

AUSTRALASIAN PROCUREMENT AND CONSTRUCTION COUNCIL

The Australasian Procurement and Construction Council Inc (APCC) consists of Australian and New Zealand government agencies with policy and practice responsibility for the disciplines of procurement, construction, asset management and property management.

As the peak council, the collective membership creates a unique central repository of knowledge and expertise to support improved delivery of services.



Insights

- Trusted forums of public sector procurement professionals
- Access to research and comparisons
- Evidence-based reflective thinking



Strategic Advice

- Access experienced peers across Australasia
- Innovative thinking around current and emerging issues



Practical Solutions

- Opportunities to:
- turn challenges into results
 - verify and compare jurisdictional approaches
 - gain analyses and comparisons

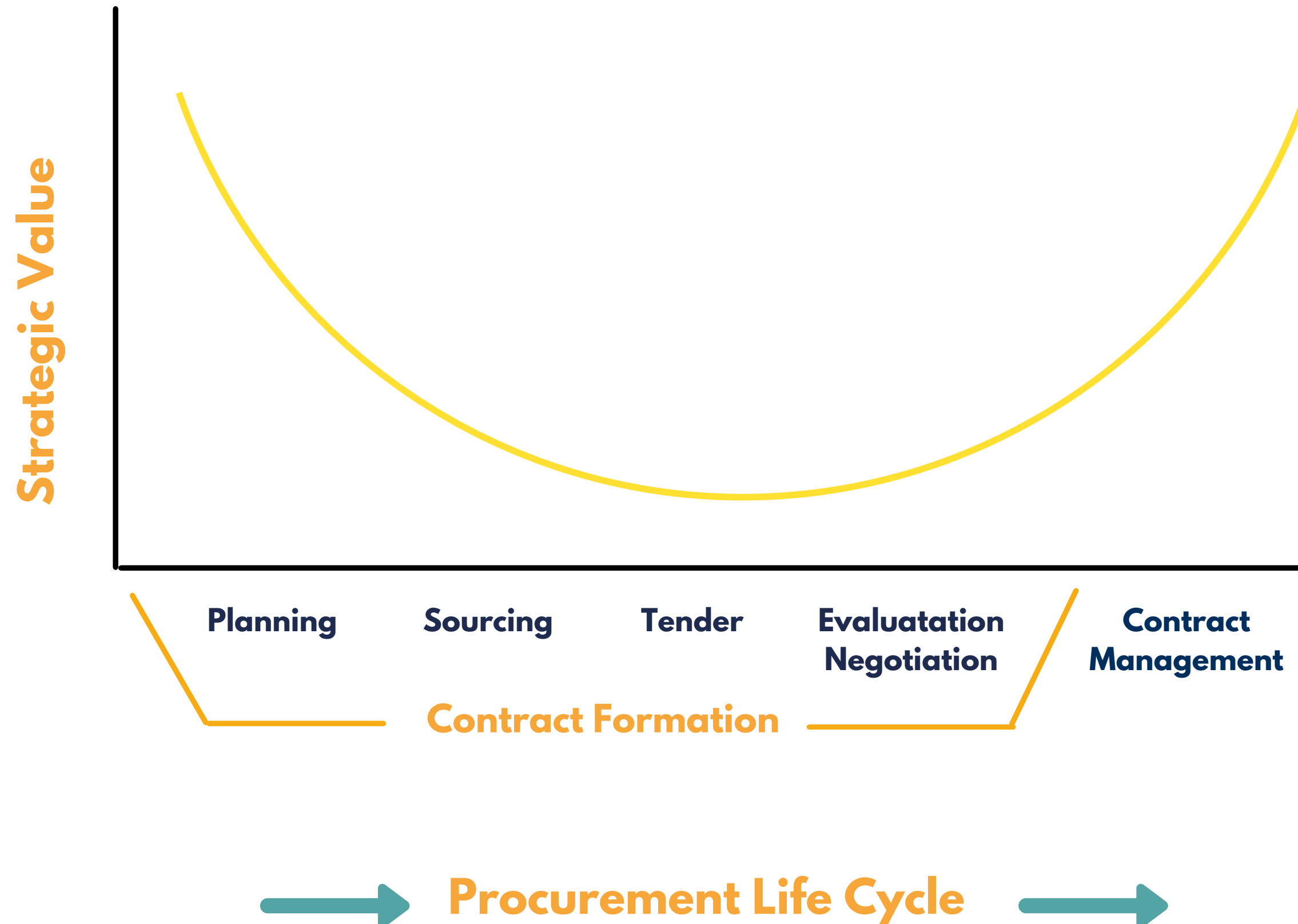
Procurement: The Growing Career of Choice



Why is the APCC Developing the Profession?

- 1 There are unprecedented levels of public procurement spend.
- 2 Public procurement is the lever to deliver on broader social, economic and environmental objectives.
- 3 The recognition of procurement's strategic value.
- 4 Demand outstrips supply.

Where Procurement Value is Added



How is the APCC Developing the Procurement Profession?

- 1 Developed the 5-year *Procurement Capability and Workforce Strategy*.
- 2 Developed the Public Sector Procurement Role Statement
- 3 Developed the Core Procurement Capabilities and Business Skills.
- 4 Developed a systems approach to supporting a procurement career path to professional status.
- 5 Developed a Marketing Campaign to promote the profession.

Expanded Talent Pool

As procurement has become more strategic, there is a greater need for more specialist skills. However, both the public and private sectors have struggled to attract a sufficient number of qualified applicants to the procurement workforce.

To address this issue, the APCC has developed a five-year *Procurement Capability and Workforce Strategy* supported by Australian and New Zealand government jurisdictions.



FOCUS



Standardise how the public sector defines and promotes procurement.

APCC Procurement Capability and Workforce Development Strategy

Five Key Elements

- 1 Developing Procurement as a Profession**
- 2 Workforce Planning and Management**
- 3 Attraction, Recruitment and Retention**
- 4 Capability Development**
- 5 Performance Management and Reporting**

The APCC has prioritised the development of two foundation documents.

Procurement Role Statement

Establishes a standard definition of the Procurement Profession.

Procurement Capability Framework

Identifies the core procurement capabilities and generic business skills.

Endorsed by:

- Australian (Commonwealth, State and Territory, and Local Government)
- New Zealand government jurisdictions
- Professional Procurement Bodies
- Critical stakeholders



Establishing the Foundation

- 1 Public Sector Procurement Profession Role Statement**
- 2 Procurement Capability Framework**



What is Procurement?

Procurement Role Statement

*The public sector procurement profession, including contract management, is the dedicated workforce that has primary responsibility for championing government outcomes through agency procurement spend in **collaboration with service providers.***

Emphasis on following outcomes:



ECONOMICS



SUSTAINABILITY



ETHICS



SOCIAL



SAFETY

Establishing a Procurement Capability Framework

The *Procurement Capability Framework* identifies the core procurement capabilities and generic business skills necessary for a procurement workforce to deliver successful procurement outcomes.

Core Procurement Capabilities

- **Critical to delivering effective procurement outcomes**
- **Consists of 'professional' and 'procurement life cycle' capabilities**

Generic Business Skills

- **Complement Procurement Capabilities and developed concurrently**
- **Not exclusive to any one profession**

Capabilities are defined by four proficiency levels: Awareness, Foundation, Practitioner and Expert.

Core Procurement Capabilities



**Identifying and
Engaging with Risk**



Business Law



Industry Engagement



**Governance and
Assurance**



Planning



Sourcing



**Evaluation and
Negotiation**



**Contract Development
and Management**

Business Skills



Data Literacy



Digital Literacy



Decision Making



Financial Management



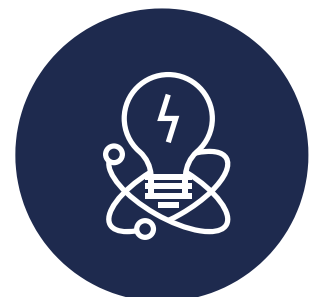
Grants Management



Leadership



Workforce Management



Managing Innovation



Policy



Project Management



Working with Government



Working with People



Intra-Personal



Inter-Personal

Recognition of Procurement as a Profession

Step 1

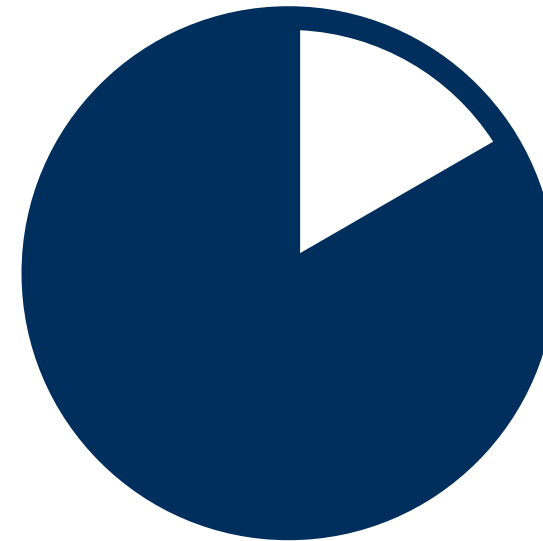
People encouraged to choose a career in Procurement

Step 2

A talent pool emerges

Step 3

Successful applicants employed in the position



60%

Identified skills required by applicants, with a focus on commercial and interpersonal skills.

Our marketing of the profession will encourage:

- ✓ A rewarding career
- ✓ A chance to strengthen knowledge and interpersonal skills
- ✓ Opportunity to upskill
- ✓ Opportunity to make a social and sustainable impact
- ✓ Chance to be a part of a growing professional community
- ✓ Acquisition of transferrable skills
- ✓ International opportunities

Opportunities to Broaden Procurement Skills

Organisations can choose which level of proficiency is right for them.

Smaller organisation - more likely to have less demanding skills.

Larger organisation - requires more practitioner and expert procurement managers and leaders

Organisations Have Four Options

- 1 **Buy in existing talent from another organisation**
- 2 **Develop existing talent**
- 3 **Support a training and educational framework to provide a pool of talent**
- 4 **A combination of the first three options**



Individual Development Plans

Those seeking to improve their procurement capabilities should:

- ✓ **Establish what proficiency their current skills are**
- ✓ **Identify what's expected by their organisation as their target proficiency**
- ✓ **Identify appropriate learning pathways to develop their expertise (through education, exposure and experience)**



Learning Opportunities

Education (10%)



- A wide range of digital resources
- Vocational procurement training packages
- University qualifications
- Greater promotion of international certifications
- Other training opportunities
- A list of government endorsed training, educational qualifications and professional certifications

Exposure (20%)



- Informal exposure (lunch-and-learns, debates, hypotheticals, Twitter conversations)
- Coaching and mentoring
- Networking
- Communities of practice
- Alumni meetings
- Professional bodies

Experience (70%)



- Spiral learning through structured on-the-job tasking
- Shadowing
- Mobility opportunities (micro visits, short term rotations, long term secondments)



Mechanisms to Consider

Work Collectively to Develop New Mechanisms, Such As:

- A dedicated procurement professional structure, headed by a Chief Procurement Officer.
- The Commonwealth's 'Head of Profession' model committed to championing various professions.
- Increasingly consistent procurement references and terminology.
- Induction programs.
- Internships and apprenticeships.
- Graduate recruitment programs.
- Digital promotion of the procurement profession and employment opportunities.



Maximising Recruitment

Opportunities to Promote the Profession and Maximise Recruitment Outcomes

- Developing an external communication strategy (social media).
- Link APCC Procurement Profession webpage on all job advertisements.
- Aggregate procurement recruitment demand into bulk rounds.
- Schedule regular informative seminars.
- Engage with Ministers to promote a career in procurement.
- Develop a comprehensive induction and upskilling program.
- Review public sector leadership programs to include discussion of procurement.
- Conduct workforce planning forecasts.



What's Next

- 1 **Liaise with the Australian Bureau of Statistics (ABS) and Statistics New Zealand to realign their Occupation codes with the new Procurement Role Statement to establish a single recognised Procurement profession.**
- 2 **Work with all Public Service Commissions in order to align their job family structures with the new Procurement Role Statement to establish a procurement profession. A critical element will be to have Procurement as a stand-alone profession which is not subordinate to any other profession.**
- 3 **Work with training institutions and universities to ensure the right curriculum is delivered to support procurement skill requirements.**
- 4 **Develop a comprehensive professional career pathways framework.**
- 5 **Ongoing promotion of procurement as a recognised profession.**

Future Vision

1

A landscape where every organisation can access a procurement talent pool of applicants.

2

A landscape where procurement is a recognised high-demand profession.

3

A landscape where organisations invest in and value higher procurement qualifications.



**Any
Questions?**

