

HSS Contract Management Capabilities and Competencies

CORE CAPABILITY 1 - Demonstrates professional or technical proficiency	
Understands and effectively applies to the contract management role a thorough and demonstrated detailed knowledge of contract management generally and of the HSS Contract and the issues and circumstances which impact on the settlement sector, clients, Service Providers and stakeholders.	
Critical Competencies	
<ul style="list-style-type: none"> • Sound knowledge of the contractual requirements and how they relate to the Principles and Objectives of the HSS Contract • Develop a thorough understanding of the HSS Contract, particularly with regard to the terms and conditions, the deliverables and Contract explanations and interpretations through the Policy and Procedures Manual (PPM) • Familiarity with the underpinning purpose and philosophy of the settlement sector and its evolution overtime • Sound judgement, critical analysis and reasoning skills 	
Supporting Competencies	
<ul style="list-style-type: none"> • Ability to actively monitor and manage the Contract, Service Provider performance, quality and compliance with Contract terms and conditions • Clear understanding of the respective roles and responsibilities and Contract deliverables 	
Attributes	
Attitudes	<ul style="list-style-type: none"> • Strive for service excellence
Knowledge	<ul style="list-style-type: none"> • Generic understanding of Contract Management • Sound functional knowledge of key issues and their implications for humanitarian clients and the settlement sector • HSS Contract and Policy and Procedures Manual • Knowledge of the Service Provider's capabilities
Skills	<ul style="list-style-type: none"> • High level of capability in applying technical, professional or specialist skills and knowledge • Strong critical analysis and reasoning skills • Strong subject matter skills • Applies and builds professional expertise • Familiar with the theory and practical use of supporting tools and processes • Ability to provide sound advice • Know when to seek advice and assistance • An appreciation of the impact of the HSS program on others
Behaviours	<ul style="list-style-type: none"> • Personal conduct supports the HSS principles • Serves as a primary point of contact concerning contractual matters

CORE CAPABILITY 2 - Exemplifies personal drive and integrity

Demonstrates a thorough knowledge and application of the DIAC governance framework by achieving outcomes, resolving issues and solving problems in compliance with relevant rules and requirements.

Critical Competencies

- Uphold and meet the requirements of the *Public Service Act 1999*, the *Financial Management and Accountability Act 1997* (FMA Act), Commonwealth Procurement Guidelines and the standards of conduct required under APS Values and the APS Code of Conduct
- Understand and apply the relevant laws and accountability requirements and financial arrangements, including Chief Executive Instructions (CEI) and Chief Financial Officer Instructions (CFOIs)
- Apply the lessons of contract management experience through familiarity with tools such as the DIAC Contract Management Manual and the Australian National Audit Office (ANAO) Better Practice Guides

Supporting Competencies

- Alert to issues and situations that involve judgements about ethical behaviour and practices and have regard to the Government's ethical requirements
- Sound understanding of the operating environment, knowledge of Government and Departmental priorities, processes and requirements and associated strategic business plans

Attributes

Attitudes	<ul style="list-style-type: none">• Promote and uphold the APS values, the APS Code of Conduct and other relevant professional codes of ethics and practice and aligns business processes accordingly• Strives for service excellence
Knowledge	<ul style="list-style-type: none">• Subject Matter Knowledge, i.e. Contract and PPMs• Awareness, consideration and application of the Public Service Act 1999, APS Values and APS Code of Conduct, FMA Act and the Commonwealth Procurement Guidelines• Understand and apply relevant CEI, CFOIs and ANAO requirements• Knowledge of delegated authority
Skills	<ul style="list-style-type: none">• Commercially aware and able to analyse commercial proposals• Internally and externally credible• Consideration given to political and public sensitivities
Behaviours	<ul style="list-style-type: none">• Demonstrates the highest levels of professionalism, independence, integrity, honesty, accountability and ethical behaviour• Provides leadership in ethical behaviour and ensures that the department's goals, priorities and standards are met regardless of personal views or agenda• Applies and builds professional expertise

CORE CAPABILITY 3 - Cultivates productive working relationships

Achieves required and expected outcomes while managing and maintaining effective and collaborative relationships which acknowledge and respect the roles, perspectives and professional and perceived judgements of colleagues, clients, Providers and stakeholders.

Critical Competencies

- Ability to communicate clearly and effectively in order to maintain productive, collaborative, professional relationships with stakeholders
- Effective interpersonal skills, liaison, negotiation and communication skills to effectively represent the Department to parties of the Contract
- Ability to convey a credible sense to all stakeholders of understanding and respect for their roles

Supporting Competencies

- Capacity to establish trust, encourage cooperation and recognise mutual aims through effective oral and written communication
- Ability to lead discussion, appreciate diverse viewpoints and encourage mutual cooperation

Attributes

Attitudes	<ul style="list-style-type: none">• Optimistic, transformational and dedicated to continuous improvement• Undertakes tasks in a motivated, confident, flexible and professional way• Committed to positive outcomes and resolution of issues• Values individual difference and diversity
Knowledge	<ul style="list-style-type: none">• Subject Matter Knowledge, i.e. Contract and PPMs• Proficient and comprehensive knowledge of own role and accountability plus the roles of all parties involved• Knowledge of the Service Provider's culture, capabilities and ways of working
Skills	<ul style="list-style-type: none">• Proven interpersonal skills and the ability to establish and maintain effective working relations in a multi-cultural environment with sensitivity and respect for diversity• Strong communication, negotiation, facilitation and team-building abilities• Presents information in a clear, timely and effective manner both orally and in writing• Ability to develop new or enhance existing relationships• Ability to broker agreements and mediate between parties
Behaviours	<ul style="list-style-type: none">• Display professional behaviour• Demonstrated ability to explain and articulate through oral and written communication channels• Demonstrated ability to manage robust dialogue• Nurtures internal and external relationships

CORE CAPABILITY 4 - Shapes strategic thinking	
Achieves effective and efficient outcomes consistent with HSS Objectives and Principles through proactive and rigorous contract management integrating critical analysis, problem solving, 'on the ground' observations and exercise of professional judgement while contributing to HSS strategic development.	
Critical Competencies	
<ul style="list-style-type: none"> • Anticipate and address emerging issues and Contract risks utilising analysis and critical reasoning through trend analysis, synthesis, linkage and questioning • Develops solutions that are outcomes focused and informed by a strategic perspective and are consistent with the HSS Principles and Objectives • Clearly articulate decisions and provide clear direction particularly to Service Providers 	
Supporting Competencies	
<ul style="list-style-type: none"> • Applies sound research and analytical skills to complex and/or sensitive policy, projects and issues in the workplace • Undertakes performance management responsibilities in a timely and constructive manner and makes evidence-based and consistent decisions, in line with policy • Effective financial management and monitoring 	
Attributes	
Attitudes	<ul style="list-style-type: none"> • Strives for service excellence and committed to and aware of the need for continuous improvement and action • Undertakes tasks in a motivated, confident, flexible and professional way • Positive approach to solving problems, achieving goals, overcoming challenges and resolution of issues
Knowledge	<ul style="list-style-type: none"> • Awareness, consideration and application of the FMA Act and the Commonwealth Procurement Guidelines • Understand and apply relevant CEI and CFI requirements • Generic understanding of Contract Management <ul style="list-style-type: none"> ○ Specialist expertise in issues management and performance monitoring and delivery ○ Contract performance reporting requirements • Relevant client contact training modules and core foundation learning courses: <ul style="list-style-type: none"> ○ Personal Safety and Awareness ○ De-escalation and Harm Minimisation ○ Intercultural Effectiveness ○ Introduction to Interview Skills • Subject Matter Knowledge, i.e. Contract and PPMs
Skills	<ul style="list-style-type: none"> • Critical reasoning, judgement and analysis • Harness information and knowledge and awareness of emerging issues • Know when Service Provider performance requires corrective action, and is able to identify the appropriate action to be taken • Experienced in negotiating to achieve and maintain the necessary level of improvement • Ability to identify risks and takes appropriate steps to mitigate those risks • Thorough understanding and physical application of the Quality Assurance process
Behaviours	<ul style="list-style-type: none"> • Thinks strategically • Active participation in 'community of practice' • Establish a system against which the performance of both parties can be monitored and problems can be identified early, either before or as they occur • Provide regular and routine feedback to Service Providers regarding their performance (both positive and negative) • Prepared to challenge and effectively address underperformance, difficult or controversial issues. • Develop an issues register for monitoring, reporting, managing and. If relevant, escalating issues and risks

CORE CAPABILITY 5 - Communicates with influence

Contributes to the evolution and development of the HSS Program and the Settlement Sector through communicating and applying the lessons and experiences of the contract management role within DIAC, and as appropriate, to all stakeholders.

Critical Competencies

- Facilitates innovation and shares 'best practice' through feedback within DIAC and communication to Service Providers and stakeholders
- Through communication; guide, encourage and persuade the application of proven solutions or improvements
- Active engagement in ongoing improvement activities identifying areas for program improvement

Supporting Competencies

- Development of Service Provider and team capability
- Ability to actively monitor and manage Contract performance, quality and compliance with Contract terms and conditions
- Capacity to establish trust, encourage cooperation and recognise mutual aims through effective oral and written communication
- Ability to make evidence-based and consistent decisions, in line with policy

Attributes

Attitudes	<ul style="list-style-type: none">• Strives for service excellence and committed to and aware of the need for continuous improvement and action• A positive attitude approach to solving problems, achieving goals and overcoming challenges• Is prepared to challenge and address difficult or controversial issues
Knowledge	<ul style="list-style-type: none">• Subject Matter Knowledge, i.e. Contract and PPMs• Provide specialist expertise in issues management and performance monitoring and delivery
Skills	<ul style="list-style-type: none">• Strong subject matter skills, i.e. Contract and PPMs• Strong communication, negotiation, facilitation and team-building abilities• Experienced in negotiating to achieve and maintain the necessary level of improvement• Effective influencing/management skills
Behaviours	<ul style="list-style-type: none">• Thinks strategically• Have a positive approach to solving problems• Leads discussion, appreciates diverse viewpoint and encourages mutual cooperation to address issues• Develop an issues register for monitoring and managing issues and risks• Demonstrates a commitment to personal development

CORE CAPABILITY 6 - Achieves results

Plans, coordinates and effectively manages and controls the key tasks of the contract management role including facilitating, co-ordinating and, as appropriate, leading others and project managing complex tasks.

Critical Competencies

- Guide, coordinate, facilitate and initiate action to achieve day to day Contract outcomes
- Foster communication through both regular structured and informal communication forums between the Contract Manager and Service Provider
- Assess and reassess emerging solutions and define plans to achieve outcomes
- Sound knowledge of relevant financial requirements and processes and how they relate to the Principles and Objectives of the HSS Contract and broader Commonwealth procurement guidelines

Supporting Competencies

- Provide specialist expertise in facilitation, liaison and coordination, project and strategic planning and delivery
- Plans, directs, coordinates, and manages the various contracting functions, including:
 - Contract administration; managing tasks and consultation with stakeholders
 - Monitoring compliance with Contract conditions
 - Identification of milestone and key deliverables/outcomes
 - Identify the roles and responsibilities of Contract participants
 - Effective financial management and monitoring
 - Monitoring of risks
 - Contract performance

Attributes

Attitudes	<ul style="list-style-type: none"> • Motivate and lead people who may not be under the direct control of the Contract Manager • Energetic and able to handle stress • 'Can do' attitude • Strives for service excellence • Willingness to critically review current practices
Knowledge	<ul style="list-style-type: none"> • Project Management knowledge and competence • Subject Matter Knowledge, i.e. Contract and PPMs • Knowledge of relevant IT systems (e.g. HEMS, SAP)
Skills	<ul style="list-style-type: none"> • Ability to plan use of time, and to react to change in a flexible way • Capacity to work under pressure • Establish relationships to get tasks done in a timely way • Prioritising and working independently
Behaviours	<ul style="list-style-type: none"> • Use skills available to get the best possible result • Shows judgement, intelligence and common sense • Takes responsibility for managing work projects including assigning work, setting priorities, and monitoring workflow and standards. to achieve results • Demonstrates a commitment to personal development and applies and builds professional expertise • Appropriate record keeping