

1. Strategy and Outcomes Our agency has strategies to use markets, sectors, suppliers and providers to achieve our outcomes

| Question | Limited | Moderate | Well-placed | Strong |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1.1 Our agency has a strategic plan that identifies our outcomes and how we will work with the markets, sectors, suppliers and providers to achieve them.</p> <p><i>Agencies have a documented plan for how they will use procurement to deliver their outcomes.</i></p> | <p>We have a strategic plan which identifies the outcomes we are seeking to achieve.</p> <p><i>Your organisation should have evidence of a strategic plan which identifies outcomes.</i></p> | <p>We have a strategic plan which identifies the outcomes, including broader outcomes, that our agency wants to achieve. The plan demonstrates a clear understanding of third-party spend.</p> <p><i>Your organisation should have evidence of a strategic plan which includes broader outcomes and demonstrates a clear understanding of third-party spend.</i></p> | <p>We have a strategic plan which identifies the outcomes, including broader outcomes, that our agency wants to achieve. The plan identifies markets and sectors we work in and the suppliers and providers who are critical to achieving our agency's outcomes.</p> <p><i>Your organisation should have evidence of a plan that identifies factors critical to achieving your outcomes.</i></p> | <p>We have a strategic plan which identifies the outcomes, including broader outcomes, that our agency wants to achieve. The plan identifies the markets and sectors we work in and the suppliers and providers who are critical to achieving our outcomes. The plan has strategies and objectives for managing those markets, sectors, suppliers and providers.</p> <p><i>Your organisation should have evidence of a plan that includes strategies and objectives for managing those markets, sectors and providers, including toward broader outcomes.</i></p> |
| <p>1.2 Our agency completes an annual business plan(s) which identifies how we use markets, sectors, suppliers and providers to achieve the outcomes from our strategic plan.</p> <p><i>Agencies have a documented annual plan detailing the significant procurement activities for the year.</i></p> | <p>We have an annual business plan(s) that aligns with our agency's strategic plan.</p> <p><i>Your organisation should have evidence of an annual business plan(s) that aligns with your strategic plan.</i></p> | <p>We have an annual business plan(s) that aligns to our strategic plan. It uses critical business data and analysis to set our objectives for the coming year.</p> <p><i>Your organisation should have evidence of an annual business plan(s) that aligns with your strategic plan, and evidence of using critical business data and analysis to set your objectives.</i></p> | <p>Our annual business plan(s) align to our strategic plan. It uses critical business data and analysis to set our objectives for the coming year, and includes strategies and objectives for managing the markets, sectors, suppliers and providers we will be working with and how they help to achieve broader outcomes. Individual staff objectives are well aligned with the strategies.</p> <p><i>Your organisation should have evidence of a plan that includes strategies and objectives for managing markets, sectors, suppliers and providers that the agency will be working with, and evidence that individual staff objectives are aligned with the strategies.</i></p> | <p>Our annual business plan(s) align to our strategic plan. It uses critical business data and analysis to set our objectives for the coming year, and includes strategies and objectives for managing markets, sectors, suppliers and providers we will be working with and how they help to achieve broader outcomes. Individual staff objectives are well aligned with the strategies and implemented across the agency.</p> <p><i>Your organisation should have evidence of a plan that includes strategies and objectives for managing markets, sectors, suppliers and providers that you'll be working with, evidence of how they help broader outcomes, and evidence that individual staff objectives are aligned with the strategies and implemented across the agency.</i></p> |

2. Commercial and Social Outcomes Our agency is positioned to use markets and sectors, and the markets and sectors are positioned, to meet our current and future needs

| Element | Limited | Moderate | Well-placed | Strong |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>2.1 Our agency completes and makes available annually its procurement intentions and plans which detail our procurement activities for the year.</p> <p><i>Agencies make information about their annual procurement activities publicly available so markets and sectors know and can prepare.</i></p> | <p>Our agency has a plan which captures key procurement activity for the current financial year.</p> <p><i>Your organisation should have evidence of a plan with these details.</i></p> | <p>Our agency completes annual procurement intentions and plans which detail our proposed procurement activities in accordance with the Government Procurement Rules.</p> <p><i>Your organisation should have evidence of annual procurement intentions in line with the Government Procurement Rules.</i></p> | <p>Our agency develops annual procurement intentions and plans in consultation with the business units and managers across our agency. The plan(s) detail our proposed procurement activities and align with our agency's actual procurement activities.</p> <p><i>Your organisation should have evidence of plan(s) developed in consultation with the business units and managers across your agency, and evidence that your annual procurement intentions and plan aligns with your actual procurement activities.</i></p> | <p>Our agency develops annual procurement intentions and plans in consultation with business units and managers across our agency. These plans detail our proposed procurement activities and accurately align with over half of our agency's actual procurement activities.</p> <p><i>Your organisation should have evidence that your agency's annual procurement plan accurately aligns with over half of your agency's actual procurement activities.</i></p> |
| <p>2.2 Our agency works to deliver government policy and legislative initiatives through its procurement activities.</p> <p><i>Procurement can and should be used to support and deliver policy and legislative initiatives.</i></p> | <p>We have used procurement activity to deliver some government policy and legislative initiatives i.e. health and safety, human rights, sustainability, community, regional economic outcomes, etc.</p> <p><i>Your organisation should have evidence of using procurement activity to deliver some government policy and legislative initiatives like the ones listed.</i></p> | <p>We have a strategy to deliver the identified government policy and legislative initiatives through our procurement activities i.e. health and safety, human rights, sustainability, community and regional economic outcomes.</p> <p><i>Your organisation should have evidence of this strategy.</i></p> | <p>We have a strategy to deliver the identified government policy and legislative initiatives through our procurement activities i.e. health and safety, human rights, sustainability, community and regional economic outcomes. We track progress against the strategy.</p> <p><i>Your organisation should also have evidence that you track progress against this strategy.</i></p> | <p>We have a strategy to deliver the identified government policy and legislative initiatives through our procurement activities i.e. health and safety, human rights, sustainability, community and regional economic outcomes. We have strong evidence of regular successful outcomes.</p> <p><i>Your organisation should have evidence of a strategy, and evidence that you track progress against it, as well as strong evidence of regular successful outcomes under this strategy.</i></p> |
| <p>2.3 Our agency has identified the suppliers and providers that are critical to delivering strategic outcomes.</p> <p><i>Where suppliers are critical to achievement of strategic outcomes, they must be identified and managed accordingly.</i></p> | <p>We have identified the suppliers critical to achieving agency outcomes.</p> <p><i>Your organisation should have evidence that you've identified these suppliers.</i></p> | <p>We use the Significant Service Contract Framework to identify the suppliers critical to achieving agency outcomes and we review how those contracts are managed at least annually.</p> <p><i>Your organisation should have evidence of using the Significant Services Contract Framework to identify critical suppliers, and evidence that you review at least annually.</i></p> | <p>We use the Significant Service Contract Framework to identify the suppliers critical to achieving agency outcomes, and have supplier relationship management plans in place for those suppliers. We review how those contracts are managed at least annually.</p> <p><i>Your organisation should also have evidence of supplier relationship management plans for the identified suppliers.</i></p> | <p>We use the Significant Service Contract Framework to identify the suppliers critical to achieving agency outcomes. We have supplier relationship management plans in place for those suppliers. Appropriate senior managers are directly involved in strategically managing the relationships and reviewing how those contracts are managed at least annually.</p> <p><i>Your organisation should also have evidence that appropriate senior managers are directly involved in managing relationships and annual contracts reviews.</i></p> |

Procurement Capability Index Framework (PCI) - Capability levels

| Element | Limited | Moderate | Well-placed | Strong |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>2.4 Our agency conducts procurement to deliver long-term public value for New Zealand and ensures that our procurement activities contribute to the overall wellbeing of the country.</p> <p><i>Agencies should look to achieve continuous improvement in their commercial practice based on an understanding of national and international best practice.</i></p> | <p>We support open competition procurement, giving businesses the opportunity to participate and respond. We sometimes consider the potential social and wellbeing impact of our procurement activities.</p> <p><i>Your organisation should have evidence of engaging in open competition, giving businesses the opportunity to participate and respond, and evidence of sometimes considering the potential social and wellbeing impact of your procurement activities.</i></p> | <p>We use procurement as a lever to consider broader outcomes (direct and indirect social, cultural, economic and environmental benefits). These considerations are reviewed at least annually to consider future opportunity realisation.</p> <p><i>Your organisation should have evidence that your agency often considers these broader outcomes. A non-exhaustive list of examples: engage with suppliers or subcontractors that are Māori and/or Pasifika owned/employed businesses; small New Zealand owned businesses; ensure suppliers and subcontractors pay staff the living wage or better; engage organisations who encourage te reo Māori and other languages to be used in the work environment; purchase equipment that contains a large percentage of recycled/reused materials or has an Environmental Choice accreditation.</i></p> | <p>We use procurement to develop and implement broader outcomes strategies. We engage with our business units to educate on how procurement can deliver broader outcomes and we can demonstrate improvement in capability in our agency.</p> <p><i>Your organisation should also have evidence of strategies and/or policies that consider broader outcomes. Your agency should be able to demonstrate that it goes beyond considering direct and indirect impacts, and is developing practices that address strategic outcomes beyond commercial and value-for-money drivers in its procurement activities.</i></p> | <p>We use procurement to develop and implement the broader outcomes strategies. We engage with our business units annually to educate on how procurement can help deliver against the objectives of the broader outcomes and we can demonstrate improvement in capability in our agency and the strategies substantively align with our procurement activities.</p> <p><i>Your organisation should also have evidence that your strategies around broader outcomes strongly align with your agency's actual procurement activities.</i></p> |
| <p>2.5 Our agency works with and develops markets, sectors, suppliers and providers so they are ready to deliver our business needs now and in the future.</p> <p><i>Agencies should work to ensure that markets, sectors, suppliers and providers can deliver what is needed, when it is needed and to the standard required.</i></p> | <p>We sometimes engage early with suppliers to discuss upcoming procurement activities.</p> <p><i>Your organisation should have evidence of past times you have done this.</i></p> | <p>We sometimes engage early with suppliers, markets and sectors to inform them of our upcoming procurement activities, using a range of relevant communication channels.</p> <p><i>Your organisation should have evidence of engaging early with suppliers, markets and sectors using a range of relevant communication channels, and evidence of informing these audiences of annual procurement intentions and plans.</i></p> | <p>We regularly engage early with suppliers, markets and sectors to inform them of our upcoming procurement activities using a range of relevant communication channels. We regularly have early discussions with suppliers to set out requirements when planning our procurements.</p> <p><i>Your organisation should also have evidence of these early discussions.</i></p> | <p>We regularly engage early with suppliers, markets and sectors to inform them of our upcoming procurement activities, annual procurement intentions and plans. We use market data to make strategic and early approaches to markets in all those categories identified in our strategy. We use a range of relevant communication channels to do this. We have a well-established practice of early discussions with suppliers to set out requirements when planning our procurement.</p> <p><i>Your organisation should also have evidence of using market data to make strategic and early approaches to markets in all those categories identified in your strategic plan. You should also have evidence of a well-established, common practice of having early discussions with suppliers to set out requirements, with a communication style adapted to the intended audience.</i></p> |

3. Governance and Assurance Our agency delivers its procurement activities through robust governance and organisational structures and systems

| Element | Limited | Moderate | Well-placed | Strong |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>3.1 Our agency has robust governance structures to direct, control, provide oversight and make critical decisions for our procurement activities.</p> <p><i>Governance ensures that an agency has visibility of its procurement activities and assurance that they are achieving their purpose.</i></p> | <p>We have governance structures to manage our procurement function, supporting effective delivery of strategy and outcomes.</p> <p><i>Your organisation should have evidence of governance structures to manage your procurement function.</i></p> | <p>We have governance structures with clear roles, accountabilities and responsibilities to manage our procurement function, supporting effective delivery of strategy and outcomes.</p> <p><i>Your organisation should have evidence of governance structures with clear accountabilities and responsibilities.</i></p> | <p>We have governance structures with clear roles, accountabilities and responsibilities to manage our procurement function and procurement activities supporting effective delivery of strategy. Procurement staff understand their role and relationship with key business units.</p> <p><i>Your organisation should also have evidence that procurement staff in your agency understand their role and relationship with key business units.</i></p> | <p>We have governance structures with clear roles, accountabilities and responsibilities to manage our procurement function and procurement activities supporting effective delivery of strategy. Procurement staff understand their role and relationship with key business units, and the role of the centre. Lines of accountability are understood and universally accepted across the agency</p> <p><i>Your organisation should also have evidence that the role of the centre and lines of accountability are understood and universally accepted across the agency.</i></p> |
| <p>3.2 Our agency has robust controls to ensure we meet our financial obligations.</p> <p><i>Agencies meet their financial obligations by having financial controls for the commitment and payment of agency funds for its procurement activities.</i></p> | <p>We have clear levels of responsibility and delegated authority assigned within our agency.</p> <p><i>Your organisation should have evidence that clear levels of responsibility and delegated authority are assigned within your agency.</i></p> | <p>Our staff understand spend risks and controls, and levels of responsibility and authority are clear and assigned.</p> <p><i>Your organisation should also have evidence that your staff understand spend risks and controls.</i></p> | <p>Our staff understand spend risks and controls, and levels of responsibility and authority are clear and assigned. Delegated authority and separation of duties are controlled and understood.</p> <p><i>Your organisation should also have evidence that delegated authority and separation of duties are controlled and understood.</i></p> | <p>Our staff understand spend risks and controls, and levels of responsibility and authority are clear and assigned. Delegated authority and separation of duties are controlled and understood, and supported by robust systems including use of P-Cards and purchase orders.</p> <p><i>Your organisation should also have evidence that spend risks and controls are supported by robust systems including use of P-Cards and purchase orders.</i></p> |
| <p>3.3 Our agency complies with our procurement policies to ensure we are using best practice procurement.</p> <p><i>Agencies have procurement policies which they hold their people accountable for complying with.</i></p> | <p>We have a procurement policy which aligns with the Principles of Government Procurement.</p> <p><i>Your organisation should have evidence of a procurement policy which aligns with the Principles of Government Procurement.</i></p> | <p>We have a procurement policy which aligns with the Principles of Government Procurement and has been reviewed in the last two years.</p> <p><i>Your organisation should have evidence of a procurement policy which aligns with the Principles of Government Procurement and has been reviewed in the last two years.</i></p> | <p>We have a procurement policy which aligns with the Principles of Government Procurement, is reviewed at least annually, and has been approved by senior leadership.</p> <p><i>Your organisation should also have evidence that this procurement policy is reviewed at least annually and has been approved by senior leadership.</i></p> | <p>We have a procurement policy which aligns with the Principles of Government Procurement, is reviewed at least annually, and has been approved by senior leadership. We also engage regularly with the Government Procurement System Lead and our policy and processes meet current good practice.</p> <p><i>Your organisation should also have evidence that you regularly engage with the Government Procurement System Lead and your agency's policy and processes meet current good practice.</i></p> |

Procurement Capability Index Framework (PCI) - Capability levels

| Element | Limited | Moderate | Well-placed | Strong |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>3.4 Our agency uses tools, templates and processes to simplify and streamline our procurement activities</p> <p><i>Agencies ensure they use or develop tools, templates and processes to make it easier for their own people, and for the suppliers and providers government works with.</i></p> | <p>We use Government Model Contract Templates, even if often modified.</p> <p><i>Your organisation should have evidence that you use Government Model Templates, even if often modified.</i></p> | <p>We use Government Model Templates and industry standard contracts, even if often modified.</p> <p><i>Your organisation should have evidence that you use these, even if often modified.</i></p> | <p>We use Government Model Templates and industry standard contracts with limited modification. We commonly use good practice procurement tools and processes i.e. procurement and contract management plans, and supplier positioning matrices, in our procurement activities. We use a supplier management toolkit to manage supplier relationships.</p> <p><i>Your organisation should have evidence that you use Government Model Templates and industry standard contracts with limited modification. You should also have evidence of using good practice procurement tools and processes i.e. procurement and contract management plans, supplier positioning matrices, and a supplier management toolkit.</i></p> | <p>We use Government Model Templates and industry standard contracts consistently across all business units. We commonly use good practice procurement tools and processes i.e. procurement and contract management plans, and supplier positioning matrices, in our procurement activities. We use a supplier management toolkit to manage relationships. Additionally, we contribute to the development and improvement of government / industry standard documentation and templates.</p> <p><i>Your organisation should have evidence that you use Government Model Templates and industry standard contracts consistently across all business units. You should also have evidence of using good practice procurement tools and processes i.e. procurement and contract management plans, supplier positioning matrices, and a supplier management toolkit. You should also have evidence that your organisation contributes to the development and improvement of government / industry standard documentation and templates.</i></p> |
| <p>3.5 Our agency uses ICT systems to support the planning, sourcing and management of our procurement activities.</p> <p><i>ICT systems can streamline and simplify business processes and make it easier for people in an agency and for the suppliers and providers government works with.</i></p> | <p>We use basic ICT systems (including GETS) and some staff have access to P-cards.</p> <p><i>Your organisation should have evidence that you use basic ICT systems (including GETS), and there's some staff access to P-cards.</i></p> | <p>We use basic ICT systems (including GETS) and a register of our important contracts to support the sourcing and management of our procurement activities. There is some staff access to P-cards and/or some use of purchase orders for low value, standard purchases.</p> <p><i>Your organisation should have evidence that you use basic ICT systems (including GETS) and a register of important contracts. You should also have evidence that there is some staff access to P-cards and/or some use of purchase orders for low value, standard purchases.</i></p> | <p>We use basic ICT systems (including GETS) to support our procurement activities, including procurement and P2P systems, and contract registers. Electronic transactional processes (such as Purchase Orders and maximised use of P-Cards) have been used to good effect to minimise effort in purchasing low value, standard goods and services.</p> <p><i>Your organisation should have evidence that you use ICT systems (including GETS) to support procurement activities, including procurement and P2P systems, and a comprehensive contract register. You should also have evidence that electronic transactional processes as above have been successfully used to minimise effort in purchasing low value, standard goods and services</i></p> | <p>We use basic ICT systems (including GETS) to support our procurement activities, including a significant proportion of our tenders being managed via a system that allows for electronic receipt, full electronic processing and evaluation of supplier proposals (RFXs); full e-procurement solutions (i.e. virtual market places and e-tendering). Electronic transactional processes (such as Purchase Orders and maximised use of P-Cards) have been used to good effect to minimise effort in purchasing low value, standard goods and services.</p> <p><i>Your organisation should also have evidence that a significant portion of your agency's tenders are managed via a system which allows for electronic receipt, full electronic processing and evaluation of supplier proposals (RFXs); full e-procurement solution (i.e. virtual market places and e-tendering).</i></p> |
| <p>3.6 Our agency has visibility of its procurement activities and how they are performing.</p> <p><i>Agencies are accountable and responsible for delivering outcomes through third parties, which requires visibility of their procurement activities and how they are performing.</i></p> | <p>We measure procurement performance in our agency, although data is hard to pull together and reporting is ad-hoc.</p> <p><i>Your organisation should have evidence that it measures procurement performance.</i></p> | <p>We measure procurement performance with data that is of acceptable quality and easily available.</p> <p><i>Your organisation should have evidence that it measures procurement performance with data that is of acceptable quality and easily available.</i></p> | <p>We measure procurement performance with data that is of acceptable quality, easily available and regularly discussed and acted upon at a senior level.</p> <p><i>Your organisation should also have evidence that procurement performance is regularly discussed and acted upon at a senior level.</i></p> | <p>We measure procurement performance with data that is of acceptable quality, easily available and regularly discussed and acted upon at senior level. The procurement function has clear delegated responsibility for reporting on performance issues.</p> <p><i>Your organisation should also have evidence that the procurement function has a clear responsibility for reporting on performance issues.</i></p> |

4. Risks and Benefits Our agency systematically identifies and manages our procurement activities for innovation, value and risk

| Element | Limited | Moderate | Well-placed | Strong |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>4.1 Our agency understands and uses effective risk management practices to support all procurement activities.</p> <p><i>Agencies must identify, mitigate and manage their procurement activity risks.</i></p> | <p>We have standardised risk management practices and tools which are used to mitigate and manage procurement activity risks.</p> <p><i>Your organisation should have evidence of standardised risk management practices and tools being used to mitigate and manage procurement activity risks.</i></p> | <p>We have standardised risk management practices and tools which are used to mitigate and manage our procurement activity risks for high risk / high value procurement projects. Our tools include a contracts database that provides a record of all contracts in place across the agency.</p> <p><i>Your organisation should have evidence of standardised risk management practices and tools being used to mitigate and manage procurement activity risks for high risk / high value procurement projects. You should also have evidence of a contracts database with a record of all contracts in place across the agency.</i></p> | <p>We have standardised risk management practices and tools which are commonly used to mitigate and manage our procurement activity risks. Our tools include a contracts database that provides a record of all contracts in place across the agency. We have evidence of good risk management practice e.g. gateway reviews, investment decision making, business cases, procurement plans, SSC Project Risk Assessment, BBC disciplines, etc.</p> <p><i>Your organisation should also have evidence of good risk management practice e.g. gateway reviews, investment decision making, business cases, procurement plans, SSC Project Risk Assessment, BBC disciplines, etc.</i></p> | <p>We have well-defined and well-used risk management practices and tools in place that identify and manage commercial and procurement risks, including cost and reputational impact risk. Our tools include a contracts database that provides a record of all contracts in place across the agency. We have evidence that all staff involved in managing contracts understand risk management and use clear guidance and tools to select the best route to market and manage the entire procurement / project lifecycle.</p> <p><i>Your organisation should also have evidence of 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. You should also have evidence of staff understanding risk management and using clear guidance and tools to select the best route to market and manage the entire procurement / project lifecycle.</i></p> |
| <p>4.2 Our agency seeks innovation, and manages for benefits to deliver better public services through our procurement activities.</p> <p><i>Agencies should manage for innovation and benefits to ensure the greatest possibility of maximising the value from its procurement activities.</i></p> | <p>We sometimes set objectives for achieving value for money from critical procurement activities.</p> <p><i>Your organisation should have evidence that it sometimes does this.</i></p> | <p>We sometimes set objectives for achieving innovation, value for money and benefits (financial and non-financial) from our critical procurement activities and measure whether these are achieved.</p> <p><i>Your organisation should have evidence that it sometimes sets objectives for achieving innovation, value for money and benefits (financial and non-financial) from critical procurement activities and measures whether these are achieved.</i></p> | <p>We regularly set objectives for achieving innovation, value for money and benefits (financial and non-financial) from our procurement activities and measure and report on whether these are achieved.</p> <p><i>Your organisation should have evidence that it 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 these are achieved.</i></p> | <p>We consistently set objectives for achieving innovation, value for money and benefits (financial and non-financial) from our procurement activities and measure and track their delivery over the life of the contract. We support this with robust benefits reporting.</p> <p><i>Your organisation should have evidence that it 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. You should also have evidence that you support this with robust benefits reporting.</i></p> |

5. Planning and Sourcing Our agency ensures we deliver our procurement activities because we plan and identify the right supplier or provider who will deliver results

| Element | Limited | Moderate | Well-placed | Strong |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>5.1 Our agency uses market and sector information to develop a plan and sourcing approach for its procurement activities.</p> <p><i>Agencies must use market and sector information to develop the right plan and sourcing approach to ensure procurement activities are successful.</i></p> | <p>We take a structured approach to sourcing high value purchases, by gathering and using data and information from markets and sectors to inform our procurement plans and specifications.</p> <p><i>Your organisation should have evidence of gathering and using data and information to inform procurement plans and specifications.</i></p> | <p>We take a structured approach to sourcing our medium to high value purchases by analysing our key spend areas, then gathering and using data and information from markets and sectors to inform our procurement plans and specifications.</p> <p><i>Your organisation should have evidence of analysing its key spend areas and then gathering and using data and information from markets and sectors to inform procurement plans and specifications.</i></p> | <p>We take a strategic approach to sourcing, by first analysing our spend, then gathering and using data and information from markets and sectors to inform our procurement plans and specifications to drive value for money. This includes having our key spend areas categorised by supplier / category in a regularly updated third-party spend map.</p> <p><i>Your organisation should have evidence of first analysing 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. This includes evidence that your agency has key spend areas categorised by supplier/ category in a regularly updated third-party spend map.</i></p> | <p>We take a strategic approach to sourcing by analysing our spend and then gathering and using complete and current data and information from markets and sectors to inform our procurement plans and specifications to drive value for money. This includes having at least 80% of our spend categorised by supplier / category in a regularly updated third-party spend map.</p> <p><i>Your organisation should also have evidence that data and information used is complete and current, and that at least 80% of your agency's spend is categorised by supplier / category in a regularly updated third-party spend map.</i></p> |
| <p>5.2 Our agency identifies, engages and manages our stakeholders to ensure we meet and are prepared to meet expectations.</p> <p><i>Stakeholders have critical information and, given that stakeholders include end users, their engagement is critical to ensuring the success of an agency's procurement activities.</i></p> | <p>Our stakeholders are engaged in an organised manner and understand the role of procurement.</p> <p><i>Your organisation should have evidence that your agency's stakeholders are engaged in an organised manner and understand the role of procurement.</i></p> | <p>Our stakeholders are engaged in an organised manner, have some understanding of our agency's commercial drivers and procurement strategy, and understand the role of procurement.</p> <p><i>Your organisation should have evidence of engaging stakeholders in an organised manner, and evidence that your stakeholders have some understanding of your commercial drivers, procurement strategy, and the role of procurement.</i></p> | <p>Our stakeholders understand our agency's commercial drivers and see procurement as an enabling tool for achieving the agency's aims and objectives. The procurement function is perceived positively and as an important contributor to decision making.</p> <p><i>Your organisation should have evidence that your stakeholders understand your commercial drivers and see procurement as an enabling tool for achieving the agency's aims and objectives. You should also have evidence that the procurement function is perceived positively and as an important contributor to decision making.</i></p> | <p>Our stakeholders clearly understand and support our agency's commercial drivers and see procurement as delivering excellent results that clearly contribute to the delivery of agency outcomes, with the procurement function being perceived positively and as a key contributor to decision making.</p> <p><i>Your organisation should have evidence that your 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.</i></p> |

Procurement Capability Index Framework (PCI) - Capability levels

| Element | Limited | Moderate | Well-placed | Strong |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>5.3 Our agency plans, documents, and communicates our needs and how we will source the right supplier or provider, so that suppliers and providers clearly understand.</p> <p><i>Agencies need to develop and communicate procurement plans, specifications, and tender documents to support the successful delivery of an agency's procurement activities.</i></p> | <p>Our agency does some planning for engaging with markets / sectors but requirements, evaluation criteria, process, timeframes and tender conditions are not always clearly communicated.</p> <p><i>Your organisation should have evidence of clearly communicating requirements, evaluation criteria, process, timeframes and tender conditions to suppliers in simple clear documentation.</i></p> | <p>Our agency does some planning for engaging with markets / sectors, and follows the Principles of Government Procurement by identifying and clearly communicating our requirements, evaluation criteria, process, timeframes and tender conditions in simple clear documentation.</p> <p><i>Your organisation should have evidence of planning for engaging with markets / sectors by identifying and clearly communicating requirements, evaluation criteria, process, timeframes and tender conditions in simple clear documentation.</i></p> | <p>Our agency follows the Principles of Government Procurement by maintaining markets / sector engagement plans for all the critical, high risk / high value markets identified in our Strategic Plan, and by identifying and clearly communicating our requirements, evaluation criteria, process, timeframes and tender conditions in simple clear documentation.</p> <p><i>Your organisation should also have evidence that it maintains market / sector engagement plans for all the critical / high value markets and suppliers identified in its strategic plan.</i></p> | <p>Our agency follows the Principles of Government Procurement and planning for strategic engagement with the critical, high risk / high value markets / sectors identified in our Strategic Plan is well established and embedded within our organisational culture. We have been recognised externally for our excellence in identifying and clearly communicating our requirements, evaluation criteria, process, timeframes and tender conditions in simple clear documentation.</p> <p><i>Your organisation should have evidence that planning for strategic engagement with critical, high risk/ high value markets / sectors in your strategic plan is well established and embedded within the agency's organisational culture.</i></p> |
| <p>5.4 Our agency's sourcing activities efficiently and effectively identify the right supplier, provider and solution.</p> <p><i>By using efficient and effective sourcing solutions (including all-of-government, collaborative, panel solutions), agencies can minimise the burden and cost of its sourcing activities.</i></p> | <p>We use cross-government sourcing solutions, such as all-of-government and syndicated contracts</p> <p><i>Your organisation should have evidence of using cross government sourcing solutions, such as all-of-government and syndicated contracts.</i></p> | <p>We use cross government sourcing solutions, such as all-of-government and syndicated contracts, and use simple sourcing processes to efficiently identify the right suppliers, providers and solutions to meet our agency needs, based on value for money principles that are understood and applied in many spend areas.</p> <p><i>Your organisation should have evidence of using cross government sourcing solutions, such as all-of-government and syndicated contracts, and using simple sourcing processes to efficiently identify the right suppliers, providers and solutions to meet your needs based on value for money principles that are widely understood and applied.</i></p> | <p>We use cross government sourcing solutions, for example all-of-government and syndicated contracts, and use a range of sourcing processes, supported by strategic sourcing solutions to manage our critical or high spend categories, with value for money principles being understood and applied in all spend areas.</p> <p><i>Your organisation should have evidence that it maximises the use of cross government sourcing solutions and uses a range of sourcing processes, supported by strategic sourcing solutions, to manage its critical or high spend categories, with value for money principles being understood and applied in all spend areas.</i></p> | <p>We maximise the use of cross government sourcing solutions, for example all-of-government and syndicated contracts and use a range of sourcing processes, supported by strategic sourcing solutions to manage our high spend categories. Value for money principles are well understood and applied in all spend areas and advice from our procurement function is sought with regard to all major spend (including the allocation and distribution of grants or funding arrangements / relationships).</p> <p><i>Your organisation should have evidence that value for money principles are well understood and applied in all spend areas and advice from the agency's procurement function is sought with regard to all major spend (including, the allocation and distribution of grants or funding arrangements / relationships).</i></p> |

6. Managing for Results Our agency works effectively with and manages our suppliers and providers so we deliver results for our agency

| Element | Limited | Moderate | Well-placed | Strong |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>6.1 Our agency manages its contracts, and the deliverables under those contracts, to deliver for our end users.</p> <p><i>Working with suppliers and providers to ensure the delivery of services we have contracted for.</i></p> | <p>We manage our suppliers and providers in accordance with our contracts, using realistic and appropriate performance indicators and standards.</p> <p><i>Your organisation should have evidence of managing its suppliers and providers in accordance with its contracts, using realistic and appropriate performance indicators and standards.</i></p> | <p>We manage our suppliers and providers in accordance with our contracts, which include realistic and appropriate performance indicators and standards, timeframes and reporting requirements that have been developed in consultation with our suppliers and providers.</p> <p><i>Your organisation should have evidence of managing its suppliers and providers 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 and providers.</i></p> | <p>We have formal supplier relationship management in place that includes senior level staff being actively involved in managing relationships with key suppliers. Contract management plans for key suppliers are formally approved by appropriate line managers / delegation holders and we have evidence that plans for critical, high risk, high value contracts are formally reviewed and reported on the Significant Service Contracts Framework.</p> <p><i>Your organisation should also have evidence of a formal supplier relationship management in place that includes senior level staff being actively involved.</i></p> <p><i>You should also have evidence that contract management plans for key suppliers are formally approved by appropriate line managers / delegation holders and that these plans are formally reviewed for effectiveness, value for money and business risk at least annually at senior leadership level, and reported on the Significant Service Contracts Framework.</i></p> | <p>We have consistent formal supplier relationship management in place that includes senior level staff being actively involved in managing relationships with key suppliers. Contract management plans for key suppliers are formally approved by appropriate line managers / delegation holders and we have evidence that plans for critical, high risk, high value suppliers are formally reviewed for effectiveness, value for money and business risk at least annually at senior leadership level and reported on the Significant Service Contracts Framework.</p> <p><i>Your organisation should have evidence that supplier relationship management is consistently in place and plans for high risk, high value suppliers are formally reviewed for effectiveness, value for money and business risk at least annually at senior leadership level. You should also have evidence of contracts being reported on the Significant Services Contracts Framework.</i></p> |
| <p>6.2 Our people are actively engaged with our suppliers and providers.</p> <p><i>Having the right people engaged with our suppliers and providers allows for effective oversight of the contract and for the right conversations to occur at the right levels.</i></p> | <p>Within our agency, contract management is well-resourced and effective.</p> <p><i>Your organisation should have evidence that its contract management is well-resourced and effective.</i></p> | <p>Within our agency, contract management is well-resourced, effective and integrated with other business processes. We have nominated contract / relationship managers in place for most contracts and little or no evidence that any relationships are unnecessarily adversarial in nature.</p> <p><i>Your organisation should have evidence that its contract management is well resourced, effective and integrated with other business processes. You should also have evidence that nominated contract / relationship managers are in place for most contracts with little or no evidence that any relationships are unnecessarily adversarial in nature.</i></p> | <p>Within our agency, contract management is well resourced, effective and integrated with other business processes. We have trained contract / relationship managers in place for most contracts and undertake regular, systematic and focussed communication with key suppliers. The effectiveness of contract management is measured and reviewed regularly by senior management.</p> <p><i>Your organisation should have evidence of regular, systematic and focused communication with key suppliers. You should also have evidence that the effectiveness of contract management is measured and reviewed regularly by senior management.</i></p> | <p>Within our agency, contract management is well resourced, effective and integrated with other business processes. We have trained contract / relationship managers in place for most contracts and critical supplier / provider relationships are owned at a senior level (i.e. Tier one, two and three). We undertake regular, systematic and focussed communication with key suppliers and the effectiveness of our contract management, including coordinated supplier feedback, is measured and reviewed regularly by senior management.</p> <p><i>Your organisation should have evidence that critical supplier / provider relationships are owned at a senior level (i.e. tier one, two and three) and that the effectiveness of your agency's contract management, including coordinated supplier feedback, is measured and reviewed regularly by senior management.</i></p> |

Procurement Capability Index Framework (PCI) - Capability levels

| Element | Limited | Moderate | Well-placed | Strong |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>6.3 Our agency makes it easy and desirable for suppliers and providers to work with us</p> <p><i>Agencies need to ensure there are no barriers for suppliers and providers to deliver the critical services that government needs (making it easier to do business with government).</i></p> | <p>We work with our suppliers and providers to minimise contract reporting requirements, pay promptly, and respond to complaints quickly and appropriately.</p> <p><i>Your organisation should have evidence of working with its suppliers and providers to minimise contract reporting requirements, pay promptly, and respond to complaints quickly and appropriately. Validated supplier feedback received by New Zealand Government Procurement may be included in the review process.</i></p> | <p>We work effectively with our suppliers and providers to minimise contract reporting requirements, pay promptly, and respond to complaints quickly and appropriately. We make some effort to influence suppliers and markets for the delivery of good health and safety practice. We are introducing processes to simplify business for NGOs and SMEs, including the use of standard Government and industry terms and conditions for contracts.</p> <p><i>Your organisation should have evidence of working effectively with its suppliers and providers to minimise contract reporting requirements, pay promptly, and respond to complaints quickly and appropriately. You should also have evidence of making some effort to influence suppliers and markets for the delivery of good health and safety practice, and of introducing processes to simplify business for NGOs and SMEs, including through standard Government and industry terms and conditions. Validated supplier feedback received by New Zealand Government Procurement may be included in the review process.</i></p> | <p>We work effectively with our suppliers and providers, minimise contract reporting requirements, pay promptly, and respond to complaints quickly and appropriately. We encourage all suppliers to adopt a best practice approach to health and safety, and have introduced streamlined contracting processes to simplify business for NGOs and SMEs, including maximising the use of standard Government and industry terms and conditions for contracts. We have effective 360-degree feedback processes and formal surveys in place for critical and key suppliers. We centrally record and document any complaints.</p> <p><i>Your organisation should also have evidence of encouraging all suppliers to adopt a best practice approach to health and safety and introducing streamlined contracting processes to simplify business for NGOs and SMEs, including maximising the use of standard Government and industry terms and conditions. You should also have evidence of effective feedback processes and formal surveys for critical and key suppliers, and recording and documenting any complaints. Validated supplier feedback received by New Zealand Government Procurement may be included in the review process.</i></p> | <p>We work effectively with our suppliers and providers, minimise contract reporting requirements, pay promptly, and respond to complaints quickly and appropriately. We have achieved successful outcomes working in partnership with suppliers to drive health and safety standards and have fully implemented streamlined contracting processes to simplify business for NGOs and SMEs, including maximising the use of standard Government and industry terms and conditions for contracts. We use 360-degree feedback processes, and centrally record and document any complaints to drive change and improvement in our processes.</p> <p><i>Your organisation should also have evidence of achieving successful outcomes working in partnership with suppliers / providers. Validated supplier feedback received by New Zealand Government Procurement may be included in the review process.</i></p> |

7. People Strategy Our agency delivers our procurement activities because we have the right people in place and involved

| Element | Limited | Moderate | Well-placed | Strong |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>7.1 Our senior leaders support and lead procurement in our agency.</p> <p><i>Strong leadership enables procurement to effectively deliver an agency's outcomes.</i></p> | <p>We routinely engage our managers regarding procurement and commercial issues.</p> <p><i>Your organisation should have evidence of doing this.</i></p> | <p>We routinely engage our senior leadership regarding procurement and commercial issues.</p> <p><i>Your organisation should have evidence of routinely engaging senior leadership regarding procurement and commercial issues.</i></p> | <p>Our senior leadership routinely discusses procurement / commercial performance, risks and issues and we have a senior leadership procurement champion responsible for procurement business processes and commercial matters.</p> <p><i>Your organisation should have evidence that your senior leadership routinely discusses procurement / commercial performance, risks and issues and evidence of a senior leadership procurement champion responsible for procurement business processes and commercial matters.</i></p> | <p>Our senior leadership routinely discusses procurement / commercial performance, risks and issues and we have a highly visible senior leadership procurement champion who has a cross-agency quality assurance role for procurement and commercial matters.</p> <p><i>Your organisation should have evidence of a highly visible senior leadership procurement champion who has a cross-agency quality assurance role for procurement.</i></p> |
| <p>7.2 Our agency works cooperatively together to provide the right resources and knowledge to deliver our procurement activities.</p> <p><i>Procurement activities are delivered by all parts of an agency, so it's critical that they work cooperatively to achieve seamless results.</i></p> | <p>Our procurement function regularly works with other business disciplines.</p> <p><i>Your organisation should have evidence of the procurement function regularly working with other business disciplines.</i></p> | <p>Our procurement function regularly works with other business disciplines on most agency programmes and projects, across most areas. The procurement function routinely provides and receives useful information to and from business units.</p> <p><i>Your organisation should have evidence of its procurement function regularly working with other business disciplines in most areas, and evidence that it routinely provides and receives useful information to and from business units.</i></p> | <p>Our procurement function actively engages with some business units at the inception stage of programmes and projects, to ensure commercial options for delivery are assessed in our plans. Our procurement function works closely with our legal team to influence major procurement activities.</p> <p><i>Your organisation should have evidence of its procurement function actively engaging with business units at the inception stages of programmes and projects, and evidence that the procurement function works closely with the legal team.</i></p> | <p>Our procurement function actively engages with all business units at the inception stage of programmes and projects to ensure commercial options for delivery are assessed in our plans. Our procurement team works closely with our legal team to influence major procurement activities.</p> <p><i>Your organisation should have evidence of its procurement function actively engaging with business units to plan and execute the delivery of programmes and projects across the whole agency, in line with the agency's business strategy. Your organisation should have evidence that legal, HR and procurement teams work in partnership to meet its strategic and commercial objectives and influence key agency outcomes.</i></p> |

Procurement Capability Index Framework (PCI) - Capability levels

| Element | Limited | Moderate | Well-placed | Strong |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>7.3 Our central procurement function and people are organised, managed and resourced appropriately to deliver best practice procurement.</p> <p><i>Critical procurement functions, like managing the delivery of high risk and high value activities, must be managed by the right people who have the right skills to deliver results.</i></p> | <p>Our head of procurement has wide responsibilities for third-party spend and sometimes influences or impacts on senior leadership commercial decisions.</p> <p><i>Your organisation should have evidence that its head of procurement has wide responsibilities for third-party spend and sometimes influences / impacts on senior leadership commercial decisions.</i></p> | <p>Our head of procurement has agency-wide responsibilities for third party-spend and has influence / impact on senior leadership commercial decisions. Our workforce plans include the recruiting and development of commercial skills (such as contract management, negotiation, supplier relationship management, etc.) and turnover levels for our commercial / procurement specialists is acceptable, with few contractors filling gaps.</p> <p><i>Your organisation should have evidence that its head of procurement has agency-wide responsibilities for third-party spend and has influence / impact on senior leadership commercial decisions.</i></p> <p><i>Your organisation should also have evidence of workforce plans that include the recruiting and development of commercial skills, and evidence that turnover levels for your agency's commercial / procurement specialists is acceptable.</i></p> | <p>Our head of procurement role has influence over all agency third-party spend and a clear line of access to senior leadership. Our workforce plans include the recruiting and development of commercial skills (such as contract management, negotiation, supplier relationship management, etc.) and the number of qualified and competent staff we have is adequate to meet our procurement needs, with few contractors filling gaps.</p> <p><i>Your organisation should also have evidence that its head of procurement has influence over ALL agency third party spend and a clear line of access to the senior leadership.</i></p> | <p>Our head of procurement role has significant and effective influence over all agency third-party spend and a direct line of access to senior leadership. Our workforce plans include the recruiting and development of commercial skills (such as contract management, negotiation, supplier relationship management, etc.) and the number of commercially qualified and competent staff we have is adequate to meet our procurement needs. The few contractors filling gaps have personally undertaken professional development activity in the last year.</p> <p><i>Your organisation should have evidence that its head of procurement has significant and effective influence over ALL agency third-party spend and a direct line of access to the senior leadership, and evidence that the few contractors filling gaps have personally undertaken professional development activity in the last year.</i></p> |

8. Building Capability Our agency supports continuous improvement of our people and procurement activities through capability building activities and knowledge sharing

| Element | Limited | Moderate | Well-placed | Strong |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>8.1 Our agency supports our people by providing them with the right training and skills development opportunities to use best practice procurement.</p> <p><i>Delivering and supporting learning and development programmes ensures an agency has the right people with the right skills and knowledge, so they are able to deliver your results.</i></p> | <p>We have an induction programme that covers the Principles of Government Procurement and sets expectations regarding managing suppliers / providers and contracts.</p> <p><i>Your organisation should have evidence of an induction programme that covers the Government Procurement Principles and sets expectations around managing suppliers / providers and contracts.</i></p> | <p>We have an induction programme that covers the Principles of Government Procurement and sets expectations regarding managing suppliers / providers and contracts, and we have a strategy in place for developing skills within our procurement team.</p> <p><i>Your organisation should have evidence of an induction programme that covers the Government Procurement Principles and sets expectations around managing suppliers / providers and contracts. You should also have evidence of a strategy for developing skills within your procurement teams.</i></p> | <p>We have an induction programme and a procurement basics course in place that cover the Principles of Government Procurement and set expectations regarding managing suppliers / providers and contracts, and we have workforce development plans in place for developing skills for all staff who manage contracts, grants and supplier / provider relationships.</p> <p><i>Your organisation should have evidence of a procurement basics course that covers the Principles of Government Procurement and sets expectations regarding managing suppliers / providers and contracts.</i></p> | <p>We have an induction programme and a procurement basics course in place that cover the Principles of Government Procurement and set expectations regarding managing suppliers / providers and contracts, and we have workforce development plans in place for developing skills for all staff who manage contracts, grants and supplier / provider relationships. This is supported by a validation process confirming that staff who manage contracts and supplier / provider relationships have the right skills to do so in a competent manner.</p> <p><i>Your organisation should also have evidence that your workforce development plans are supported by a validation process which confirms that staff who manage contracts and supplier / provider relationships have the right skills to do so in a competent manner.</i></p> |
| <p>8.2 Our agency's systems and culture enables our people to leverage experience, continuously improve and drive procurement best practice in our agency and across government.</p> <p><i>Government will only be able to improve commercial performance through its procurement activities if agencies and people value this work, work together, learn lessons and share knowledge.</i></p> | <p>We provide some opportunities for information sharing and business improvement between teams with regard to our procurement activities.</p> <p><i>Your organisation should have evidence that it provides opportunities for information sharing and business improvement between teams with regard to its procurement activities.</i></p> | <p>We provide and promote opportunities for information sharing and continuous improvement between our teams and people who are engaged in or support our procurement activities.</p> <p><i>Your organisation should have evidence that it provides and promotes opportunities for information sharing and continuous improvement between its teams and people who are engaged in or support its procurement activities</i></p> | <p>We provide and promote opportunities for information sharing and continuous improvement between our teams and people who are engaged in or support our procurement activities, and have documented the resulting implementation of good practice.</p> <p><i>Your organisation should also have evidence that it has documented the resulting implementation of good practice.</i></p> | <p>We provide and promote opportunities for information sharing and continuous improvement between our teams and people who are engaged in or support our procurement activities, and have documented the resulting implementation of good practice both internally and externally. We're seen by others as an exemplar for regularly sharing expertise across government.</p> <p><i>Your organisation should have also evidence that it has documented the resulting implementation of good practice both internally and externally, and that you're seen as an exemplar for regularly sharing expertise across government.</i></p> |