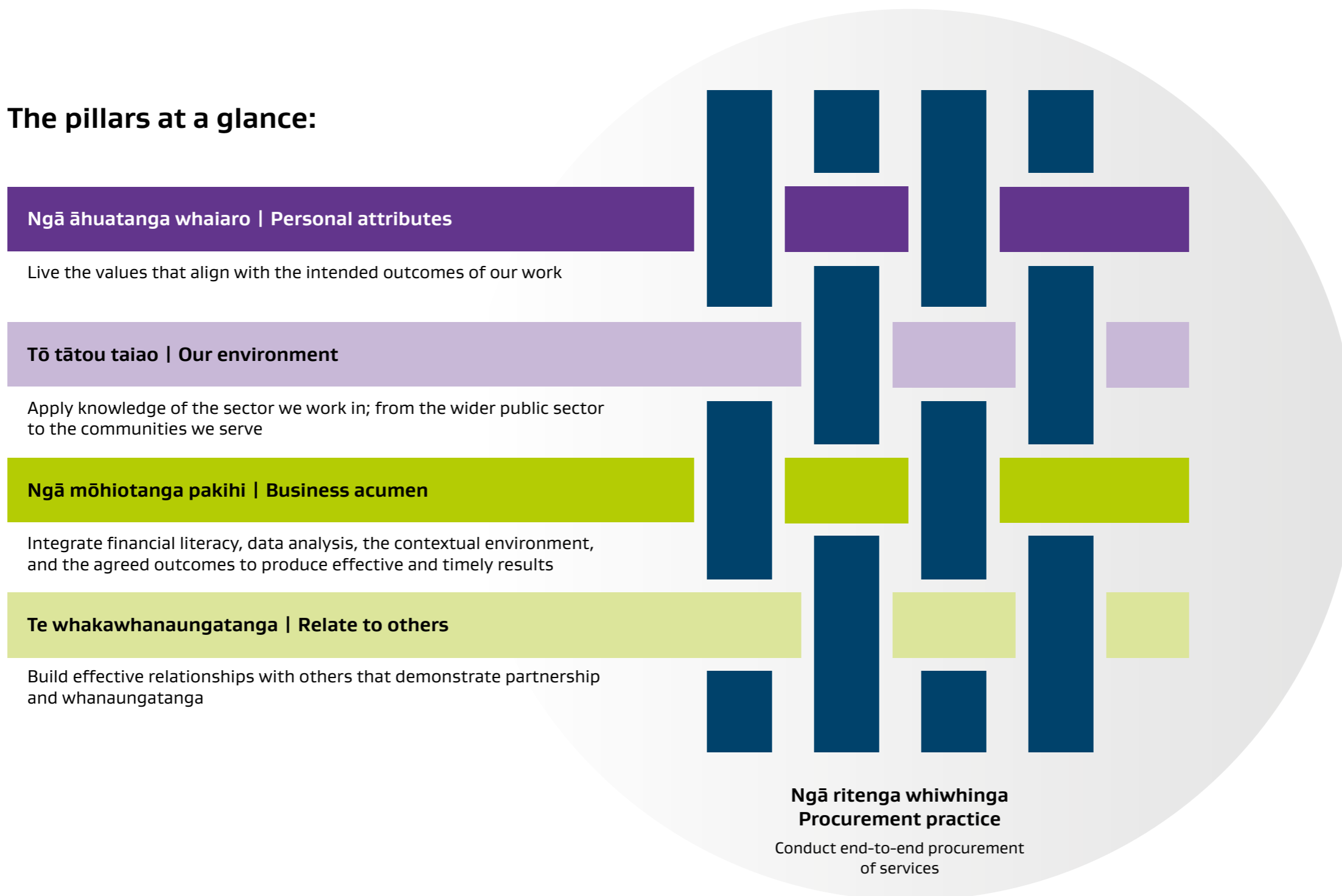


# Te Pou Tarāwaho Āheitanga mō te Whiwhinga Ratonga Pāpori

## Social Services Procurement Competency Framework

### The pillars at a glance:



## Structure of the framework

The framework is organised into competencies and role clusters.  
The competencies are grouped into five pillars:



The five role clusters are: foundation, practitioner, senior, advanced, and leader.

The Personal Attributes competency pillar applies equally to all roles. The remaining pillars are split by role.

The five role clusters broadly correspond to the roles below:

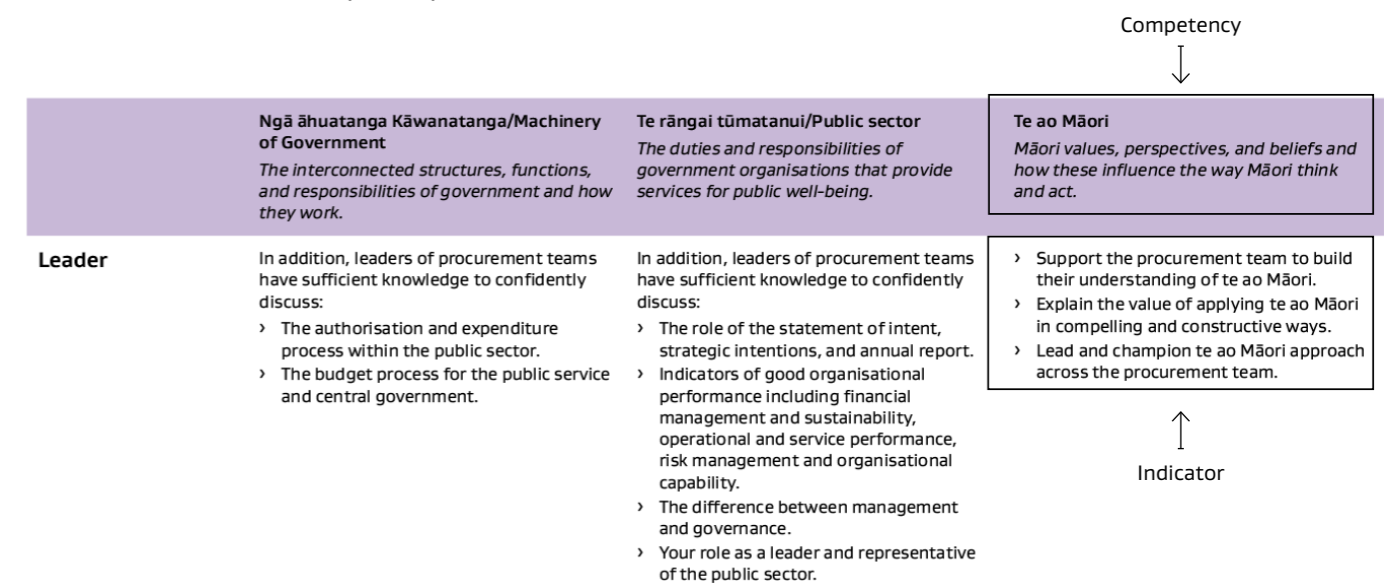
Role cluster	Description	Example job titles
<b>Foundation</b>	Applies to business support roles in a procurement context e.g., business administrator. It also applies to generic professional roles in a procurement context e.g., project manager, human resource professional	Procurement Team Administrator Learning and Development Advisor Project Manager
<b>Practitioner</b>	Procurement practitioners are responsible for operational procurement practice in their organisation.	Procurement Specialist Procurement Advisor
<b>Senior</b>	Senior procurement practitioners have experience in procurement practice and reliably deliver sound procurement outcomes.	Senior Procurement Specialist Senior Social Procurement Advisor
<b>Advanced</b>	Principal procurement practitioners have in-depth knowledge of procurement practice, and experience in leading complex procurement.	Principal Procurement Specialist Principal Procurement Advisor
<b>Leader</b>	Leads the procurement team, manages the work and workload of procurement team members.	Procurement Team Manager

## Job mapping

Customise the framework by choosing the competencies and indicators which apply to specific procurement roles within your organisation. For example, a principal procurement advisor may also be a procurement team leader; a learning and development advisor may need foundation knowledge of procurement, but no operational expertise.

## Competency Indicators

For each competency, there are indicators that show what successful and confident performance looks like at each role. For example, one of the indicators for the 'Te ao Māori' competency at the leader role level is "Lead and champion te ao Māori approach across the procurement team". The indicators should be observable and are neither exhaustive nor prescriptive.



# Te Pou Tarāwaho Āheitanga mō te Whiwhinga Ratonga Pāpori

## Social Services Procurement Competency Framework

### Overview of competencies:



## Ngā āhuatanga whaiaro | Personal attributes

*Live the values that align with the intended outcomes of our work*



### **Kia puare te hinengaro | Open minded**

Being willing to consider and respect ideas and opinions that are new or different to your own.

- › Demonstrate respect of self and others, irrespective of age, gender, cultural identity, sexual orientation, gender identity and expression and sexual characteristics, spiritual beliefs, or family status.
- › Identify differences in cultural perspectives and integrate these learnings into practice.
- › Demonstrate a desire to build a more equitable society.
- › Coach and support others to create an environment that is respectful and open to different opinions, cultures, political views, and values.

### **Kia ū ki te ako | Committed to learning**

Believing in the value of continuously building knowledge and skills, and developing self.

- › Actively seek to learn and gain experiences that build knowledge, skills, and personal attributes.
- › Look beyond the immediate area of expertise for insights on best practice.
- › Reflect on practice, own any mistakes, and use this knowledge to develop expertise.
- › Take initiative and demonstrate motivation for achieving high standards of work.

### **Kia manawaroa | Resilient**

Adapting to or recovering from challenging experiences.

- › Adapt to a change in priorities or focus, and open to new ways of working.
- › Able to sit with uncertainty and ambiguity and have the confidence to find the way forward.
- › Demonstrate self-regulation in response to challenging and complex situations, seeking help when needed.
- › Consider the objectives of others when managing competing priorities.

### **Kia aroā ki a koe anō | Self-aware**

Having conscious knowledge of emotions, actions and behaviours and the ability to take responsibility for these, along with understanding the emotions of others.

- › Demonstrate empathy and humility in the approach to your work.
- › Demonstrate insight into personal strengths, limitations, and biases; and use strategies to overcome these.
- › Know when to seek advice or raise concerns in difficult or ethically challenging situations.
- › Actively seek and listen to feedback with a view to developing self.



	<b>Ngā āhuatanga Kāwanatanga/Machinery of Government</b> <i>The interconnected structures, functions, and responsibilities of government and how they work.</i>	<b>Te rāngai tūmatanui/Public sector</b> <i>The duties and responsibilities of government organisations that provide services for public well-being.</i>	<b>Te ao Māori</b> <i>Māori values, perspectives, and beliefs and how these influence the way Māori think and act.</i>	<b>Te Tiriti o Waitangi/The Treaty of Waitangi (Te Tiriti/The Treaty)</b> <i>Knowledge of Te Tiriti/The Treaty and upholding Māori-Crown relationships.</i>	<b>Te rāngai pāpori/Social sector</b> <i>Aotearoa New Zealand history; the impact of unconscious bias and discrimination on marginalised communities.</i>
<b>Foundation</b>	Have sufficient knowledge to discuss: <ul style="list-style-type: none"> <li>› Aotearoa New Zealand’s central government organisations: the public sector, state sector, state services and the public service.</li> <li>› The separation of powers: the legislature, executive and judiciary, the roles and responsibilities of Parliament, the government, Select Committees, Cabinet, and the public sector.</li> </ul>	Have sufficient knowledge to discuss: <ul style="list-style-type: none"> <li>› Te Kawa Mataaho Standards of Integrity and Conduct for public servants.</li> </ul>	<ul style="list-style-type: none"> <li>› Are aware of the limits of your knowledge; know when to seek help and who to ask in your organisation.</li> </ul>	Have sufficient knowledge to discuss: <ul style="list-style-type: none"> <li>› The intent of Te Tiriti/The Treaty.</li> <li>› The differences between the English and te reo Māori version of Te Tiriti/The Treaty.</li> <li>› How Te Tiriti/The Treaty influences the work of the procurement team.</li> <li>› Are aware of the limits of your knowledge; know when to seek help and who to ask in your organisation.</li> </ul>	Have sufficient knowledge to discuss: <ul style="list-style-type: none"> <li>› The importance of promoting and protecting all human rights.</li> <li>› The purpose and intended outcomes of the Social Sector Commissioning Action Plan and your organisation’s plan for achieving these.</li> </ul>
<b>Practitioner</b> In addition, practitioners have sufficient knowledge to confidently discuss:	<ul style="list-style-type: none"> <li>› Key legislation relevant to the public sector.</li> </ul>	<ul style="list-style-type: none"> <li>› Different tiers of management and their corresponding levels of responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>› The meaning of te ao Māori.</li> <li>› Your own cultural world view and how this influences your work.</li> </ul>	<ul style="list-style-type: none"> <li>› The principles of Te Tiriti/The Treaty and how to apply these in a procurement context.</li> <li>› Te Tiriti/The Treaty and what it means for Māori, non-Māori, and the Crown.</li> <li>› The Crown’s obligations under Te Tiriti/The Treaty.</li> <li>› The ongoing impacts of colonisation for Māori and non-Māori.</li> </ul>	<ul style="list-style-type: none"> <li>› The values and principles outlined in the Social Sector Commissioning Action Plan.</li> <li>› Socio-economic deprivation factors, inequity, and inequality in Aotearoa New Zealand.</li> <li>› The physical, and psychological impact on health for marginalised communities.</li> <li>› Key concepts of racial equity and institutional racism.</li> <li>› The goals, focus areas and values of the Pacific Wellbeing Strategy: Progressing Lalanga Fou.</li> <li>› Key differences between commercial and social services procurement.</li> </ul>
<b>Senior</b> In addition, senior practitioners have sufficient knowledge to confidently discuss:	<ul style="list-style-type: none"> <li>› The distinction between a Crown entity, State Owned Enterprises, Crown companies, and a Crown monitoring organisation.</li> </ul>	<ul style="list-style-type: none"> <li>› The link between organisational mission and strategy, annual business plans and individual position descriptions.</li> </ul>	<ul style="list-style-type: none"> <li>› How te ao Māori worldview relates to your own work, including kaupapa Māori approaches.</li> </ul>	<ul style="list-style-type: none"> <li>› The features of Aotearoa New Zealand history and how they have impacted on the Māori-Crown relationship.</li> <li>› The impact of historical actions on the present and our collective learning from these.</li> <li>› Local iwi and hapū history and the impact Te Tiriti/The Treaty has had for them.</li> </ul>	<ul style="list-style-type: none"> <li>› The role of the entities that fund social services in your area of concern. These could be government departments, Crown entities, philanthropic organisations, iwi, hapū and Māori organisations, and non-government organisations (NGO’s).</li> <li>› Key differences in the operating environment for NGO’s, the private and public sector.</li> <li>› The impact of institutional and structural racism in your work.</li> <li>› The principles of Yavu Foundations of Pacific Engagement.</li> </ul>
<b>Advanced</b> In addition, advanced practitioners have sufficient knowledge to confidently discuss:	<ul style="list-style-type: none"> <li>› The purpose and interpretation of Cabinet papers and memos.</li> <li>› Recent outcomes of Waitangi Tribunal decisions and the impact on current practice.</li> <li>› The policy development process, including the standards and processes for ensuring policy proposals meet the requirements of Cabinet and Parliament.</li> </ul>	<ul style="list-style-type: none"> <li>› Key elements of good strategic management, including strategy development and investment, and portfolio governance.</li> </ul>	<ul style="list-style-type: none"> <li>› Application of kaupapa Māori knowledge and approaches to your work, and areas where a te ao Māori lens suggests a different approach.</li> </ul>	<ul style="list-style-type: none"> <li>› The articles of Te Tiriti/The Treaty and the differences between the two texts.</li> <li>› The application of Te Tiriti/The Treaty in all aspects that affect Māori.</li> <li>› Self-determination by Māori through ‘by Māori, for Māori, with Māori’.</li> </ul>	<ul style="list-style-type: none"> <li>› Evidence-based outcomes that drive best practice across social services procurement.</li> <li>› Examples of internal and cross-agency procurement best practice that are aligned with the Social Sector Commissioning Action Plan.</li> <li>› The impact of collective internal funding agreements on social service providers.</li> </ul>

	<b>Ngā āhuatanga Kāwanatanga/Machinery of Government</b> <i>The interconnected structures, functions, and responsibilities of government and how they work.</i>	<b>Te rāngai tūmatanui/Public sector</b> <i>The duties and responsibilities of government organisations that provide services for public well-being.</i>	<b>Te ao Māori</b> <i>Māori values, perspectives, and beliefs and how these influence the way Māori think and act.</i>	<b>Te Tiriti o Waitangi/The Treaty of Waitangi (Te Tiriti/The Treaty)</b> <i>Knowledge of Te Tiriti/The Treaty and upholding Māori-Crown relationships.</i>	<b>Te rāngai pāpori/Social sector</b> <i>Aotearoa New Zealand history; the impact of unconscious bias and discrimination on marginalised communities.</i>
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<b>Leader</b>	<p>In addition, leaders of procurement teams have sufficient knowledge to confidently discuss:</p> <ul style="list-style-type: none"> <li>› The authorisation and expenditure process within the public sector.</li> <li>› The budget process for the public service and central government.</li> </ul>	<p>In addition, leaders of procurement teams have sufficient knowledge to confidently discuss:</p> <ul style="list-style-type: none"> <li>› The role of the statement of intent, strategic intentions, and annual report.</li> <li>› Indicators of good organisational performance including financial management and sustainability, operational and service performance, risk management and organisational capability.</li> <li>› The difference between management and governance.</li> <li>› Your role as a leader and representative of the public sector.</li> </ul>	<ul style="list-style-type: none"> <li>› Support the procurement team to build their understanding of te ao Māori.</li> <li>› Explain the value of applying te ao Māori in compelling and constructive ways.</li> <li>› Lead and champion te ao Māori approach across the procurement team.</li> </ul>	<ul style="list-style-type: none"> <li>› Lead and champion a proactive approach to understanding and applying Te Tiriti/The Treaty and Aotearoa New Zealand history to the work of the procurement team and your organisation.</li> </ul>	<p>In addition, leaders of procurement teams have sufficient knowledge to confidently discuss:</p> <ul style="list-style-type: none"> <li>› The impact of the political and economic environment on the social sector.</li> <li>› Emerging and current issues that impact people in Aotearoa New Zealand, government decisions and priorities.</li> <li>› Situations where unconscious bias, discrimination, racial equity, and institutional racism may occur; and lead the team to address them.</li> </ul>
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## Ngā mōhiotanga pakihi | Business acumen

Integrate financial literacy, data analysis, the contextual environment, and the agreed outcomes to produce effective and timely results



	<b>Kia whai rautaki te whakaaro/ Think strategically</b> <i>Use past experiences, current information, and future predictions to find and create opportunities to deliver value.</i>	<b>Kia koi te whakaaro/Think critically</b> <i>Organise and evaluate data and information. Question assumptions and interpret evidence to form logical conclusions and new insight.</i>	<b>Whakahaeretia ngā kaupapa/ Manage projects</b> <i>Effectively plan, deliver, manage, and close procurement projects within time, scope, and resources.</i>	<b>Kia mārama te tuhituhi/Write with clarity</b> <i>Write concisely and clearly, and choose a writing style that matches the format being used.</i>	<b>Te mātau ahumoni/Financial literacy</b> <i>Interpret financial data; forecast and manage budgets and cashflows and assess financial sustainability.</i>	<b>Te ture kirimana/Contract law</b> <i>Prepare, and approve concise and complete contractual documentation that protects the organisation's commercial position.</i>
<b>Foundation</b>	<ul style="list-style-type: none"> <li>› Make the connection between the organisation's mission, procurement policy, and your role within the team.</li> <li>› Adapt to, and support practice improvements within the procurement team.</li> </ul>	<ul style="list-style-type: none"> <li>› Respectfully question the status quo; seek confirmation before acting when faced with uncertainty.</li> </ul>	<ul style="list-style-type: none"> <li>› Break down your work into logical steps and follow a methodical process to complete them.</li> <li>› Reliably plan and deliver work in line with agreed project milestones and objectives.</li> <li>› Share ideas about how to solve problems within workflows.</li> <li>› Escalate complex issues when these are identified.</li> </ul>	<ul style="list-style-type: none"> <li>› Write clearly and concisely.</li> <li>› Plan, and organise thoughts before writing, to produce written work that meets the intended purpose.</li> </ul>	<ul style="list-style-type: none"> <li>› Accurately record financial information, and produce reports on actual vs budgeted cashflows.</li> </ul>	<ul style="list-style-type: none"> <li>› Seek advice from senior colleagues on interpretation of contractual issues.</li> <li>› Interpret basic contract terms and conditions and their contextual meaning.</li> </ul>
<b>Practitioner</b> In addition, practitioners:	<ul style="list-style-type: none"> <li>› View issues through different perspectives.</li> <li>› Look for opportunities to apply the strategic value of procurement.</li> </ul>	<ul style="list-style-type: none"> <li>› Draw on facts, knowledge, and experience to analyse information and make evidenced-based recommendations.</li> <li>› Identify patterns, risks, and key findings and use these to develop logical conclusions or recommendations.</li> <li>› Make timely decisions, balancing the desire for complete information with the need to progress.</li> <li>› Think broadly about the potential consequences of decision-making.</li> </ul>	<ul style="list-style-type: none"> <li>› Develop the project timeline, scope, budget, resources, risks, and milestones for a project.</li> <li>› Accurately identify stakeholders, their role and contribution to a procurement project.</li> <li>› Identify roadblocks and take steps to address these.</li> <li>› Productively manage your own time, speaking up when underutilised or over capacity.</li> <li>› Identify and evaluate risks associated with the project and develop mitigation strategies.</li> </ul>	<ul style="list-style-type: none"> <li>› Produce a high standard of written work in a plain language style that is easy to read and has a clear purpose.</li> <li>› Adapt tone and style to suit multiple formats, and carefully consider the needs of the audience.</li> <li>› Convey a logical thought process and accurately describe procurement requirements.</li> </ul>	<ul style="list-style-type: none"> <li>› Apply an understanding of foundation financial terms and principles.</li> <li>› Effectively monitor the delegated budget for the procured services, escalating challenges or overruns as they arise.</li> <li>› Work with providers on price movements. Negotiate changes for low-risk agreements within your delegated authority.</li> </ul>	<ul style="list-style-type: none"> <li>› Interpret standard agreement terms and conditions, understanding the trade-offs when negotiating agreements.</li> <li>› Work with the legal team and the business to prepare clear, concise agreements that manage or mitigate risk and lead to desired outcomes.</li> <li>› Review agreements to ensure compliance with organisational and legal requirements.</li> <li>› Conduct risk assessments on standard agreements and mutually act with providers to minimise organisational risk.</li> </ul>
<b>Senior</b> In addition, senior practitioners:	<ul style="list-style-type: none"> <li>› Ensure current procurement plans align with the organisation's mission, procurement policy and social sector commissioning.</li> <li>› Consider both the big picture and the detail and can comfortably shift between the two.</li> <li>› Progress current thinking by providing different views on issues within your area of expertise.</li> <li>› Recognise the potential to add value and consistently apply broader social, economic, environmental, and cultural outcomes in a procurement context.</li> </ul>	<ul style="list-style-type: none"> <li>› Use knowledge, insights, experience, and robust thinking to influence or add value to decisions.</li> <li>› Assess the quality and limitations of data, analyse information, and make recommendations based on relevant evidence.</li> <li>› Maintain clarity and focus on what is important.</li> </ul>	<ul style="list-style-type: none"> <li>› Lead procurement projects and are a member of larger or high-risk project teams.</li> <li>› Anticipate and plan for the size and complexity of a project.</li> <li>› Manage the workload to deliver a procurement outcome within a specified timeframe.</li> <li>› Monitor progress of projects, are aware of early warning signs, and know which levers to pull to get the job done on time.</li> <li>› Make considered judgements on the trade-off between time and quality.</li> <li>› Evaluate progress and identify improvements for future projects.</li> <li>› Think ahead and plan for the next procurement project.</li> </ul>	<ul style="list-style-type: none"> <li>› Know when written communication is needed to clarify or confirm verbal conversations, to prevent miscommunication.</li> <li>› Communicate complex technical information in a clear way for audiences unfamiliar with the subject matter.</li> <li>› Translate verbal information into written communication without losing meaning or tone.</li> </ul>	<ul style="list-style-type: none"> <li>› Apply an understanding of key financial indicators to assess the short-term financial stability of a provider.</li> <li>› Apply knowledge of the market to determine a fair price and value for the services to be provided.</li> <li>› Apply knowledge of the public sector, budgets, and the market to determine whether the appropriation is adequate for the services to be procured.</li> <li>› Liaise with the finance team to assess the impact of environmental influences on price.</li> </ul>	<ul style="list-style-type: none"> <li>› Interpret and apply statute and common contract law as it relates to procurement.</li> <li>› Seek advice from legal advisors for any changes to standard agreement terms and conditions, as negotiated with providers.</li> <li>› Conduct risk assessments for high-risk agreements and mutually act with providers to minimise organizational risk.</li> </ul>



	<b>Kia whai rautaki te whakaaro/ Think strategically</b> <i>Use past experiences, current information, and future predictions to find and create opportunities to deliver value.</i>	<b>Kia koi te whakaaro/Think critically</b> <i>Organise and evaluate data and information. Question assumptions and interpret evidence to form logical conclusions and new insight.</i>	<b>Whakahaeretia ngā kaupapa/ Manage projects</b> <i>Effectively plan, deliver, manage, and close procurement projects within time, scope, and resources.</i>	<b>Kia mārama te tuhituhi/Write with clarity</b> <i>Write concisely and clearly, and choose a writing style that matches the format being used.</i>	<b>Te mātau ahumoni/Financial literacy</b> <i>Interpret financial data; forecast and manage budgets and cashflows and assess financial sustainability.</i>	<b>Te ture kirimana/Contract law</b> <i>Prepare, and approve concise and complete contractual documentation that protects the organisation's commercial position.</i>
<b>Advanced</b> In addition, advanced practitioners:	<ul style="list-style-type: none"> <li>› Consider the intended and unintended consequences of proposed services and the long-term impact on systemic change within communities.</li> <li>› Provide thought leadership and subject matter expertise when working in collaboration with leaders to develop procurement strategy.</li> </ul>	<ul style="list-style-type: none"> <li>› Question assumptions or conclusions from different perspectives to gain a deeper understanding of the underlying problems.</li> </ul>	<ul style="list-style-type: none"> <li>› Lead high-risk procurement projects, including change management, where needed.</li> <li>› Prepare and review project scope for projects with multiple interdependencies.</li> <li>› Select from a range of project management tools to produce outcomes at the right level of quality.</li> <li>› Ensure that appropriate strategies are in place to effectively manage risks.</li> <li>› Provide coaching on project management methodology to the procurement team.</li> </ul>	<ul style="list-style-type: none"> <li>› Coach the procurement team and peer-review written procurement documents.</li> </ul>	<ul style="list-style-type: none"> <li>› Develop costing models that accurately reflect the full range of costs across the agreement life cycle.</li> <li>› Work with the finance team to assess provider financial sustainability.</li> <li>› Prepare business cases, with due regard to financial considerations.</li> </ul>	<ul style="list-style-type: none"> <li>› Apply expertise in liabilities, indemnities, insurances, and warranties, knowing when to seek legal advice.</li> <li>› Interpret and apply statutory and common law obligations that must be incorporated into relevant agreements.</li> <li>› Provide expertise to the organisation on agreement processes and documentation.</li> </ul>
<b>Leader</b>	<ul style="list-style-type: none"> <li>› Develop and lead the implementation of the organisation's procurement policy.</li> <li>› Synthesize and interpret Cabinet papers, government priorities, and the organisation's strategic direction within the context of procurement.</li> <li>› Anticipate the impact of sector or practice changes and proactively prepare the procurement team and organisation.</li> <li>› Lead discussions that encourage the procurement team to think broadly about the future direction of procurement policy.</li> </ul>	<ul style="list-style-type: none"> <li>› Take a holistic view and apply professional judgement based on experience, political nous and analytical skills when faced with complex problems.</li> </ul>	<ul style="list-style-type: none"> <li>› Assign project tasks that align with individual abilities, to ensure team members are engaged with the project's intent.</li> <li>› Provide feedback and recognition on completion of projects.</li> <li>› Make prudent decisions about work priorities when allocating the work programme.</li> <li>› Have oversight of team projects and ensure that project management decisions consider interdependencies between projects.</li> </ul>	<ul style="list-style-type: none"> <li>› Identify the potential implications of communications being released, and put strategies in place to mitigate these.</li> </ul>	<ul style="list-style-type: none"> <li>› Demonstrate a sound understanding of financial data and work closely with the finance team on high-risk agreements.</li> <li>› Work with the finance team to assess price movements, and develop strategies to ensure the organisation manages these movements.</li> <li>› Demonstrate expertise in forecasting funding requirements to meet organisational targets; can direct funding reallocations as required.</li> <li>› Identify and explore the potential for transferring budget across agencies for mutual outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>› Interpret the intent of agreements and lead effective dispute resolution strategies.</li> <li>› Lead the organisation's approach to forming agreements, aligned with government policy and sustainability.</li> </ul>



## Te whakawhanaungatanga | Relate to others

Build effective relationships with others that demonstrate partnership and whanaungatanga



	<b>Te reo Māori</b> <i>Knowledge of te reo Māori, and the cultural values that underpin the language.</i>	<b>Tikanga</b> <i>Knowledge of tikanga and how to apply it.</i>	<b>Te mahi ngātahi/Collaborate</b> <i>Work collectively with colleagues across the organisation, listen to different perspectives and seek effective outcomes.</i>	<b>Te pāhekoheko/Engage</b> <i>Build trusted relationships that value and respect differences within communities.</i>	<b>Te whiriwhiri/Negotiate</b> <i>Understand stakeholder drivers and interests, and work collaboratively to achieve a positive outcome.</i>	<b>Te whakaaweawe me te tohutohu/ Influence and advise</b> <i>Motivate and inspire others toward change that aligns with shared values.</i>
<b>Foundation</b>	<ul style="list-style-type: none"> <li>› Use and pronounce reo Māori greetings and farewells.</li> <li>› Recognise the status of te reo Māori as an official language of Aotearoa New Zealand.</li> <li>› Are aware of the limits of your knowledge; know when to seek help and who to ask in your organisation.</li> </ul>	<ul style="list-style-type: none"> <li>› Participate in karakia and waiata in meetings, and explain why they are important.</li> <li>› Are aware of the limits of your knowledge; know when to seek help and who to ask in your organisation.</li> </ul>	<ul style="list-style-type: none"> <li>› Respectfully listen to others' views with the intent to understand.</li> <li>› Communicate clearly, concisely, and with positive intent.</li> <li>› Constructively participate in team discussions.</li> <li>› Respectfully work in partnership with all stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>› Foster relationships that are inclusive of diverse communities.</li> <li>› Know when and how to seek organisational guidance for engaging with diverse people, whānau and communities.</li> </ul>	<ul style="list-style-type: none"> <li>› Address differences and conflicts early, and constructively.</li> <li>› Work to find solutions that contribute to positive outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>› Draw on experience to advise on the sequence and timeframes for planned work.</li> <li>› Contribute to discussions on how to continuously improve procurement services.</li> </ul>
<b>Practitioner</b> In addition, practitioners:	<ul style="list-style-type: none"> <li>› Introduce self and greet people correctly in te reo Māori.</li> <li>› Can speak and write common reo Māori words, such as place names and salutations, and use them in your daily work.</li> </ul>	<ul style="list-style-type: none"> <li>› Can explain the importance of tikanga in meetings and appropriately use tikanga in work settings.</li> <li>› Can share your pepeha in meetings.</li> <li>› Can recall and perform at least one waiata and one karakia.</li> </ul>	<ul style="list-style-type: none"> <li>› Modify style and content to ensure communication is suitable for the audience and circumstances.</li> <li>› Use receptive listening skills to gain a deeper level of understanding.</li> <li>› Confidently participate in discussions demonstrating a clear understanding of the objectives and outcomes.</li> <li>› Build trusted and collaborative relationships with stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>› Can describe the importance of engaging with diverse people, whānau, and communities and how to engage appropriately.</li> <li>› Promote a relational approach within the organisation.</li> <li>› Maintain the focus of your work on serving people, whānau, and communities.</li> <li>› Work collaboratively with communities, providers, and other key stakeholders to develop service requirements that meet best practice criteria.</li> </ul>	<ul style="list-style-type: none"> <li>› Identify and clarify stakeholder interests, concerns, and expectations.</li> <li>› Clarify desired outcomes for the different parties and work together to identify mutually beneficial solutions.</li> <li>› Work with business partners to identify where negotiation can improve outcomes.</li> <li>› Balance any tension between the project budget and the desired outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>› Provide sound, and trusted advice to the business on procurement practice.</li> <li>› Clearly articulate the roles and responsibilities in a procurement project.</li> <li>› Prepare and deliver well-structured presentations which resonate with the audience.</li> <li>› Update project stakeholders regularly with progress.</li> <li>› Articulate challenging messages in an open and respectful way.</li> </ul>
<b>Senior</b> In addition, senior practitioners:	<ul style="list-style-type: none"> <li>› Participate in routine or everyday reo Māori conversations.</li> <li>› Explain cultural values that underpin routine or everyday reo Māori conversations.</li> </ul>	<ul style="list-style-type: none"> <li>› Appropriately and consistently use tikanga with guidance from experts.</li> <li>› Can describe and participate in a range of tikanga such as mihi whakatau, and pōwhiri.</li> </ul>	<ul style="list-style-type: none"> <li>› Listen to what is not being said in an interaction, or pick up on non-verbal cues, and ask questions that lead to a deeper level of understanding.</li> <li>› Convey complex ideas in a straightforward way.</li> <li>› Manage communications that involve understanding and responding to divergent viewpoints.</li> <li>› Build a project team which works collaboratively towards the agreed outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>› Identify opportunities and know when it's appropriate to engage with diverse people, whānau, and communities.</li> <li>› Take a leadership role in promotion of a relational approach within the organisation.</li> <li>› Work in partnership with social service providers to develop their capability to work in the public sector.</li> </ul>	<ul style="list-style-type: none"> <li>› Work with business partners to prepare and plan for a negotiation.</li> <li>› Adapt the negotiation strategy and communication style throughout the negotiation to achieve an effective outcome.</li> <li>› Research key people, market, providers, timing, and risks and consider the potential impact of these on the negotiation.</li> <li>› Take a collaborative approach to managing conflict. A collaborative approach means reaching agreements that focus on the desired outcomes whilst maintaining effective relationships.</li> </ul>	<ul style="list-style-type: none"> <li>› Balance the tension between knowing when to advocate for a decision and when to seek further information.</li> <li>› Deliver presentations that result in the audience being well-informed or influenced towards a desired action.</li> <li>› Provide sound, and trusted advice to business partners on high-risk procurement projects and practice.</li> <li>› Promote procurement best practice within the organisation and encourage others to engage with plans for change and improvement.</li> </ul>

	<b>Te reo Māori</b> <i>Knowledge of te reo Māori, and the cultural values that underpin the language.</i>	<b>Tikanga</b> <i>Knowledge of tikanga and how to apply it.</i>	<b>Te mahi ngātahi/Collaborate</b> <i>Work collectively with colleagues across the organisation, listen to different perspectives and seek effective outcomes.</i>	<b>Te pāhekoheko/Engage</b> <i>Build trusted relationships that value and respect differences within communities.</i>	<b>Te whiriwhiri/Negotiate</b> <i>Understand stakeholder drivers and interests, and work collaboratively to achieve a positive outcome.</i>	<b>Te whakaaweawe me te tohutohu/ Influence and advise</b> <i>Motivate and inspire others toward change that aligns with shared values.</i>
<b>Advanced</b> In addition, practitioners:	<ul style="list-style-type: none"> <li>› Confidently take part in everyday conversation with reo Māori speakers.</li> <li>› Can understand most of what is said when listening to reo Māori speeches or kōrero.</li> <li>› Demonstrate knowledge of regional and iwi variations of te reo Māori.</li> <li>› Are committed to ongoing learning of te reo Māori.</li> <li>› Encourage use of te reo Māori amongst the procurement team.</li> </ul>	<ul style="list-style-type: none"> <li>› Champion others to learn tikanga.</li> <li>› Demonstrate knowledge of regional and iwi variations in tikanga.</li> <li>› Confidently participate in mihi whakatau and pōwhiri.</li> </ul>	<ul style="list-style-type: none"> <li>› Constructively engage and build partnerships with other teams within the wider organisation.</li> <li>› Cultivate a culture of learning and collaboration across the procurement team.</li> </ul>	<ul style="list-style-type: none"> <li>› Have embedded practices in place to engage with diverse people, whānau, and communities.</li> <li>› Advise others on engaging with diverse people, whānau, and communities.</li> <li>› Engage in strategic activities and long-term engagement with the social sector that promote intergenerational outcomes.</li> <li>› Coach social services providers through the procurement journey.</li> <li>› Contribute to building cross-agency best practice for relational commissioning.</li> </ul>	<ul style="list-style-type: none"> <li>› Lead the negotiation for high-risk projects that bring together multiple stakeholders with divergent interests.</li> <li>› Coach and provide high-level consultancy advice on negotiation skills and practice.</li> <li>› Act as an expert negotiator within the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>› Translate technical and complex information into a crisp presentation for different audiences.</li> <li>› Identify key stakeholders in your sector and leverage these relationships to build champions for ongoing improvement across the social sector.</li> <li>› Are aware of stakeholders' different roles and adapt your communication accordingly.</li> <li>› Engage the procurement team and the organisation to adopt new procurement approaches.</li> </ul>
<b>Leader</b>	<ul style="list-style-type: none"> <li>› Confidently take part in everyday conversation with reo Māori speakers.</li> <li>› Can understand most of what is said when listening to reo Māori speeches or kōrero.</li> <li>› Demonstrate knowledge of regional and iwi variations of te reo Māori.</li> <li>› Are committed to ongoing learning of te reo Māori.</li> <li>› Support the procurement team to grow their use of te reo Māori.</li> </ul>	<ul style="list-style-type: none"> <li>› Champion others to learn tikanga.</li> <li>› Demonstrate knowledge of regional and iwi variations in tikanga.</li> <li>› Confidently participate in mihi whakatau and pōwhiri.</li> </ul>	<p>In addition, leaders of procurement teams:</p> <ul style="list-style-type: none"> <li>› Are focused, intentional and deliberate in your communication when working in complex scenarios.</li> <li>› Provide leadership to the procurement team and establish clear expectations for the way the team works together.</li> </ul>	<p>Lead and champion the procurement team to:</p> <ul style="list-style-type: none"> <li>› Promote learning and understanding of the meaning of an authentic partnership with diverse people, whānau, and communities.</li> <li>› Ensure early engagement with diverse people, whānau, and communities where needed.</li> <li>› Balance the tension between the risk-averse nature of the public sector and the flexibility required for social services commissioning.</li> <li>› Promote the role of commissioning as an enabler of communities.</li> <li>› Develop and build trusted, high-level relationships with providers, iwi, and local communities.</li> </ul>	<ul style="list-style-type: none"> <li>› Draw on professional judgement and political nous to look for win/win solutions and diffuse tension in situations where conflict is escalating.</li> <li>› Lead and advise the procurement team on the potential risks to the organisation of unresolved conflict and when to escalate these.</li> </ul>	<ul style="list-style-type: none"> <li>› Clearly articulate and inspire others toward a vision for procurement within the organisation.</li> <li>› Make connections across organisational boundaries to build strong networks and partnerships.</li> <li>› Adapt to changing circumstances and expectations, adopting a range of influencing styles.</li> <li>› Build a team culture that encourages innovation and continuous improvement of procurement practice.</li> <li>› Recognise sensitive situations and respond with tact and diplomacy.</li> <li>› Ensure that decisions or changes in procurement practice are effectively communicated across the organisation.</li> </ul>



	<b>Te whakaahua/Design</b> <i>Gather and evaluate information on the market, community needs and providers. Combine these with knowledge of the procurement ecosystem to inform the project's design and approach.</i>	<b>Te whakamahere/Plan</b> <i>Prepare a procurement plan that has a clear objective, and fit-for-purpose methodology.</i>	<b>Te kimi pūtake/Source</b> <i>Attract and select providers based on market evaluation, capability, and alignment with desired outcomes.</i>	<b>Tiakina ngā hononga/Manage the relationships</b> <i>Work in partnership to actively maintain the relationship between the organisation, provider(s), and stakeholders.</i>	<b>Whakahaeretia ngā whakaaetanga/Manage the agreements</b> <i>Work in partnership with providers to effectively manage the delivery of services against agreed performance measures and budget.</i>	<b>Te whakaū kounga/Quality assurance</b> <i>Maintain high levels of professionalism and standards of practice.</i>
<b>Foundation</b>	<p>Have sufficient knowledge to discuss:</p> <ul style="list-style-type: none"> <li>› Aotearoa New Zealand Government Procurement Charter, Principles and Rules and the application of the rules to your organisation.</li> <li>› The procurement life cycle.</li> <li>› Your organisation's procurement policy.</li> <li>› The principles of probity, conflict of interest and confidentiality.</li> </ul>	<ul style="list-style-type: none"> <li>› Use procurement tools and systems to accurately record planning documents and data.</li> <li>› Work with procurement colleagues to develop the procurement plan, including data gathering and research.</li> </ul>	<ul style="list-style-type: none"> <li>› Use procurement tools and systems to accurately record sourcing documents and data.</li> <li>› Work with procurement colleagues to prepare tender documents and agreements.</li> <li>› Apply knowledge of the differences between selection and award criteria when contributing to the assessment of low-risk tenders.</li> </ul>	<ul style="list-style-type: none"> <li>› Analyse provider activities, reporting on quality and frequency to support provider monitoring and good practice.</li> <li>› Support market research to identify opportunities for ongoing improvement.</li> <li>› Collate and record stakeholder feedback to inform the provider relationship management plan.</li> </ul>	<ul style="list-style-type: none"> <li>› Accurately record service delivery and feedback in a timely way.</li> <li>› Administer agreements to ensure accuracy of pricing, scope variations, and updates to terms and conditions are recorded.</li> <li>› Ensure the process for payment is timely and efficient.</li> <li>› Use procurement systems to extract data for analysis, as guided by senior colleagues.</li> </ul>	<ul style="list-style-type: none"> <li>› Set high standards for the quality of your work and consistently work at this level.</li> </ul>
<b>Practitioner</b> In addition, practitioners:	<ul style="list-style-type: none"> <li>› Use research skills to explore and understand the topic, the business need and context.</li> <li>› Work with senior procurement colleagues to explore innovative procurement approaches to address complex social problems.</li> <li>› Work logically and systematically through procurement procedures to ensure that organisational and public sector obligations are met.</li> <li>› Know when and how to adapt the procurement life cycle to achieve the best outcome.</li> </ul>	<ul style="list-style-type: none"> <li>› Work with business partners to refine the service being requested.</li> <li>› Accurately assess provider risk and incorporate risk management and mitigation strategies into the procurement plan.</li> <li>› Select the most appropriate procurement approach to market for low-risk procurement projects.</li> <li>› Work with subject matter experts to select evaluation criteria that align with the desired outcomes for low-risk procurement.</li> </ul>	<ul style="list-style-type: none"> <li>› Select from a range of sourcing approaches to achieve the most effective outcome.</li> <li>› Work collaboratively with business partners to guide them through the process of finding a new provider.</li> <li>› Facilitate a group or panel for low-risk procurement, using a clear structure that enables focused discussion.</li> <li>› Work with providers to prepare them for evaluation, adapting the process to reduce the power imbalance between the public service and providers.</li> </ul>	<ul style="list-style-type: none"> <li>› Use supply positioning to determine the appropriate provider relationship.</li> <li>› Develop sound working relationships with providers of non-strategic procurement.</li> <li>› Analyse provider activities, reporting on quality and frequency, to support provider monitoring and inform future sourcing activities.</li> <li>› Track and monitor benefits with providers for low-risk procurement.</li> </ul>	<ul style="list-style-type: none"> <li>› Establish boundaries for a safe, professional relationship based on mutual trust, respect, and partnership.</li> <li>› Develop clear expectations, principles, and processes with providers to support and monitor service delivery for mutual benefit.</li> <li>› Plan for the end of the agreement, including reporting, debrief, evaluation and learnings for future improvement.</li> </ul>	<ul style="list-style-type: none"> <li>› Contribute to the development of procurement practice and apply updated processes and standards consistently.</li> </ul>
<b>Senior</b> In addition, senior practitioners:	<ul style="list-style-type: none"> <li>› Map the commissioning design and desired outcomes to procurement practice, and determine the most applicable procurement approach.</li> <li>› Work with business partners and providers to co-design social services that are fit for purpose and meet service needs.</li> <li>› Lead changes in approach, question assumptions, and inspire others towards new procurement practices.</li> </ul>	<ul style="list-style-type: none"> <li>› Work with subject matter experts to design an evaluation process which is fair, equitable and consistent for all potential providers.</li> <li>› Logically and systematically assess risks, including the potential risks of new approaches, and develop risk mitigation strategies.</li> <li>› Coach procurement colleagues on best practice in procurement planning.</li> </ul>	<ul style="list-style-type: none"> <li>› Lead the development of a robust process for tender evaluations, and ensure that the process is fair and transparent.</li> <li>› Effectively apply your understanding of group dynamics to facilitate panels and guide them through the process of briefing, evaluation, and moderation.</li> <li>› Review and evaluate the findings for major tenders, applying key criteria and weighting.</li> <li>› Design performance measures that accurately reflect and measure the desired social outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>› Upskill business partners on best practice techniques for relationship management.</li> <li>› Develop sound working relationships with strategic suppliers at an operational level.</li> <li>› Gain oversight of provider performance within the organisation, look for trends and opportunities for improvement.</li> <li>› Track and monitor the benefits of relationship management for strategic procurement.</li> </ul>	<ul style="list-style-type: none"> <li>› Assess the provider's level of capability and capacity to deliver services and determine any gaps.</li> <li>› Anticipate potential risks, conflict, or problems early and work to resolve them, or seek help to address them.</li> <li>› Work in partnership with the provider to regularly evaluate delivery of services and look for opportunities for improvement.</li> <li>› Anticipate the implications of the end of the agreement on the service users, and develop mitigation strategies for these.</li> </ul>	<ul style="list-style-type: none"> <li>› Deliver robust procurement outcomes that are consistent with procurement policy and good practice.</li> <li>› Lead and contribute to improving procurement practice.</li> </ul>

	<b>Te whakaahua/Design</b> <i>Gather and evaluate information on the market, community needs and providers. Combine these with knowledge of the procurement ecosystem to inform the project's design and approach.</i>	<b>Te whakamahere/Plan</b> <i>Prepare a procurement plan that has a clear objective, and fit-for-purpose methodology.</i>	<b>Te kimi pūtake/Source</b> <i>Attract and select providers based on market evaluation, capability, and alignment with desired outcomes.</i>	<b>Tiakina ngā hononga/Manage the relationships</b> <i>Work in partnership to actively maintain the relationship between the organisation, provider(s), and stakeholders.</i>	<b>Whakahaeretia ngā whakaaetanga/Manage the agreements</b> <i>Work in partnership with providers to effectively manage the delivery of services against agreed performance measures and budget.</i>	<b>Te whakaū kounga/Quality assurance</b> <i>Maintain high levels of professionalism and standards of practice.</i>
<b>Advanced</b> In addition, advanced practitioners:	<ul style="list-style-type: none"> <li>› Draw on your depth of knowledge, experience, and use of evidence-based practice to lead the procurement design and approach.</li> <li>› Able to flex service delivery options so that they are nationally consistent, while being customised to local communities.</li> <li>› Develop strategies to effectively manage a limited number of providers in a market.</li> <li>› Listen to the communities' needs in their own words and translate them into a format that complies with procurement policy.</li> </ul>	<ul style="list-style-type: none"> <li>› Demonstrate expertise in procurement planning.</li> <li>› Review the organisation's procurement plans to ensure they align with organisational policy.</li> <li>› Recommend risk mitigation strategies and take responsibility for mechanisms to review risk.</li> <li>› Evaluate opportunities arising from the mitigation of risk, and maximise these for wider sector development and provider engagement.</li> </ul>	<ul style="list-style-type: none"> <li>› Prepare and lead, or facilitate groups, using a structure and format that guides discussion on complex or challenging issues.</li> <li>› Coach and support the procurement team to develop their facilitation and group leadership skills. Find opportunities for them to put these skills into practice.</li> </ul>	<ul style="list-style-type: none"> <li>› Evaluate the outcomes of the services delivered to determine value and inform future direction.</li> <li>› Assess the strategic importance, political sensitivity, value, duration, vulnerability, and risk of agreements across the organisation.</li> <li>› Work across functional and organisational boundaries, proactively exploring opportunities to add public value.</li> <li>› Develop sound working relationships with strategic suppliers at a strategic level.</li> </ul>	<ul style="list-style-type: none"> <li>› Take a long-term view of relationships with providers, seeking to build partnerships.</li> <li>› Take a guardianship role to build sustainability and stability of service.</li> <li>› Work closely with the stakeholders of high-risk agreements to manage escalated issues.</li> </ul>	<ul style="list-style-type: none"> <li>› Evaluate the outcomes of procured services.</li> <li>› Align your work to global trends and best practice.</li> <li>› Take an innovative and progressive approach to ongoing learning.</li> <li>› Are subject matter experts in procurement practice, providing coaching and support to colleagues.</li> </ul>
<b>Leader</b>	<ul style="list-style-type: none"> <li>› Assess and articulate risk when taking innovative or new approaches. Lead the team to develop management plans that appropriately mitigate risk.</li> <li>› Demonstrate a deep understanding of the legal status of the procurement rules, relevant organisational legislation, and the strategic direction of government procurement policy.</li> </ul>	<ul style="list-style-type: none"> <li>› Lead the implementation of software applications that better inform procurement decisions.</li> <li>› Provide expert advice to the organisation on data and trends in procurement planning.</li> <li>› Proactively identify emerging risks, make decisions on what risk to accept, when to develop strategies to reduce risk and vulnerability, and when to escalate within the organisation.</li> <li>› Leverage and drive opportunities to ensure business continuity, sustainability, and reputational stability, while addressing risks.</li> </ul>	<ul style="list-style-type: none"> <li>› Provide expert advice to the organisation on data and trends in procurement sourcing.</li> <li>› Prepare and lead, or facilitate stakeholder groups, using a structure and format that guides discussion on complex, or challenging issues.</li> </ul>	In addition, leaders: <ul style="list-style-type: none"> <li>› Work with business partners to implement relationship management best practice.</li> <li>› Lead the development of provider relationship management policies and processes across the organisation.</li> <li>› Lead the team to develop and implement risk mitigation strategies for high-risk or strategic procurement; or where there are several agreements with a single provider.</li> <li>› Establish an effective system of governance to manage agreements across the organisation.</li> </ul>	In addition, leaders: <ul style="list-style-type: none"> <li>› Ensure all agreements are effectively reviewed and managed to drive better outcomes.</li> <li>› Advise stakeholders on issues affecting provider communities.</li> <li>› Promote the organisation's reputation among providers as a 'good partner' and works to maintain that reputation.</li> <li>› Provide advice and leadership on provider-related matters at senior levels of the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>› Effectively resolve and manage escalation of issues, challenges, and risks.</li> <li>› Check the line of sight between meeting the social needs of the community, fulfilling the organisation's mission, procurement policy, and procurement activities.</li> <li>› Provide accurate, complete, and timely responses to Official Information Act requests.</li> </ul>

## Principles

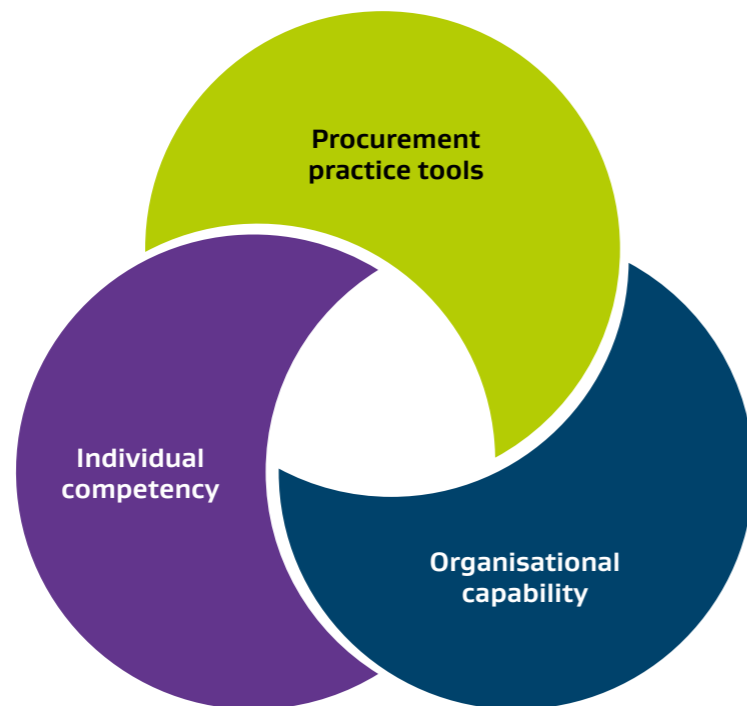
This framework is designed around the following principles:

- › Social services procurement can deliver meaningful change in the lives of New Zealanders.
- › Social services procurement can deliver on wider government goals with genuine public value.
- › People can learn and grow; defining competencies will help them do this.
- › The focus of this work is on the people who use social services.
- › Te Ao Māori views and government agencies' obligations under Te Tiriti are reflected in this work.
- › Government agencies in this sector will collaborate to build a shared practice.

## Background

Procurement practice is made up of individual competency, and organisational capability, along with guidance and tools that support good outcomes.

### Procurement practice



This framework sits alongside organisational strategy, policy, and competency frameworks. The framework describes competencies but does not specify qualifications. If a qualification or professional membership is essential for a social services procurement role, managers should build this into the role description and recruitment process.