

PROCUREMENT CAPABILITY AND WORKFORCE DEVELOPMENT STRATEGY 2021-2025

JULY 2021

GOVERNMENTS WORKING TOGETHER

For many years, the public sector has struggled to attract sufficient applicants to the procurement workforce with strong commercial and interpersonal skills, often because of a lack of awareness of the role and value of the procurement profession.

As the focus of government procurement becomes increasingly strategic to deliver more integrated and sustainable social and environmental outcomes, there was a need for action.

The Australasian Procurement and Construction Council (APCC), representing Australian and New Zealand government jurisdictions, has developed a five-year collaborative Procurement Professionalisation Strategy to deliver 'A professional procurement capability that delivers effective solutions to achieve public outcomes'.

The focus is to standardise how the public sector defines and promotes procurement, so that potential applicants, training and educational providers, and Industry all have a common understanding of its requirements.

The Procurement Professionalisation Strategy (PPS) comprises five elements to provide a comprehensive public sector approach:

- Developing Procurement as a Profession
- Workforce Planning and Management
- Attraction and Recruitment
- Capability Development
- Performance Management and Reporting

The APCC's first priority was to develop a Procurement Profession Role Statement and a Procurement Capability Framework.

While the Role Statement establishes a standard definition of the Procurement Profession, the Procurement Capability Framework identifies the core procurement capabilities and related business skills necessary to deliver successful procurement outcomes. After extensive community consultation, in conjunction with international procurement professional bodies, these documents are currently being finalised and will be released shortly.

As these elements slowly mature, the intent is for the Australian and New Zealand public sector to invest in and achieve a world-leading public sector procurement profession.

PROCUREMENT CAPABILITY AND WORKFORCE DEVELOPMENT STRATEGY - 2021-2025

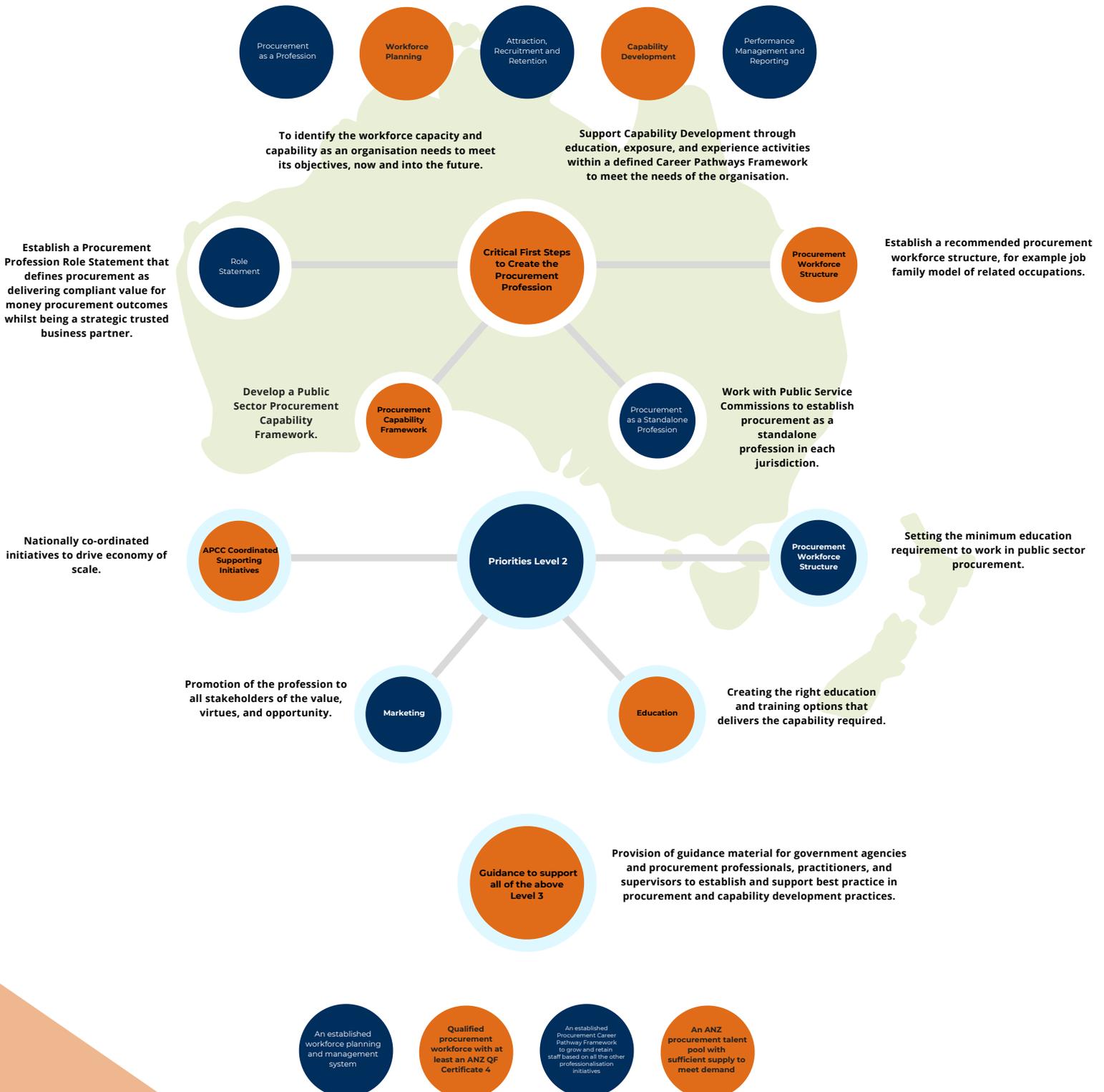
VISION: A professional procurement capability that delivers effective solutions to achieve high quality public outcomes.
MISSION: To invest in a world-leading public sector procurement profession.

THEMES

To recognise procurement as a distinctive knowledgebased profession with appropriate organisational governance and infrastructure to support the necessary capabilities to conduct procurement activities.

To meet workforce planning requirements, seek to encourage those with the appropriate capabilities into the organisation, grow and retain in the profession.

Performance management measures to understand effectiveness of procurement staff to lead to better outcomes.



INITIATIVES

CRITICAL	<p>PP01: Establish a Procurement Profession Role Statement that defines procurement as delivering compliant value for money procurement outcomes whilst being a strategic trusted business partner (effective customer service and moving away from a transactional approach).</p>	
	<p>PWP02: Establish a recommended procurement workforce structure (including HRM coding to identify procurement members). This initiative may also recommend a segmented or job family approach to managing the procurement workforce. It may also include specialty areas such as procurement policy (including professionalisation) and financial risk experts.</p>	
	<p>WP01: Work with Public Service Commissions to establish procurement as a standalone profession in each jurisdiction.</p>	
	<p>PP02: Develop a Public Sector Procurement Capability Framework.</p>	
APCC SUPPORTED INITIATIVES	<p>WP08: Establish a library of procurement related duty statements, which would apply Public Sector Commission work standards to various public service levels (AP51-6, EL1-2). This should also provide minimum capability performance requirements (ie someone entering at this level should have achieved a foundation level proficiency across all procurement capabilities or likely to achieve it within six months).</p>	
	<p>CD01: Based on the Procurement Capability Framework, identify available instructor led courses to meet each proficiency level. Where appropriate, coordinate the development of new courses to fill gaps. For example, at the Awareness/Induction proficiency level, develop a suite of tailorable simple induction presentations (10-12 PowerPoint slides).</p>	
	<p>CD02: In conjunction with external stakeholders, such as Learn Hub, develop a single digital learning platform, or set of protocols, to maximise access across the ANZ public sector to existing e-learning courses. Note: Defence has made available its Campus Anywhere platform.</p>	
PRIORITY	MARKETING	<p>PP03: Establish a strategy to market the procurement profession to promote the value of procurement to meet high service delivery demands. For example, highlighting procurement success stories.</p>
		<p>PP04: Promote awareness of the procurement profession through videos.</p>
		<p>PP05: Develop profiles of procurement professionals from various jurisdictions to demonstrate that diverse paths of experience and qualifications can lead to a successful career in the procurement profession.</p>
		<p>PP06: Provide consistent advice to procurement professionals to include 'procurement' in Census entries and Linked In profiles.</p>
		<p>PP07: Provide consistent advice to business to maximise understanding and access to procurement.</p>
		<p>PP08: Promote awareness to Universities about a career in procurement, with the aim of making procurement the first career choice for graduates.</p>
		<p>PP09: Promote awareness of the procurement profession through an annual entry in Graduate Employment Guides.</p>
		<p>PP10: Attend Graduate Fair Days with consistent terminology to promote the profession.</p>
		<p>PP11: Promote awareness to Secondary Schools about a role in procurement, for example, providing guidance to Career Counsellors or curriculum packs to teachers.</p>
		<p>AR03: Develop a strategy to better attract available or potential talent to apply for advertised jobs.</p>
		<p>AR08: Develop a strategy to encourage and educate senior management to support procurement upskilling initiatives. Note: this may be a subset of the Procurement Profession Role Statement.</p>
EDUCATION	<p>CD04: AQF Qualifications Vocational - conduct a fit for purpose review on existing vocational procurement qualifications and develop appropriate recommendations. For example, this might include a standard set of 'units of competency' for various qualification levels with links to professional certification.</p>	
	<p>CD06: AQF Qualifications Undergraduate - establish an undergraduate procurement qualification. A precursor may be to develop a model outline of how this could be done within an existing qualification in Management or Business. The intent would be a multi-disciplinary tertiary qualification as a basis for a 'licence to practice'.</p>	
	<p>CD07: AQF Qualifications Postgraduate - identify and promote all applicable ANZ postgraduate procurement courses. Work with relevant institutions to develop specific courses to meet priority needs.</p>	
	<p>CD08: Professional Body Qualifications - Benchmark against AQF levels and promote Professional Certifications. Where possible - try to achieve a system where users can attain both AQF and relevant professional certification levels at the same time.</p>	
POLICY LEVER	<p>CD05: AQF Qualifications Vocational - agree a minimum vocational qualification to be completed by all procurement workforce members within six-twelve months of joining the profession.</p>	
GUIDANCE MATERIALS	PROCUREMENT AS A PROFESSION	<p>WP05: Provide guidance on working with senior executives (notably delegates) and other related professions (such as logistics or engineers) that also need to understand commercial risk.</p>
		<p>WP06: Provide guidance on the need to invest in the procurement profession, supported by establishing procurement related Succession Planning, Talent Management, Retention, Transition and Engagement Strategies.</p>
	WORKFORCE PLANNING	<p>WP04: Provide workforce capability analysis guidance, including metrics, to monitor the size and depth of the workforce, in order to identify priority risks, such as insufficient staff numbers at particular levels. This may include an HRM database that captures existing workforce capabilities to support allocation to priority areas.</p>
		<p>WP09: Establish best practice guidance for allocating the workforce to priority tasks and procedures for when dealing with unsupported projects (i.e. self-help, secondments or engagement of experienced external contractors). This should include guidance on when the organisation needs to bring procurement into project discussions (as early as possible).</p>
	ATTRACTION, RECRUITMENT, AND RETENTION	<p>AR01: Develop guidance on establishing a Procurement Graduate Recruitment Program.</p>
		<p>AR04: Develop guidance on establishing an Intern Program for university students.</p>
		<p>AR05: Develop guidance on recruiting staff already within the public sector workforce (including lateral movements and promotions).</p>
		<p>AR06: Develop guidance on best practice procurement induction.</p>
	CAPABILITY DEVELOPMENT	<p>AR07: Develop guidance on the procurement professionalisation of other workforce segments (project managers, logistics, industry, etc). Multiskilling is a valuable asset - whereas specialising in a niche area may limit retention and succession planning opportunities.</p>
		<p>WP07: Provide guidance on establishing procurement related knowledge management systems, including creation and transfer of knowledge within the workforce and from contractors.</p>
		<p>CD03: Establish guidance to develop a range of published ANZ procurement case studies.</p>
		<p>CD09: Develop a Linked-In Learning playlist for each procurement capability.</p>
		<p>CD10: Identify and promote all Massive Open Online Courses (MOOCs) procurement related courses.</p>
		<p>CD11: Provide guidance on maximising networking opportunities amongst procurement professionals (including establishing procurement related Alumni networks).</p>
		<p>CD12: Provide guidance on providing procurement related Coaching. This might include a recommendation that all procurement coaches complete the Certificate IV in Government unit of competency - Provide Workplace Coaching (PSPGEN036).</p>
		<p>CD12: Provide guidance on providing procurement related Coaching. This might include a recommendation that all procurement coaches complete the Certificate IV in Government unit of competency - Provide Workplace Coaching (PSPGEN036).</p>
		<p>CD15: Provide guidance on establishing procurement related Communities of Practice (either for general procurement or specialty areas).</p>
<p>CD16: Provide guidance on Professional Body Memberships, including how to achieve a value for money outcome for individuals and organisations.</p>		
<p>CD18: Develop guidance to support increased mobility, including shadowing, additional responsibilities, short term rotations and longer term secondments.</p>		
PERFORMANCE MANAGEMENT AND REPORTING	<p>CD17: For each procurement capability, at each proficiency level, develop guidance for Supervisors and procurement staff to support a structured spiral approach to on-the-job training.</p>	
	<p>PM01: Establish guidance for Supervisors to provide effective performance management support for procurement staff. This would include ensuring that capabilities were available to meet task requirements (rather than asking inexperienced staff to do work they were not ready for) and conducting career conversations about increasing performance and capability levels.</p>	