

*The procurement profession, including contract management, is the dedicated workforce that has primary responsibility for delivering government outcomes through procurement delivery in collaboration with service providers.*

1. The Procurement Function is responsible for delivering compliant, value for money procurement outcomes through establishing an agile, mobile, resilient and trusted workforce with broad-based capabilities.
2. Procurement encompasses an extensive range of activities across the procurement life cycle, including establishing a governance framework, planning, sourcing, and contract and relationship management.
3. Governments require procurement activities to closely align with their strategic objectives of delivering more efficient and effective economic, environmental, ethical, safety and social benefits to their communities, by strategically leveraging government spend.
4. To achieve these objectives, there is increasing acknowledgement of the shift procurement has undertaken over the past 10 years, moving from a focus on transactional activities to one which is much more strategic. It has seen an increase in the scale and scope of procurement activities, and a greater ability to achieve increasingly complex outcomes. A more strategic approach also requires greater investment in workforce capability development.
5. Procurement professionals continue to build the expertise needed to strategically focus their services as a trusted business partner. They work with diverse stakeholders to guide and translate their requirements into effective sourcing solutions that consistently deliver successful outcomes while aligning to broad government objectives.
6. Defining the scope and structure of the profession will further enable public sector agencies to identify and effectively manage their procurement workforce. This work is underpinned by articulating the range of core procurement capabilities and generic business skills necessary to deliver value.
7. Several core procurement capabilities reflect procurement life cycle phases: Governance and Assurance; Planning; Sourcing; Evaluation and Negotiation; and Contract Development and Management. These are supported by a knowledge and application of Business Law and Industry Engagement. These procurement capabilities then underpin and support the Identifying and Engaging with Risk capability to ensure that risks are effectively managed to support execution of the procurement strategy. Core procurement capabilities and generic business skills are then defined at the proficiency levels of awareness, foundation, practitioner and expert. These then form the basis of a fit-for-purpose integrated vocational, undergraduate, and postgraduate procurement system, complemented by professional certifications, that independently attest to knowledge and skills.
8. Public sector procurement workforces need to be clearly identified within a recognised and common professional structure to effectively support this specialised workforce. Recruitment of new members should be based on the alignment of their capacity or potential to apply the identified capabilities above. Those within the workforce then rely on opportunities to develop, through a comprehensive career pathways framework, to meet the needs of their current roles and future career goals.
9. Procurement Functions must routinely invest in a range of procurement professionalisation initiatives (including a suite of formal training courses, coaching and mentoring, and tailored on-the-job work experience). This is necessary to tap potential, engage staff and to establish a talent pipeline for the longer-term leadership needs of the sector. They are also critical to further progress the entire procurement workforce towards the expert level of proficiency required to consistently deliver improved outcomes to government, given the complex context in which they will continue to work. Further, the lower proficiency level courses are available to upskill critical stakeholders or those in related disciplines, who directly or indirectly impact procurement service delivery, to build their awareness or foundation skills to an appropriate level.
10. Procurement Functions should continue to commit to meaningful workforce planning initiatives that enable them to have the right people, with the right skills, in the right procurement jobs, supported by quality data and a shared professional terminology.