

Government Procurement Practitioners Competency Framework

SEPTEMBER 2025

What is it?

This framework is a set of competencies, skills, and knowledge requirements that New Zealand Government Procurement defines as crucial for a procurement professional working in NZ Government.

This framework supports roles that engage in some or all elements of procurement. It covers a progression of capabilities, skills and knowledge across the full procurement cycle.

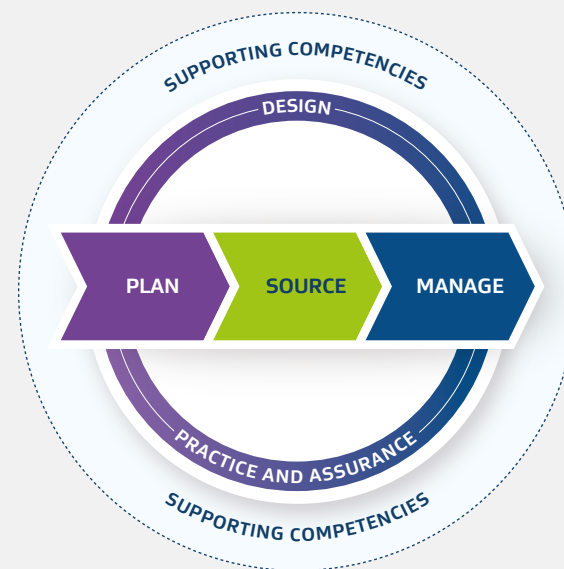
This framework intends to help people plan their development within the government procurement sector. Practitioners should use it to understand performance expectations for their current role, and what's required to step up into more advanced roles.

The framework balances detail with flexibility in the interest of being applicable to a wide range of government agencies. Your agency can use it to support employee development and performance management conversations.

The framework structure

The framework matches the Plan – Source – Manage procurement process flow familiar to many procurement professionals. It incorporates additional peripheral pillars of Design and Practice and Assurance, which inform and uphold good procurement practice.

Other professional skills – like communication, project management, and financial acumen – are also valuable in procurement and can support a career pathway in the field. That's why Supporting Competencies are shown as a wrap-around component of the framework.



The structure is based on internationally recognised best practice across the standard levels of a procurement career. The goal is to provide a clear, consistent guide that feels familiar to everyone, yet works well in different situations.

Adapt and embed

This Competency Framework is built to work across a range of government agencies, no matter their size or how their procurement teams are set up. Agencies can customise the framework by choosing the competencies which apply to specific roles within their own procurement teams.

It can be adapted to suit different needs, for example:

- › Tailor competencies to match whether your agency is building basic skills, or refining advanced practice
- › Combine or separate roles, based on how many people are in the team or how responsibilities are shared

- › Adjust competencies to reflect unique requirements in sectors like health, defence, and infrastructure
- › Consider the digital tools and internal processes staff need to navigate effectively.

After implementing the framework, agencies can embed and reinforce the framework's standards when they:

- › Standardise their position descriptions across the public sector
- › Attract, select and onboard talent
- › Develop and manage individual performance
- › Identify and plan targeted learning
- › Enable career progression and job mobility
- › Recognise and reward capability and achievement
- › Identify and manage high potential talent
- › Plan for current and future workforce needs.

How to use these resources

An interactive self-assessment tool and learning pathways guide are also available on the New Zealand Government Procurement website. These tools in combination help people plan their development within the government procurement sector. They can clarify performance expectations and establish a clear link between individual and organisational performance.

Start by completing the assessment tool to identify your learning priorities, then record these in your performance and development plan and discussions.

Use the suggestions in the learning pathways guide to plan how teams or individuals will learn, apply, integrate, and practice.

Understanding where you're at in your professional development journey helps to:

- › clearly understand the knowledge, skills and behaviours expected in your current role
- › guide you into self-directed study, to effectively target your areas of interest
- › improve skills, which may allow you to seek distinct roles and responsibilities within teams
- › maintain a broad base of skills, to stay flexible in responding to the changing demands of the public service.

What good looks like

Procurement Practice: conduct end-to-end procurement of goods and services.



Foundation

Those new to procurement such as graduates and people in non-procurement roles who carry out aspects of procurement. They may be responsible for sourcing external expertise to develop training, managing a contract for goods or services, or participating in an evaluation panel to procure goods or services.



Practitioner

Those who have obtained foundation level skills and knowledge. They are responsible for operational procurement practice in their agency.



Senior

Those who have experience in leading complex procurement. Senior procurement practitioners have experience in procurement practice and reliably deliver sound procurement outcomes.



Advanced

Building on skills and knowledge from the previous levels, advanced practitioners are considered subject matter experts in procurement and have in-depth knowledge of procurement practice, and experience in leading complex procurement.

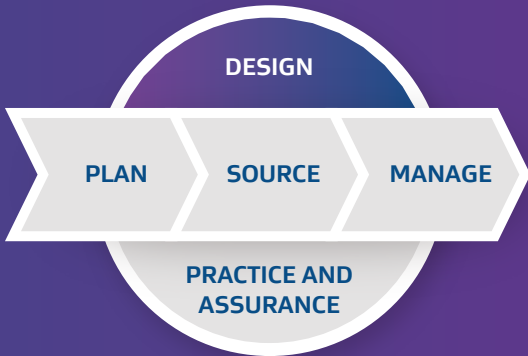


Leader

Leads the procurement team and manages the workload of procurement team members. Influences agencies to adopt best practice procurement strategies.

Design

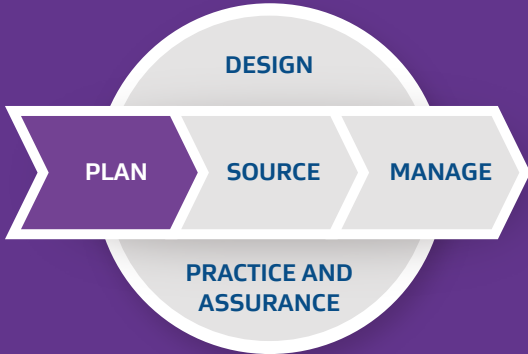
Maintaining general awareness and interest in the procurement ecosystem. Setting the foundation for successful procurement activities by understanding the needs of your surroundings, including your agency, stakeholders, and relevant markets and sectors. Use these to inform the procurement project’s design and approach.



 FOUNDATION	 PRACTITIONER	 SENIOR	 ADVANCED	 LEADER
› Be aware of the Aotearoa New Zealand Government Procurement Charter, Principles and Rules. › Follow your agency’s principles of probity, conflict of interest and confidentiality. › Be aware of Te Tiriti o Waitangi/ The Treaty of Waitangi (Te Tiriti) settlement commitments and obligations. › Follow your agency’s principles of probity, conflict of interest and confidentiality.	› Work systematically through procurement procedures to make sure agency and public sector obligations are met. › Have sufficient knowledge to discuss: – the NZGP Charter, Principles and Rules and how these apply to your agency – the procurement lifecycle, and how to adapt it to get the best outcome – your agency’s procurement policy. › Apply the principles of probity, conflict of interest and confidentiality. › Seek out advice and expertise for engagements with Iwi/Māori where relevant. › Engage proactively and constructively with all stakeholders in the design phase. › Use research skills to understand the product or service your business is procuring and the context around why. › Work with senior procurement colleagues to explore innovative approaches to complex problems. › Be aware of Te Tiriti settlement commitments and how they’re addressed through protocols, accords, relationship agreements, deeds, contracts, and governance framework instruments.	› Work with stakeholders and suppliers to create solutions that are fit for purpose and meet the defined needs. › Manage the principles of probity, conflict of interest and confidentiality. › Apply Te Tiriti settlement commitments and obligations for example through protocols, accords, relationship agreements and relationship instruments. › Listen to the agency’s needs in their own words and translate them into a format that complies with procurement policy. › Lead changes in approach, question assumptions, and inspire others towards new procurement practices. › Map the design and desired outcomes to procurement practice and determine the most applicable procurement approach.	› Adapt service delivery options so that they are nationally consistent, while being customised to local communities. › Lead others in effective procurement processes – including on large-scale, complex cross-agency or cross-sector initiatives. › Build awareness of System Leadership and the Leadership Success Profile for NZ public service leaders. › Know how and when to seek and apply appropriate advice to support any Iwi/Māori engagements related to the procurement’s design. › Guide team/agency and or system practice on the principles of probity, conflict of interest and confidentiality. › Draw on your depth of knowledge, experience, and use of evidence-based practice to lead the procurement design and approach. › Develop strategies to effectively manage a limited number of suppliers in a market.	› Champion alignment with NZGP strategic direction and initiatives. › Identify, anticipate, and respond to changes in Government priorities and pressures and their impact on procurement practices/outcomes. › Guide practice on the principles of probity, conflict of interest and confidentiality. › Lead or facilitate stakeholder groups, using a format that guides discussion on complex or challenging issues. Include cultural advice and subject matter expertise in these discussions when appropriate. › Understand the strategic importance of relationships with Iwi/Māori. › Demonstrate a sound understanding of the legal status of the Government Procurement Rules, relevant agency legislation, and the strategic direction of government procurement policy. › Guide others towards best practice applicable to targeted aspects of procurement such as: – rules and principles – procurement processes – legal implications of Te Tiriti o Waitangi › Te Tiriti o Waitangi settlement legislation and commitments. › Assess and articulate risk when taking innovative or new approaches. › Enable others to develop management plans that appropriately mitigate risk.

Plan

Prepare a procurement approach that has a clear objective and fit-forpurpose methodology, and document it appropriately.



 FOUNDATION	 PRACTITIONER	 SENIOR	 ADVANCED	 LEADER
› Can demonstrate familiarity with procurement tools and systems to accurately record planning documents and data, in alignment with your agency’s procedures. › Actively work with procurement colleagues to develop procurement plans, including data gathering and market research. › Be aware of requirements when procuring from Iwi/Māori as Treaty partners. This is distinct from Iwi/Māori suppliers. › Seek appropriate advice and expertise.	› Work with stakeholders to understand their needs compared to their wants of the solution they are planning to obtain. › Research trends in the applicable market, understand the breadth of suppliers and current market. › Develop understanding of when to use different methods and approaches to procurement. › Accurately assess suppliers and market risk; incorporate risk management and mitigation strategies into the procurement plan. › Select the most appropriate approach to market for low-risk procurement. › Identify and work with subject matter experts to choose evaluation criteria that align with the desired outcomes for low-risk procurement.	› Understand a wide range of different procurement methods and be able to influence stakeholders to choose the best method for the desired outcomes. › Work with subject matter experts to design an evaluation process that’s fair, equitable and consistent for all potential suppliers. › Logically and systematically assess risks, including the potential risks of new approaches, and develop risk mitigation strategies. › Demonstrate familiarity with the market, using robust research and intelligence gathering tactics. › Coach procurement colleagues on best practice and emerging procurement planning methodologies.	› Demonstrate expertise in procurement planning. › Seek and apply appropriate advice and expertise to support any planning related to Iwi/Māori. › Manage relationships and engagement at a strategic level to support appropriate governance, for the duration of the procurement. › Ability to use a wide range of procurement methods, and influence stakeholders to choose the best method for the desired outcomes. › Review procurement plans to ensure they align with agency policy, strategy and objectives. › Recommend risk mitigation strategies and take responsibility for mechanisms to review risk. › Evaluate opportunities arising from risk mitigation and maximise these for wider sector development and supplier engagement. › Lead and guide others on approaches to market, and ways to build market awareness.	› Lead or facilitate stakeholder groups, using a format that guides discussion on complex or challenging issues. Include cultural advice and subject matter expertise in these discussions when appropriate. › Guide and support your team when planning to procure services or engaging with Iwi/Māori. › Enable implementing solutions that better inform procurement decisions. › Help others with how and where to get advice for the organisation on data and trends in procurement planning. › Proactively identify emerging risks, decide what risk to accept, when to develop strategies to reduce risk and vulnerability, and when to escalate within the agency. › Leverage and drive opportunities to ensure business continuity, sustainability, and reputational stability, while addressing risks. › Ensure transparency for stakeholders through clear planning and documentation. › Encourage and enable others to create and access connections across the procurement system.

Source

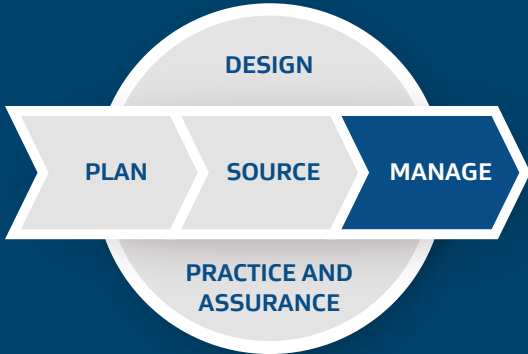
Attract and select suppliers based on market evaluation, capability, and capacity, who can deliver the desired outcomes.



 FOUNDATION	 PRACTITIONER	 SENIOR	 ADVANCED	 LEADER
› Understand the differences between selection and award criteria when contributing to the assessment of tenders. › Understand the purpose and process of supplier debriefs as a useful tool for transparency and learning. › Use the tools and systems in your agency, to accurately record sourcing documents and data. › Work with procurement colleagues to prepare tender documents and agreements.	› Understand the range of sourcing approaches available to get the most effective outcome. › Collaborate with stakeholders to guide them through the process of finding a supplier. › Work with suppliers to prepare them for evaluation, tailoring the process to ensure it reduces the imbalance between the public service and suppliers. › Facilitate a group or panel for low-risk procurement, using a clear structure that enables focused evaluation discussion. › Support debrief sessions to understand how these are effective for Supplier Relationship Management.	› Identify the best approach for the most effective outcome › Lead the development of a robust, fair, and transparent process for evaluations. › Effectively apply your understanding of group dynamics to facilitate evaluation panels and guide them through the process of briefing, evaluation, and moderation. › Work with stakeholders and suppliers to design performance measures that accurately reflect and measure the desired outcomes. › Review and evaluate the findings/ submissions for major procurements, applying key criteria and weighting › Identify and remove any barriers to participation the market may face › Independently lead those responsible for supplier debriefs to champion communicating structured feedback in a way that strengthens supplier relationships.	› Adopt a range of sourcing approaches to get the most effective outcome. › Prepare and lead groups, using a structure and format that guides discussion on complex or challenging issues. › Be flexible and versatile, include subject matter experts to ensure the procurement meets desired outcomes. › Coach and support the procurement team to develop their facilitation and group leadership skills. Find opportunities for them to put these skills into practice. › Model best practice debriefing of the market in your agency or team, for example linking detailed feedback to strategic improvements in procurement processes.	› Promote the strategic benefits of using various sourcing options and high-quality evaluation to create a shared understanding of the procurement objectives and outcomes, including how they'll be measured and what will be learned. › Give stakeholders insights about any relational context or knowledge that helps their work with Iwi/Māori. › Provide expert data insights, trend reports, and advice to your agency or other agency leaders. › Lead or facilitate stakeholder groups, using a format that guides discussion on complex or challenging issues. Include cultural advice and subject matter expertise in these discussions when appropriate. › Oversee, embed, and monitor market debrief processes within the agency's broader objectives. › Foster a culture of continuous improvement and long-term value creation through effective Supplier Relationship Management.

Manage the relationships

Work in collaboration to actively maintain the relationship between the agency, identified supplier(s), and other stakeholders.



FOUNDATION

- › Research the market to identify opportunities for ongoing improvement.
- › Seek advice and expertise on engagement approaches and tikanga before engaging with Iwi/Māori.
- › Analyse supplier activities, reporting on quality and frequency to gain insights and support good practice.
- › Collate and record stakeholder feedback to inform management plans.
- › Use your team/agency contract register to track contract activity.

PRACTITIONER

- › Seek and analyse relevant supplier activities, that could influence how your agency works with them, reporting on quality and timeliness, to support supplier monitoring and inform future sourcing activities.
- › Establish boundaries for a safe, professional relationship based on mutual trust, respect, and collaboration.
- › Acknowledge and understand any relational agreements that your agency may have with Iwi/Māori.
- › Use supplier positioning to determine the appropriate supplier relationship.

SENIOR

- › Use insights from contracts registers and other sources to inform how you identify and prioritise key contracts or suppliers.
- › Develop and maintain sound working relationships with strategic suppliers.
- › Gain oversight of supplier performance within the agency to look for trends and opportunities for improvement.
- › Track and monitor the benefits of relationship management for strategic procurement.
- › Upskill stakeholders on best practice techniques for relationship management.

ADVANCED

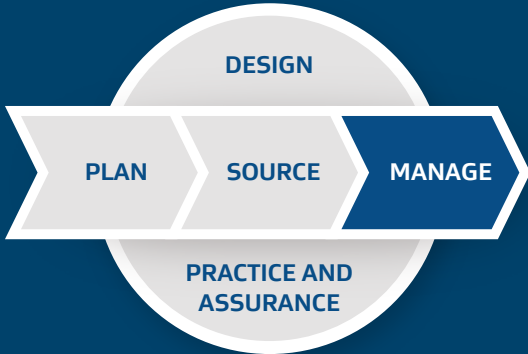
- › Work with both internal and external stakeholders to implement relationship management best practice.
- › Work across functional and agency boundaries, proactively exploring opportunities to enhance public value.
- › Seek and use appropriate advice and expertise relevant to Māori Crown relations where relevant to the procurement.
- › Evaluate the outcomes of the services delivered, and the wider supplier relationship to determine value and inform future direction.
- › Develop sound working relationships with key suppliers at a strategic level.
- › Lead work to identify and prioritise key contracts or suppliers based on insights from team and agency procurement activity.

LEADER

- › Support your team to develop and implement risk mitigation strategies, including for:
 - high-risk or strategic procurement; or
 - single suppliers with several agreements.
- › Ensure procurement practices follow any existing Māori-Crown partnership agreements, relationship agreements or accords in place for your agency.
- › Establish effective stewardship to manage relationships across your agency.
- › Guide stakeholders on issues affecting supplier communities.
- › Enable others to develop relationship management policies and processes across the agency incorporating cultural advice and subject matter expertise.
- › Share insights and data across the wholistic relationship when needed to support effective procurement delivery.
- › Enable data to be collected and analysed for insights that will help you build strategic relationships with key suppliers.
- › Lead or facilitate stakeholder groups, using a format that guides discussion on complex or challenging issues. Include cultural advice and subject matter expertise in these discussions when appropriate.

Manage the agreements

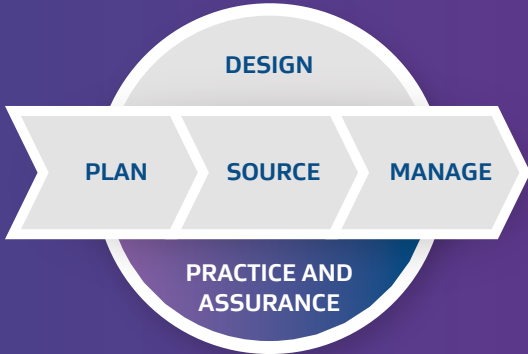
Work in collaboration with identified suppliers to effectively manage the delivery of services against agreed measures and budget.



 FOUNDATION	 PRACTITIONER	 SENIOR	 ADVANCED	 LEADER
› Administer agreements to ensure accurate pricing, scope variations, and updates to terms and conditions are recorded. › Accurately record service delivery and feedback in a timely way. › Use agency systems to extract data for analysis. › Understand how grouping suppliers and analysing market data supports commercial decision making. › Use your team/agency contract register to track contract activity.	› Assist with spend analysis and supplier segmentation to understand how these practices inform strategic sourcing and market engagement. › Establish clear supplier guidelines to help contract managers monitor service delivery effectively. › Plan for the end of the agreement, including reporting, debrief, performance evaluation and learnings for future improvement. › Understand how to use monitoring and evaluation to determine the success of agreements. › Understand the range of tools available to support good practice contract management for example contract management plans.	› Select, design, and implement monitoring and evaluation processes and methodologies most appropriate for the procurement. For example, termination of contract, plans for continuation of service, plans for end of life of products. › Enable implementation of monitoring and evaluation processes using methodologies including cultural lenses most appropriate for the agreement. › Independently conduct analysis of spend data and market trends to classify suppliers effectively, ensuring insights drive improvements in sourcing strategies and market interactions. › Anticipate potential risks, conflict, or problems early and work to resolve them, or seek help to address them. › Enable contract managers to work with suppliers to regularly evaluate delivery of services looking for opportunities to improve, in areas such as economic benefit. › Work with the contract manager, to anticipate the implications of the end of the agreement and develop mitigation strategies for these.	› Identify when and how to take a long-term view of relationships with suppliers; check existing Iwi/Māori agreements to guide your relational approach and integrate tikanga. › Take a ‘guardian’ role to build the sustainability and stability of services that support critical business functions. › Work closely with stakeholders of high-risk agreements to manage escalated issues. › Take a critical and strategic view of the agreements across your agency, particularity in relation to: – strategic importance – political sensitivity – value, duration – vulnerability. › Use models and frameworks such as PESTEL and SWOT to understand the strategic importance, political sensitivity, value, duration, vulnerability, and risk of agreements across your agency. › Innovate and refine methods for evaluating market data and supplier performance, linking analytics insights to strategic procurement enhancements.	› Enable agreements to be effectively reviewed and managed to drive better outcomes. › Provide advice and leadership on supplier and agreement related matters. › Enable and support collaboration with suppliers/stakeholders on agreement content to strengthen relationships, and gain trust. › Provide strategic direction by integrating supplier and market insights into agency decision making. Support a data-driven culture that anticipates market shifts and transforms relationships for long-term value. › Lead or facilitate stakeholder groups, using a format that guides discussion on complex or challenging issues. Include cultural advice and subject matter expertise in these discussions when appropriate. › Promote your agency’s reputation among suppliers as a ‘customer of choice’ and work to maintain that reputation.

Practice and assurance

Maintain high levels of professionalism and standards of practice. Develop and monitor best practice procurement approaches and leverage technology and data.



FOUNDATION

- › Follow established procurement processes.
- › Seek and apply appropriate advice and expertise to support any engagements with Iwi/Māori.
- › Demonstrate a high-quality standard of work in line with best practice guidelines.



PRACTITIONER

- › Contribute to the development of procurement practice and apply updated processes and standards consistently.
- › Reflect on and seek opportunities to support meaningful relationships with Te Tiriti/Treaty partners.



SENIOR

- › Deliver robust procurement outcomes that are consistent with procurement policy and good practice.
- › Lead and contribute to improving procurement practice.



ADVANCED

- › Evaluate the outcomes of procured services, goods and/or works.
- › Take an innovative and progressive approach to ongoing learning and monitoring of global procurement trends.
- › Use your awareness of global trends and best practice to consider where and how they could be applied to the local context.
- › Be a subject matter expert in procurement practice, providing coaching and support to colleagues.
- › Lead and enable others to develop their subject matter expertise.
- › Effectively resolve and manage escalation of procurement issues, risks and challenges.
- › Lead alignment between your agency's needs, mission, vision, and your agency's procurement policy, and activities.
- › Oversee accurate and timely responses to Official Information Act (OIAs) requests, Parliamentary Questions (PQs) and audits.
- › Ensure appropriate compliance checks are carried out.
- › Obtain clarity from ministers and senior leaders where appropriate on desired outcomes, scope and appetite for risk related to procurement activity.
- › Keep ministers, senior leaders, and colleagues well-informed about procurement issues and insights affecting the agency, sector, and government as a whole.



LEADER

- › Lead and enable others to develop their subject matter expertise.
- › Effectively resolve and manage escalation of procurement issues, risks and challenges.
- › Lead the alignment between your agency's needs and vision, and its procurement policy and activities.
- › Oversee accurate and timely responses to Official Information Act (OIAs) requests, Parliamentary Questions (PQs) and audits.
- › Ensure appropriate compliance checks are carried out.
- › Seek clarity from ministers and senior leaders where appropriate on desired outcomes, scope and appetite for risk related to procurement activity.
- › Keep ministers, senior leaders, and colleagues well-informed about procurement issues and insights affecting the agency, sector, and government as a whole.
- › Lead and encourage opportunities to foster meaningful relationships with strategic partners, including Te Tiriti partners where relevant.
- › Maintain oversight and awareness of Te Tiriti/Treaty settlement obligations, in the context of your work and your wider agency context. For example, protocols, accords, relationship agreements, deeds, contracts, and governance framework instruments.
- › Create an environment that supports continuous evaluation and improvement culture to advance procurement outcomes and practices.
- › Build workforce capability and diversity by supporting others to grow, embrace change and seek out diverse perspectives.
- › Lead those responsible for the development, improvement and maintenance of best practice procurement processes, models, systems and tools.
- › Lead or facilitate stakeholder groups, using a format that guides discussion on complex or challenging issues. Include cultural advice and subject matter expertise in these discussions when appropriate.

General skills that underpin and support procurement practitioners

In addition to the procurement specific technical skills detailed in this framework, the following supporting skills are recognised as both supporting good procurement practice, and potential pathways to a career in procurement. Where possible these have been linked to existing government frameworks for skill development.

You can use our self-assessment and Learning Pathways Guide to identify suitable learning options to develop your capability in these areas.



Think strategically

Use past experiences, current information, and future predictions to find and create opportunities to deliver economic benefit in procurement.



Think critically

Use problem solving – question assumptions and interpret evidence to form logical conclusions and new insights about procurement activity.



Manage projects

Effectively plan, deliver, manage, and close procurement projects within time, scope, and resources.



Intercultural capability

Interact or communicate with people from different backgrounds to enhance procurement outcomes.



Public sector context

Understand how the Public Sector works as a system developing skills and knowledge needed for working in the Public Sector, and what it means to serve Aotearoa New Zealand.



Communication

Communicate using a range of mediums with clarity, deliver complex information in a succinct and compelling way. Communicate with influence. Use negotiation and conflict resolution skills to work collaboratively to achieve a positive outcome.



Māori Crown Relations

Build capability to meaningfully engage with Māori to enhance procurement outcomes.



Public Sector leadership

Develop capabilities such as mentoring, coaching and leading others, not specific only to those in procurement. The Leadership Success Profile defines effective leadership across the Public Sector.



Financial capability

Interpret financial data; forecast and manage budgets and cash flows and assess financial sustainability.



Contract law

Prepare, and approve concise and complete contractual documentation that protects the agency's commercial position.



System capability

Leverage system capabilities deemed essential in Public Service in New Zealand such as AI capability, accountability and integrity capability, policy capability.