), includes dispute resolution steps, and is consistently applied to all complaints. Suppliers are aware of this complaint management process. Complaints are managed to uphold the principles of transparency, accountability and integrity. Substantiated complaints are resolved by independent parties. Complaints are considered and addressed through the post-sourcing review process and contribute to continuous improvement strategies.
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5. Systems and Resources (tools & templates)
The public authority has systems and resources that support the efficient management and monitoring of procurement activity

5.1	The public authority uses effective ICT systems to support the planning, sourcing and management of our procurement activities, and allows for effective capturing of data and reporting through the Procurement Activity Reporting System (PARS).	Your agency uses basic ICT systems and a register of important contracts, to support the sourcing and management of its procurement activities. There is some use of purchase orders for low value, standard purchases.	Your agency uses ICT systems to support its procurement activities including procurement and contract management systems, and a comprehensive contract register.	Your agency uses ICT systems to support its procurement activities including procurement and contract management systems, and a comprehensive contract register. These systems are integrated with PARS. Other electronic transactional processes (such as purchase orders), have been used to good effect to minimise effort in purchasing low value, standard goods and services.	Your agency uses ICT systems to fully manage its procurement activities including procurement and contract management systems, and a complete contract register. These systems are integrated with PARS. Other electronic transactional processes (such as purchase orders), are used to minimise effort in purchasing low value, standard goods and services.
5.2	The public authority has tools, templates and processes to support and streamline the procurement function, to ensure both procurement and casual practitioners can manage the procurement process in a consistent way. These are regularly reviewed to align to the SA Government Procurement Framework and the public authority's strategic objectives.	Your agency has standardised procurement processes, tools and templates accessible to staff. Your agency uses the appropriate contracts templates	Your agency has standardised procurement processes, tools and templates, based on the tools and templates developed by Procurement Services SA and modified to be fit for purpose, which are accessible to all staff. Your agency uses the appropriate contracts templates	Your agency has standardised procurement processes, tools and templates, based on the tools and templates developed by Procurement Services SA, which are accessible by staff and these are reviewed regularly to make fit-for-purpose for your public authority Your agency commonly uses procurement tools and processes i.e. standard government contract templates, procurement and contract management plans, supplier positioning matrices, and complexity assessments.	Your agency has standardised procurement processes, tools and templates, based on the tools and templates developed by Procurement Services SA, which are accessible by staff and these are reviewed regularly to align to your strategic objectives Your agency commonly uses procurement tools and processes i.e. standard government contract templates, procurement and contract management plans, and supplier positioning matrices, and complexity assessments. Your agency contributes to the development and improvement of government / industry standard documentation and templates.

6. Capability Development
The public authority supports continuous improvement of their people and procurement activities through capability development activities and knowledge sharing

6.1	The public authority has a capability development plan, which supports continuous improvement and is actively promoted throughout the public authority	Your agency has a procurement capability development plan.	Your agency uses tool such as this Capability Assessment Tool to develop and implement the capability development plan which are reviewed (at least) annually to track improvement in capability in your agency.	Your agency uses tool such as this Capability Assessment Tool to develop and implement the capability development plan which are reviewed (at least) annually to track improvement in capability. Tracking against the capability development plan is reported to senior leadership.	Your agency uses tool such as this Capability Assessment Tool to develop and implement the capability development plan which are reviewed (at least) annually to track year-on-year improvement in capability. Tracking against the capability development plan is reported to senior leadership. Additionally, your agency engages with other agencies to
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					learn lessons and support capability growth across government. Your agency should achieve a minimum of level 3 in each category of this Capability Assessment Tool.
6.2	The public authority provides training, development and support opportunities to ensure they have the right people with the right skills and knowledge delivering current and future procurement objectives	Procurement training is provided through the Procurement Services SA training program only.	Your agency has an induction program that covers the SA Government Procurement Framework and sets expectations regarding managing suppliers and contracts. Procurement training is provided through the Procurement Services SA training program.	Your agency has an induction program that covers the SA Government Procurement Framework and sets expectations regarding managing suppliers and contracts, and that your agency has a strategy in place for developing skills within its procurement teams. Procurement training is provided a range of mechanisms, including Procurement Services SA training program, on-the-job internal training, etc.	Your agency has an induction program that covers the SA Government Procurement Framework and sets expectations regarding managing suppliers and contracts, and that your agency has a strategy in place for developing skills within its procurement teams. Procurement training is provided a range of mechanisms, including Procurement Services SA training program, on-the-job internal training, etc. Your agency's workforce development plans ensure that staff who manage contracts and supplier relationships have the skills to do so.
6.3	The public authority has a culture of development, continuous improvement and knowledge sharing which contributes to achieving procurement outcomes now, and for the future.	Your agency provides opportunities for information sharing and business improvement between teams regarding its procurement activities.	Your agency provides and promotes opportunities for information sharing and continuous improvement between its teams and people who are engaged in or support its procurement activities.	Your agency provides and promotes opportunities for information sharing and continuous improvement between its teams and people who are engaged in or support its procurement activities, and your agency has documented implementation of improvement processes.	Your agency provides and promotes opportunities for information sharing and continuous improvement between its teams and people who are engaged in or support its procurement activities, and your agency has documented the resulting implementation of good practice both internally and externally, and sharing expertise across government.

7. Procurement Performance					
<i>The public authority monitors and measures the success of the procurement function, to ensure the organisation is achieving ongoing value for money and continuous improvement</i>					
7.1	The public authority has oversight of its procurement activities through effective measures and reporting, and how the procurement function is performing.	Your agency measures procurement performance.	Your agency measures procurement performance with quality data that is easily available.	Your agency measures procurement performance with quality data that is easily available, and procurement performance is regularly discussed and acted upon at a senior level.	Your agency measures procurement performance with quality data that is easily available. The procurement function has a clear responsibility for reporting on and addressing performance issues, and procurement performance is regularly discussed and acted upon at a senior level.
7.2	The public authority has clear, well-balanced and aligned performance measures to assess procurement performance and support business improvement	Your agency has defined procurement performance measures, but are largely focused on financial benefits. There is some reporting to senior management and/or Procurement Governance Committee on progress against performance measures.	Your agency has defined procurement performance measures, which include benefits from contracts and supplier management, and financial benefits and are aligned to your strategic objectives. There is regular, periodic reporting to senior management and/or Procurement Governance Committee on progress against performance measures.	Your agency has defined procurement performance measures, which include benefits from contracts and supplier management, financial benefits and social procurement outcomes, and are aligned to your strategic objectives. External benchmarks are used to identify performance gaps and develop performance measures. There is regular, periodic reporting to senior management and/or Procurement Governance Committee on progress against performance measures. Procurement performance outcomes inform the capability development plan.	Your agency has defined procurement performance measures, which include benefits from contracts and supplier management, financial benefits and social procurement outcomes, and are aligned to your strategic objectives. Performance measures have been developed with key stakeholders and considering external benchmarks. There is regular, periodic reporting to senior management and/or Procurement Governance Committee on progress against performance measures, and feedback is provided by senior management/PGC. Procurement performance outcomes inform the capability development plan.
7.3	The public authority demonstrates continuous improvement year-on-year.	Your agency's procurement performance measures seek year-on-year improvement.	Your agency's procurement performance measures seek year-on-year improvement,	Your agency's procurement performance measures demonstrate year-on-year improvement.	Your agency's procurement performance measures demonstrate year-on-year improvement, and there are specific

			and there are plans in place to achieve this year-on-year improvement.		continuous improvement focus areas identified with plans to address these.
7.4	The public authority's procurement spending is monitored to ensure procurement outcomes, value for money, and any savings targets are achieved.	Procurement spend is monitored on a contract by contract basis, against the budget, and is reported to senior management of relevant business units.	Procurement spend is monitored both on a contract by contract basis and at a category level. Spend is monitored against budgets, and against procurement outcomes. Procurement spend is reported as part of routine financial reporting, and to senior management of relevant business units	Procurement spend is monitored both on a contract by contract basis and at a category level. Spend is monitored against budgets, procurement outcomes, procurement complexity, and demonstrates improved business performance. Category spend is tracked and analysed. Unusual spending trends are reported and addressed. Procurement spend is reported as part of routine financial reporting to senior management and/or the Procurement Governance Committee. Any decisions based on performance information is communicated and documented.	Procurement spend is monitored both on a contract by contract basis and at a category level. Spend is monitored against budgets, procurement outcomes, procurement complexity, and demonstrates improved business performance. Category spend is tracked and analysed to identify potential value-for-money improvement, service improvements, and savings targets. Unusual spending trends are reported and addressed. Procurement spend is reported as part of routine financial reporting to senior management and/or the Procurement Governance Committee. Any decisions based on performance information is communicated, documented and implemented.

8. Stakeholders					
<i>The public authority works effectively with and manages suppliers to deliver outcomes for the agency.</i>					
8.1	The public authority identifies, engages and manages stakeholders that are critical to delivering outcomes, to ensure they meet and are prepared to meet the public authority's needs and outcomes.	Your agency has identified suppliers and markets critical to achieving agency outcomes, and they are engaged in an organised manner and understand the role of procurement in meeting outcomes.	Your agency identifies suppliers and markets critical to achieving agency outcomes by aligning to the agency's strategic outcomes. Your agency's stakeholders are engaged and have some understanding of your agency's commercial drivers and understand the role of procurement.	Your agency identifies suppliers and markets critical to achieving agency outcomes by aligning to the agency's strategic outcomes. Your agency's stakeholders understand your agency's commercial drivers and see procurement as an enabling tool for achieving the agency's objectives, with the procurement function understood to be an important contributor to decision making.	Your agency identifies suppliers and markets critical to achieving agency outcomes by aligning to the agency's strategic outcomes. Your agency's stakeholders clearly understand and support your agency's commercial drivers and see procurement as delivering excellent results that clearly contribute to the delivery of agency strategic outcomes, with the procurement function being perceived positively as a contributor to decision making. Your agency has stakeholder management plans in place for identified suppliers. Senior managers are directly involved in strategically managing key relationships.
8.2	The public authority actively engages with industry and suppliers, and has relationships with suppliers at operational and strategic levels.	Relationships between your agency and suppliers is focused on engagement through contract management processes.	Your agency undertakes some engagement with industry and suppliers through the procurement lifecycle. There is strong engagement with suppliers at an operational level through contract management.	Your agency undertakes regular, systematic and focused communication with key industry and suppliers to support procurement planning and contract management processes. There is strong relationships and engagement with suppliers at an operational and strategic level within the agency.	Your agency undertakes regular, systematic and focused communication with key industry and suppliers to support procurement planning and contract management processes. Key supplier relationships are 'owned' at a senior executive level. Industry and supplier engagement strategies are reviewed and updated regularly.
8.3	The public authority works in collaboration with suppliers and industry to ensure business needs can be met now and in the future; and to develop performance measures and improvement strategies.	Your agency sometimes engages early with suppliers to discuss upcoming procurement activities	Your agency sometimes engages early with suppliers, markets and sectors to inform them of upcoming procurement activities using a range of relevant communication channels as well as Forward Procurement Plans.	Your agency regularly engages early with suppliers, markets and sectors to inform them of your upcoming procurement activities using a range of relevant communication channels as well as Forward Procurement Plans. Suppliers and markets contribute to discussions regarding	Your agency regularly engages early with suppliers, markets and sectors to inform them of your upcoming procurement activities using a range of relevant communication channels as well as Forward Procurement Plans. Your agency uses market data to make strategic and early approaches to markets in all those categories identified

				performance outcomes and improvement strategies.	in the strategic plan. The practice of having early discussions with suppliers to set out requirements is common and well established, and suppliers and markets contribute to discussions regarding performance outcomes and improvement strategies.
8.4	The public authority engages with other public authorities to generate efficiencies and maximum outcomes from collaborative procurement processes.	Your agency uses Across Government Panels and other government facilities where available.	Your agency uses Across Government Panels and other government facilities where available and contributes to Heads of Procurement, and Communities of Practice meetings to promote information sharing among public authority agencies.	Your agency uses Across Government Panels and other government facilities where available and contributes to Heads of Procurement, and Communities of Practice meetings to promote information sharing among public authority agencies and to identify opportunities for collaboration. Your agency has some experience in initiating and leading this type of across-government activity.	Your agency uses Across Government Panels and other government facilities where available and contributes to Heads of Procurement, and Communities of Practice meetings to promote information sharing among public authority agencies and to identify opportunities for collaboration. Your agency has significant experience in initiating and leading this type of across-government activity. Collaborative procurement processes contribute to achieving your agency's strategic outcomes.