



Government of Western Australia  
Department of Finance

# Measuring Contract Manager Performance Guide

February 2022





# Contents

<b>Introduction</b> .....	<b>3</b>
Background .....	3
Purpose .....	3
Audience.....	3
<b>Part A: Using this Resource</b> .....	<b>4</b>
Developing activities and metrics.....	6
Evaluating performance .....	7
Updating job description forms .....	8
<b>Part B: Activities and Metrics</b> .....	<b>9</b>
1. Administers contract obligations .....	10
2. Manages contract and supplier performance.....	12
3. Strategic contract management .....	14
<b>Part C: Example Application</b> .....	<b>16</b>
<b>Part D: Contract Management Resources</b> .....	<b>18</b>
<b>Appendix 1 – Sample Performance and Development Plan Template</b> .....	<b>19</b>



# Introduction

## Background

Contract managers play an important role in ensuring that contracts are performing well and deliver their intended outcomes. The responsibilities of a contract manager are wide ranging in scope and complexity and include maintaining up to date contract details, managing supplier relationships, and reporting on contract performance.

It is acknowledged that not all staff who undertake contract management duties identify as contract managers. For these staff, managing contracts may just be a small part of their everyday role. Even so, it is important that everyone involved in contract management knows what good practice looks like. For simplicity, all staff who undertake contract management duties, regardless of their level of involvement or expertise, will be referred to as contract managers throughout this resource.

## Purpose

Contract management is made up of a wide array of activities and it can be challenging to review performance and identify capabilities that are strengths and those requiring development. This resource has been designed to:

- support contract management staff and their managers in incorporating contract management activities into performance and development plans (PDPs);
- enhance staff and managers' ability to review contract management performance; and
- spark collaborative conversations about the continuous development of contract management capability which will have benefits at both an individual and agency level.

This resource is part of a suite of capability tools developed by the Department of Finance and draws from the principles, competencies and work descriptions available from the [WA Contract Management Framework Principles](#), [Procurement Competency Matrix](#) and the [Contract Management Job Description Templates](#), respectively.

Note that the information contained in this resource focuses more on the technical and stakeholder management capabilities required specifically by contract managers, rather than covering the core capabilities that all public servants should work towards. Your agency may have its own core capability framework or you can refer to the Public Sector Commission's [capability profiles](#).

## Audience

This resource is targeted at managers of contract management staff, supporting them in reviewing contract management performance. Contract management staff are also encouraged to familiarise themselves with this resource to assist with the PDP process and conversations with their managers.

The resource is suitable for staff who undertake any level of contract management as part of their role. To cater for different levels of contract management involvement, the number and types of contract management activities included in PDPs should be appropriate with the extent and complexity of contract management duties within the role. More guidance around this is provided throughout the document.



## Part A: Using this Resource

This resource contains four parts:

- Part A: Using this Resource
- Part B: Activities and Metrics
- Part C: Example Application
- Part D: Contract Management Resources

Part A (this section) provides information about how to use this resource. First time users should start here to understand how to make the most out of the resource.

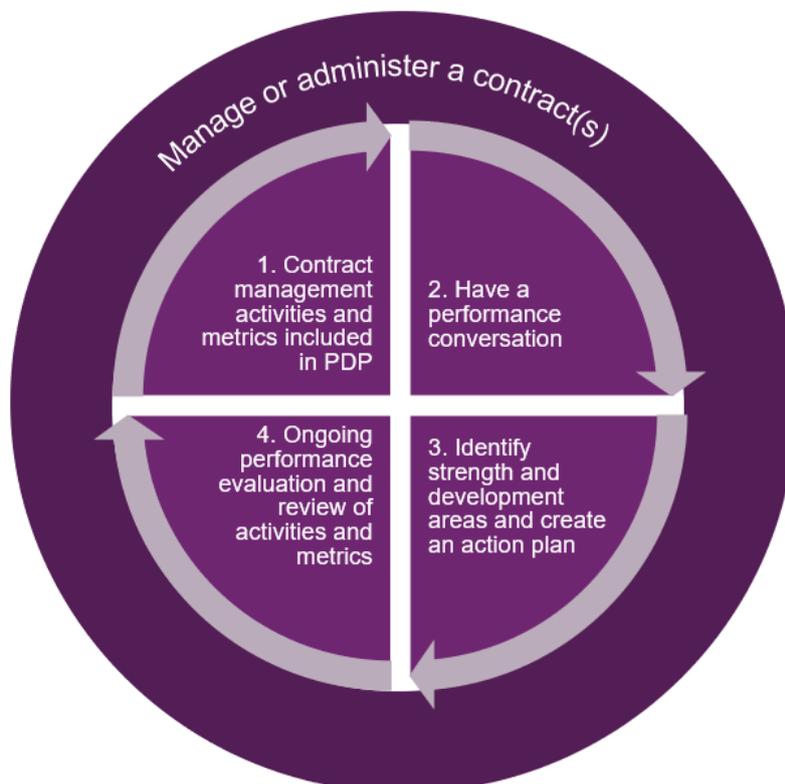
Part B provides a list of example contract management activities and metrics for staff to incorporate into their PDPs. Staff and their managers are encouraged to adapt these or develop their own activities and metrics to suit the specific role, its requirements, and the type of contract(s) being managed.

Part C presents several example cases and demonstrates how contract management activities and metrics can be applied to different scenarios.

Part D provides a list of contract management resources which can be included in action plans and used to support the development of contract management capability.

It is recommended that you use this resource in conjunction with your agency's performance management resources including guidelines, training and workplan templates to support effective performance management.

*Figure 1 - Managing contract management staff performance*





The following section outlines the steps for managing staff performance:

### **1) Contract management activities and metrics included in PDP**

Engage in a discussion with your staff member about what contract management duties are required of the role and what activities and metrics would be most suitable to measure and define contract management performance. (*Detailed guidance on how to develop your own activities and metrics is included in the next section*). Once developed, include them in your agency's existing PDP template and address them as part of your agency's usual performance conversation process. If your agency does not have an existing template, a sample is provided in [Appendix 1](#).

### **2) Have a performance conversation**

Organise a meeting with your staff member to see how their performance is tracking. Your agency likely has a schedule for how frequently performance conversations should occur. If not, you may wish to conduct them three times per year – once at the beginning, middle, and end of the year. The evaluation of contract management activities and metrics should form part of a normal performance conversation. The more involvement an individual has with contract management, the more focus there should be on related activities during the performance conversation. More detailed information about evaluating performance is included later in this guidance.

### **3) Identify strength and development areas and create an action plan**

Following the performance conversation, you should be able to identify which contract management areas are strengths and which require development for your staff member.

Evaluating contract management performance only has value if action is taken to build on development areas and further improve or leverage strength areas. To do this, you should work together with your staff member to create an action plan to identify actions to be taken and resources to be used to support the development of contract management capability. This may include participating in contract management training sessions, job shadowing and/or mentoring. These resources are also relevant for further developing the strengths of individuals and helping them to reach their full potential. See [Part D](#) for a list of contract management resources.

### **4) Ongoing performance conversation and review of activities and metrics**

The steps above are part of a continuous improvement cycle. You should regularly review and update activities, metrics and action plans according to developments in your staff member's capability or role requirements. Each new performance cycle should be informed by and build upon the discussions and feedback from the previous cycle.



## Developing activities and metrics

Before you start, it's a good idea to determine your staff member's [role type](#) and base the development of activities on the [Procurement Competency Matrix](#) and the [Contract Management Job Description Templates](#).

When developing activities or metrics, it is useful to think about how they relate to the contract outcomes that you want to achieve:

- 1) **Activities:** What behaviours and tasks support the achievement of these outcomes; and
- 2) **Metrics:** How to measure whether the desired behaviours have been demonstrated effectively.

For example, one of the outcomes of a contract may be to ensure that the contracted goods are delivered to the customer on time so there is no impact on business operations.

An example of the resultant activity and metric is provided below. Keep in mind that it's useful to agree on a specific target when setting quantitative metrics. Part B of this document provides sample metrics which may be able to be used or tailored to meet the needs of your contract management staff.

Figure 2 - Example activity and metric

Activity	Metric
Communicates clearly and regularly with suppliers.	<ul style="list-style-type: none"><li>• Maintains frequent phone, email and/or face to face contact with the supplier(s)</li><li>• Holds formal contract management meetings (x) times per year</li></ul>

When developing or tailoring activities and metrics, ensure that they are realistic and reasonable. As the manager, you should be familiar with the types of contracts that your staff are managing and, if not, you should seek advice from someone else in your own or another agency who has experience managing similar types of contracts.

Activities should also be tailored to the types and number of contracts being managed. For example, if a contract manager manages:

- a panel arrangement, you may wish to measure how well relationships with all suppliers on the panel are being managed.
- multiple contracts, you may wish to aggregate the metrics so that results across all contracts are being measured e.g. average percentage of valid complaints resolved within the targeted timeframe across all contracts they manage.



Below is a list of tips when developing and including contract management activities and metrics in staff PDPs.

Figure 3 – Tips for developing activities and metrics

Do	Don't
Include activities that are specific, measurable, achievable, relevant, and time bound (SMART)	Set unrealistic or unreasonable metrics
Tailor activities to reflect the direct responsibility of the role	Choose metrics that the contract manager has little or no influence over or used generalised metrics
Regularly review activities to see if they are measuring performance as intended	Add activities that are not included in the role's JDF and would not reasonably be considered as 'other duties'

### Evaluating performance

There are a few things to keep in mind when evaluating contract management performance.

Firstly, a key aim of including contract management activities in PDPs is to spark a conversation with staff about building contract management capability. In doing so, contract management staff, with your support, take responsibility for their own development which drives better accountability and ultimately leads to better contract outcomes.

#### *Addressing development areas*

Where staff performance has not met the targeted activities and metrics, there should be an honest and constructive conversation to understand why this occurred and identify strategies to improve future performance where necessary. These strategies should be recorded in an action plan to enable the staff member to implement them.

While the contract manager plays a key role in ensuring the achievement of contracted outcomes, it should also be acknowledged that there are circumstances when factors outside the contract manager's control may negatively affect such outcomes. Where metrics have not been met, consideration should be given to the extent external factors played a part in this.



For example, it would not be reasonable to hold the contract manager responsible if the COVID-19 pandemic caused an issue in the supply chain, meaning original timeframes could not be met. Instead, it would be more appropriate to focus your conversation around how the contract manager adapted to this unforeseen situation to minimise disruption.

If there are large disparities between targets and actual performance, ensure that you review the suitability of the activities and metrics to the role and the type of contract(s) being managed.

### *Recognising strengths*

Areas of strength should be recognised and encouraged. There may be opportunities to leverage staff members' strengths by involving them in training or mentoring others, or opportunities to further build on their strengths by giving them exposure to more complex contracts or advanced training sessions.

### **Updating job description forms**

Where a role has evolved from its original job description to include contract management duties, the original job description form (JDF) should be reviewed and updated if such duties are expected to be ongoing.

The Department of Finance has developed a suite of [contract management job description templates](#) which outline suitable work responsibilities and selection criteria for contract management roles at different levels. When updating JDFs, you are encouraged to use this resource to drive consistency across the public sector.

Please contact your agency's Human Resources team for advice on how to update JDFs in compliance with government and agency policies.



## Part B: Activities and Metrics

The following section provides a non-exhaustive list of example activities and metrics that can be adapted and included in staff PDPs. These activities range from the transactional to the strategic and reflect the evolution of responsibilities expected in the progression from contract management support to specialist staff. Where a metric requires a numeric target, this has been indicated by an 'X'. Have a conversation with your staff member and agree on appropriate targets together.

Note that the examples provided below are only meant as a reference to guide what may be suitable to be included in an individual's performance conversation. When developing and including contract management activities and metrics in PDPs, it is critical to understand your staff member's role type and focus on the activities that are appropriate at that level.

For example, the activities for specialist staff should have a greater focus on strategic activities such as identifying opportunities for innovation in the contract and realising community outcomes. There should be less focus, if any, on transactional activities such as maintaining up to date contract details.

Figure 4 – Progression of contract management role types and their focus





## 1. Administers contract obligations

This section focuses on contract administration activities and should be used to support the development of basic contract management capabilities and consolidate good foundational practices.

	Activities	Example Metrics
CM1.1	Complies with and applies government procurement and contract management policies and procedures.	<ul style="list-style-type: none"> <li>No non-compliances with the WA Procurement Rules are identified</li> </ul>
CM1.2	Conducts all activities ethically and with integrity.	<ul style="list-style-type: none"> <li>All conflicts of interest (actual, potential or perceived) are identified and managed appropriately</li> <li>Contract manager does not accept gifts</li> <li>Contractors are treated equally and fairly</li> <li>All confidentiality requirements are maintained</li> </ul>
CM1.3	Uses procurement systems to maintain accurate and up to date contract details, including supplier, insurance and payment information.	<ul style="list-style-type: none"> <li>Contract details are accessible, accurate and up to date</li> <li>Procurement systems are utilised in accordance with the requirements of the WA Procurement Rules</li> <li>Contract management plan and contract workbook are reviewed and up to date</li> </ul>
CM1.4	Keeps records of stakeholder correspondence about key decisions, actions or issues.	<ul style="list-style-type: none"> <li>Relevant records are up to date, well organised, and comply with public sector record keeping requirements</li> <li>Stakeholder database is updated regularly (X times per year)</li> </ul>
CM1.5	Communicates clearly and regularly with suppliers.	<ul style="list-style-type: none"> <li>Maintains frequent phone, email and/or face to face contact with the supplier(s)</li> <li>Holds formal contract management meetings at least (X) times per year</li> </ul>



CM1.6	Monitors compliance with contract KPIs.	<ul style="list-style-type: none"> <li>• Contractor performance reports completed on time (X%)</li> <li>• Number of contract KPIs that were met (X%)</li> </ul>
CM1.7	Ensure reports are submitted in the required format within required timeframes.	<ul style="list-style-type: none"> <li>• Works with supplier(s) to ensure supplier reports submitted on time and to an accepted quality</li> </ul>
CM1.8	Assesses variations and actions them in accordance with relevant processes and agency delegation frameworks.	<ul style="list-style-type: none"> <li>• Approved variations represent value for money</li> <li>• Variations have been actioned in accordance with agency policies and delegation schedules</li> </ul>
CM1.9	Validates that invoices are correct and ensures that payment schedules are met.	<ul style="list-style-type: none"> <li>• 100% of payments are made in accordance with contract requirements and on time</li> <li>• Any invoicing issues are promptly raised with the supplier to enable a timely resolution</li> </ul>
CM1.10	Completes contract reviews and exercises the appropriate extension, expiry or transition option.	<ul style="list-style-type: none"> <li>• Contract reviews completed within the targeted timeframe before contract extension and/or expiry</li> <li>• Contract extensions are undertaken in accordance with agency policies and delegation schedules</li> </ul>
CM1.11	Continuously seeks to build personal procurement and contract management capability.	<ul style="list-style-type: none"> <li>• Participates in learning, development and knowledge sharing opportunities</li> <li>• Seeks and acts on feedback from others</li> </ul>



## 2. Manages contract and supplier performance

This section focuses on proactive contract management practices which support the efficient operation of the contract and ensures that all parties meet their respective contract obligations.

	Activities	Example Metrics
CM2.1	Adapts contract management practices in changing circumstances whilst maintaining the overall intent of the contract.	<ul style="list-style-type: none"> <li>Practices are flexible and effectively support the achievement of contract outcomes</li> </ul>
CM2.2	Actively monitors and manages changing risk environments by implementing effective risk mitigation strategies.	<ul style="list-style-type: none"> <li>Risk register is reviewed and updated at least (X) times per year</li> <li>Develops and implements effective risk mitigation strategies</li> </ul>
CM2.3	Develops and maintains sound working relationships with stakeholders.	<ul style="list-style-type: none"> <li>Receive (X%) satisfaction in customer and supplier satisfaction survey results specific to the contract manager</li> </ul>
CM2.4	Manages, reports on, and provides feedback on supplier performance, undertaking corrective action as required.	<ul style="list-style-type: none"> <li>Contractor performance reports completed on time (X%)</li> <li>KPI performance and trends are recorded, analysed and acted upon where necessary</li> <li>Change in supplier KPI achievement following feedback and active management</li> </ul>
CM2.5	Works with stakeholders and problem solves to resolve contractual issues in a timely manner. More complex issues are escalated appropriately.	<ul style="list-style-type: none"> <li>Valid complaints or issues resolved within a targeted timeframe (X%)</li> </ul>
CM2.6	Demonstrates awareness of the government context and informs senior executive of contract items that may result in political or public interest.	<ul style="list-style-type: none"> <li>Contract items of political or public interest are dealt with appropriately and senior executives informed in a timely manner</li> <li>Develops responses to Executive, Ministerial or Parliamentary questions in a timely manner</li> </ul>



CM2.7	Clearly communicates significant contract issues, developments and achievements to senior executive.	<ul style="list-style-type: none"><li>• Understands when it is appropriate to escalate items to senior executive</li><li>• Reports, presentations, dashboards or briefing notes to senior executive are clear and well-prepared</li></ul>
CM2.8	Monitors and manages spend to ensure the contract is completed within budget.	<ul style="list-style-type: none"><li>• Completed within approved budget (Yes or No)</li><li>• Variation from original budget (X%)</li></ul>
CM2.9	Monitors and manages the achievement of milestones to support on time contract completion.	<ul style="list-style-type: none"><li>• Monitors contract milestones to ensure they have been met or are on track to being met</li><li>• Implements solutions to rectify timeliness issues</li></ul>
CM2.10	Complies with government disposal procedures that are ethical, equitable and efficient.	<ul style="list-style-type: none"><li>• Goods are disposed of in an ethical, equitable and efficient manner</li></ul>
CM2.11	Develops and actions contract transition plans to facilitate smooth transitions.	<ul style="list-style-type: none"><li>• Contract transition in and/or out successfully completed within the targeted timeframes</li></ul>



### 3. Strategic contract management

This section focuses on the strategic elements associated with managing contracts and supporting agency and government priorities through the achievement of contract outcomes.

	Activities	Example Metrics
CM3.1	Adopts a suitable contract management strategy to support the achievement of the specified contract outcomes within a changing environment.	<ul style="list-style-type: none"> <li>Contract outcomes are being achieved as intended</li> <li>Clearly understands contract outcomes and adapts contract management practices according to the nature of the contract</li> <li>Keeps across trends and external factors which impact the contract</li> <li>Proactively adapts management style to leverages market opportunities and manage new risks</li> </ul>
CM3.2	Supports the achievement of government's social, environmental and/or economic priorities outlined in the contract by ensuring all parties meet their social procurement obligations.	<ul style="list-style-type: none"> <li>Achievement of Community Outcomes are included as part of contract reviews</li> <li>Government priorities listed in the Request have been met or are on track to being met</li> </ul>
CM3.3	Agency and government strategic objectives are understood and form the basis for decisions regarding the management of the contract.	<ul style="list-style-type: none"> <li>Contract outcomes achieved align with and support agency and government strategic objectives</li> </ul>
CM3.4	Continuously assesses contract risks and makes decisions that balance risk levels with the optimisation of contract outcomes.	<ul style="list-style-type: none"> <li>Manages the contract in line with the agency's risk appetite</li> <li>Appropriate levels of risk are accepted and managed where they contribute to the optimisation of contract outcomes</li> <li>Proactively seeks professional advice (e.g. legal or financial) in high risk situations to ensure informed decision making</li> </ul>



CM3.5	Explores innovative solutions and leverages relationships with strategic stakeholders to solve complex contractual issues.	<ul style="list-style-type: none"> <li>• Complex contract disputes are resolved in a timely manner to minimise disruption</li> <li>• Issues are resolved to the mutual satisfaction of all parties involved</li> <li>• Issues are resolved through a fair and transparent process</li> </ul>
CM3.6	Manages and prioritises the use of resources to optimise contract outcomes.	<ul style="list-style-type: none"> <li>• Use of resources is prioritised to maximise value and achieve contract outcomes while considering wider agency objectives</li> <li>• Balances short term operational pressures with the long term contract objectives</li> </ul>
CM3.7	Actively looks for opportunities to innovate and deliver the contracted outcomes more efficiently, and works in collaboration with suppliers to action them.	<ul style="list-style-type: none"> <li>• Opportunities for innovation and efficiency are identified, explored and actioned where it delivers value for money</li> <li>• Negotiates with supplier(s) to achieve greater value through the contract</li> <li>• Continuous improvements are implemented throughout the contract term</li> </ul>
CM3.8	Identifies opportunities to further enhance the achievement of government's social, environmental and economic priorities for similar future contracts.	<ul style="list-style-type: none"> <li>• Identified opportunities are recorded and shared with relevant procurement areas to include in future contracts</li> </ul>
CM3.9	Actively reviews the contract throughout its life for the achievement of contract outcomes and uses results to improve both current and future contracts.	<ul style="list-style-type: none"> <li>• Completed contract reviews, including lessons learned, are recorded and shared with relevant procurement areas to include in future contracts</li> </ul>



## Part C: Example Application

Below are examples of how this resource can be applied in different contract management situations. Each example lists a small sample of key activities and metrics relevant to the role. When completing a plan, include sufficient activities and metrics to define and support effective contract management performance.

### Example 1

John is a senior contract manager for a significant ICT contract which delivers cloud storage services to his agency. As the cloud services are used by all agency staff, it is particularly important that John monitors contract performance and takes immediate action when required to minimise any negative impacts on the agency's operations.

Activities	Example Metrics
Actively monitors supplier performance and takes corrective action to ensure consistent service availability	Contractor performance results are formally reported to Director three times per annum as per Contract Management Plan
Develops and maintains sound working relationships with critical stakeholders	Receive 90% satisfaction in customer and supplier survey results specific to the contract manager
Actively identifies and takes up opportunities for continuous improvement and innovation of the contract	Opportunities for innovation are identified, explored and actioned where it delivers value for money

### Example 2

Priya is an Education and Training Support Officer who is new to contract management. While her role predominantly revolves around supporting the delivery of training courses within her agency, she is also required to assist her manager with the administration of a contract with a training provider.

Activities	Example Metrics
Uses procurement systems to maintain accurate and up to date contract details, including supplier, insurance, and payment information	Contract details are accessible, accurate and up to date
Validates that invoices are correct and ensures that payment schedules are met.	100% of invoices are processed correctly and payments are made on time
Demonstrates keen attention to detail and informs the contract manager of any potential contract administration issues	Contract manager is made aware of any administration issues as early as possible



### Example 3

Kim is a project manager who currently manages three contracts for the delivery of maintenance services to three primary schools across Western Australia. She receives frequent communications from the schools' Manager Corporate Services and the maintenance suppliers. The schools often want works to be done during the school holidays to minimise disruption to classrooms, however, suppliers do not always have capacity during this busy period. It is important that Kim keeps both parties satisfied and negotiates resolutions where required.

Because Kim manages more than one contract, the metrics included in her plan use the averages across all the contracts that she manages.

Activities	Example Metrics
Keeps records of stakeholder correspondence about key decisions, actions or issues.	Relevant records are up to date, well organised, and comply with public sector record keeping requirements
Uses problem solving skills to identify solutions and negotiates with the customer and supplier to manage conflicting expectations	95% of valid complaints or issues are resolved within one week
Plans ahead to coordinate work schedules and frequently communicates with stakeholders to ensure that milestones have been met	Maintenance services required during school holidays are communicated by Contract Management at least three weeks in advance of service delivery

### Example 4

Qiang is the service agreement manager of a community services contract that delivers disability employment services. He works closely with service providers and stakeholders to ensure that the contracted service meets community needs. The community activities

Activities	Example Metrics
Implements an effective performance monitoring strategy and initiates ongoing dialogue around achievement of service level activities	Performance monitoring strategy is clearly developed and adhered to in order to achieve service level activities
Actively monitors performance against specified KPIs and produces regular performance reports	Performance reports are submitted on time and approved by senior executive
Demonstrates awareness of the government context and informs senior executive of contract items that may result in political or public interest.	Senior executive informed of politically sensitive items in a timely manner



targeted by this service agreement are a priority for Qiang's agency and he must regularly report on its performance to his agency's executives.

## Part D: Contract Management Resources

Below is a list of contract management resources that can assist your staff in developing greater contract management skills and capability. These should be used to support contract management needs that were identified through the performance and development process.

In addition to these resources, it is recommended that staff work with the procurement team prior to the contract management phase to review past contracts and understand the lessons learned from them. Contract management staff may also consider reviewing the [procurement resources and training](#) available on WA.gov.au to develop their understanding of the entire procurement lifecycle.

### Capability Resources

- [WA Contract Management Framework Principles](#)
- [Procurement Competency Matrix](#)
- [Contract Management Job Description Templates](#)

### Practice Resources

- [Contract Management Guidelines](#)

### Training

- [Contract Management Essentials](#)
- [Introduction to Contract Management in the WA Public Sector](#)
- [Procurement and Contracting Vocational Program \(PCVP\)](#)



## Appendix 1 – Sample Performance and Development Plan Template

The following template can be used to undertake a performance and development review process. It is based on a yearly cycle with three meetings per year, however, this can be adjusted to suit the agreement reached between contract management staff and managers.

Name		Level	
Position		Team	
Manager		Date	
Meeting Type ( <i>select one</i> )	<input type="checkbox"/> Planning	<input type="checkbox"/> Mid-cycle	<input type="checkbox"/> Final

Activity <i>What will I do to achieve the agreed outcomes?</i>	Metric <i>How will my performance be measured? e.g. quality, quantity, timeframe, KPI or target</i>	Comment on result achieved (Mid-cycle)	Comment on result achieved (Final)
<i>Example 1) Explores innovative solutions and leverages relationships with strategic stakeholders to solve complex contractual issues.</i>	<ul style="list-style-type: none"> <li><i>Issues are resolved to the mutual satisfaction of all parties involved through a fair and transparent process.</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Conducts dispute processes in compliance with the Department's policy. This was demonstrated when collaborating with the contractor to resolve supply chain delays due to COVID-19.</i></li> <li><i>Greater planning for negotiations would be beneficial in identifying solutions that maximise contract value.</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Improvements in planning for negotiations observed, resulting in improved dispute resolution outcomes.</i></li> <li><i>Need to continue to work on trying to develop timely solutions that are mutually beneficial.</i></li> </ul>
<i>Example 2) Manages, reports on, and provides feedback on supplier performance, undertaking corrective action as required.</i>	<ul style="list-style-type: none"> <li><i>95% of supplier performance reports are completed on time.</i></li> <li><i>Change in supplier KPI achievement following feedback and active management.</i></li> </ul>	<ul style="list-style-type: none"> <li><i>100% of supplier performance reports were delivered by the Contract Management to the Accountable Authority on time for each reporting period.</i></li> <li><i>Reports were well written and provided a clear overview of supplier performance.</i></li> <li><i>Supplier failure to meet delivery KPIs did not improve over two reporting periods despite corrective actions being taken, however, this was largely due to external factors.</i></li> </ul>	<ul style="list-style-type: none"> <li><i>Worked with the supplier to find an innovative solution to address delivery delays, resulting in improved achievement of delivery KPIs.</i></li> <li><i>Continued to effectively lead performance conversations with suppliers and maintain good working relationships.</i></li> </ul>



**Comments on overall performance** *(complete during final review)*

**Action Plan** *(complete/update columns during the meetings indicated in each column header)*

You can keep the action plan as a separate document or include it as part of the PDP document.

<b>Development area or identified strength</b> (Planning and mid-cycle)	<b>Action to be taken (Mid-cycle)</b> <i>e.g. training, job shadowing, stretch opportunities</i>	<b>Progress status and further actions, if any</b> (Final)
<i>Example 1) Further development of negotiation skills will be beneficial to maximise contract outcomes</i>	<ul style="list-style-type: none"> <li>• Complete online and face-to-face Negotiation Training</li> <li>• Shadow a senior colleague's negotiation process</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to seek out negotiation opportunities to practice and further develop skills</li> </ul>
<i>Example 2) Leveraging supplier relationships to manage supplier performance is a strength</i>	<ul style="list-style-type: none"> <li>• Provide mentoring to project support officer in relation to undertaking supplier performance management</li> </ul>	<ul style="list-style-type: none"> <li>• Project support officer provided positive feedback regarding the mentoring provided, reporting that it helped to increase their confidence in managing basic supplier performance issues</li> </ul>

### **Enquiries**

For general enquiries on how to use this guide, please contact:

Department of Finance

Optima Centre, 16 Parkland Road, OSBORNE PARK WA 6017

Email: [procurementadvice@finance.wa.gov.au](mailto:procurementadvice@finance.wa.gov.au)

Website: [www.finance.wa.gov.au](http://www.finance.wa.gov.au)

### **Disclaimer**

The Western Australian Government is committed to quality service to its customers and makes every attempt to ensure accuracy, currency and reliability of the information contained in this publication. However, changes in circumstances over time may impact on the veracity of this information.