

ACT Government Procurement Capability Strategy

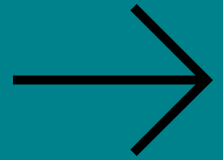


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Introduction

The ACT Government invests upwards of \$1.5 billion through procurements annually. Supporting all stages of the procurement lifecycle (including contract management) is critical to ensuring better procurement outcomes for the Territory. Procurement is a critical strategic function for government and supports service delivery, key policy outcomes and stimulates our local economy. Procurement capability is more than just delivering training on our government procurement framework, it is about ensuring the right people, resources, processes and procedures and systems are aligned to support all procurement activity and deliver successful procurement outcomes.

The ACT Government Procurement Capability Strategy (the Strategy) enables the ACT Government's procurement workforce to upskill, remain agile and respond to emerging trends. It also ensures that Procurement ACT and Major Projects Canberra are appropriately positioned to provide capable customer-focused systems and service and support for the full range of contemporary procurement options.

The Strategy aligns to the Australasian Procurement and Construction Council's five-year collaborative Procurement Professionalisation Strategy, which has been designed to deliver "A professional procurement capability that delivers effective solutions to achieve public outcomes" (Procurement Capability Workforce Development Strategy 2021-2025, Australasian Procurement and Construction Council, July 2021). The Procurement Professionalisation Strategy will standardise how the public sector defines procurement, attracts, retains talent and identifies the continuous development needs of professionals.

Purpose

In early 2021 Procurement ACT released a Procurement Capability Framework (the Framework). The Framework identifies and defines the capabilities required for all levels of procurement professionals across the ACT Government. Through a survey in early 2022 our procurement workforce was identified as including at least 231 ACT PS Officers at all levels across all areas of government. Of this workforce, almost half identified undertaking procurement and contract management as 50% or more of their role.

The Framework seeks to promote procurement as a skilled profession that requires investment in continuous professional development. The ACT Government Procurement Capability Strategy (the Strategy) further supports our procurement workforce to upskill, remain agile and respond to emerging trends and to support the development of our next generation of procurement professionals. For the purposes of the Framework and the Strategy a procurement professional has been defined as those undertaking procurement (including contract management) as 50% or more of their role.

Vision

As an employer of choice for procurement professionals, the ACT Government will develop and support a highly qualified, technically skilled procurement workforce and strategic procurement decision makers.

Investment in this strategy will support transparent and effective procurement outcome, the pursuit of value for money outcomes and promote and grow procurement as a profession of choice.

Governance

Where applicable, targets and actions will be implemented in consultation with staff and unions and in accordance with all Enterprise Bargaining Agreements. The ACT Government Procurement Capability Strategy will be reviewed annually and used to inform future workforce planning, capability needs, succession planning, mandatory training requirements and future strategic opportunities. Data relating to the workforce, position levels, mandatory training completion rates and qualifications achieved will be extracted from various systems to support the development of key workforce metrics to support the evaluation of the success of the Capability Strategy.

Strategic Targets and Actions

Leadership

Target 1: Capable and Informed Senior Executives (SES) and Delegates

Action: All SES and Delegates in roles responsible for procurement will ensure active engagement of their business area with the Procurement Community of Practice to share learnings, engage in best practice discussion and advise of procurement practice improvements. By 31 December 2022.

Action: All SES and Delegates that have responsibility under the Financial Management Act 1996 and the Government Procurement Act 2001 will undergo mandated core learning Procurement Delegate Training. By June 2023.

Action: A calendar of mandatory training and ongoing refresher training will be developed to support Senior Executives and Delegates. By 30 June 2023.

Action: SES Band 1s in roles solely responsible for procurement delivery or the procurement framework (defined as SES in Procurement ACT, Major Projects Canberra, and ACT Property Group) will hold memberships with a procurement peak body or will hold a professional qualification in procurement or related field at a minimum level of advanced diploma or higher by 31 December 2023.

Talent and Recognition

Target 2: To attract talented people to the procurement profession.

Action: To support the workforce recruitment for procurement professionals bulk recruitment will be centrally supported by Procurement ACT based on the needs of Territory entities. Individuals with identified procurement skills or transferrable skills will be engaged and centrally onboarded. Merit lists and Merit Pools will be created. By 31 December 2023.

Target 3: Ensure ongoing invest in the professional development of our procurement workforce.

Action: An ACTPS Capability Development Assessment will be undertaken by Procurement ACT against the Procurement Capability Framework. A resultant rolling Capability Development Plan will be developed. By 30 June 2023

Action: Increase in pathways to grow talent through Australian School Based Apprenticeship programs and cadetships. By 30 June 2023

Action: For procurement professionals a Professional Development Hours Scheme will be developed which will consider a minimum of 20 hours of professional development activity (in accordance with the 70/20/10 model - 14 hours on the job experience, 4 hours interacting with co-workers, and 2 hours of formal training) per FTE per calendar year. Professional development hours will be captured by the Territory entity and whole of government data will be tracked centrally by Procurement ACT by 31 December 2023

Action: A dedicated procurement awards process will also be developed and sponsored by the Deputy Under Treasurer. By 31 December 2023

Strategic Targets and Actions

Highly Qualified and Skilled Workforce

Target 4: To have a highly qualified and skilled workforce.

Action: Develop a plan to support procurement professionals in Procurement ACT and Major Projects Canberra to achieve a recognised certification. The plan will include details of accredited training providers, costs and course options. The plan will be delivered by 31 December 2022 to enable consideration of training needs in accordance with training budgets and as part of the development of professional development plans.

Action: A calendar of mandated internal core learning and ongoing refresher training will be developed to support procurement professionals. By 31 December 2022.

Action: Develop a workforce profile and job families as well identifying a solution to track and report on the workforce December 2022.

Action: Development of a Procurement Training Portal (either through HRIMS or an alternative solution) for all procurement related training and information. Providing a one-stop-shop for all procurement capability initiatives. By June 2023

Action: Annual Reporting on the workforce capability investment including the 70/20/10 approach. Commencing 1 July 2023

Targeted Capability Development

Target 5: Support individual development through a diverse capability development program.

Action: Procurement Professionals in Procurement ACT and Major Projects Canberra will be assessed using the ACT Government's Procurement Capability Framework, the Australasian Procurement and Construction Capability Framework and the Chartered Institute of Procurement and Supply's Global Standard to identify areas for future training and up-skilling. By 30 June 2023

Action: Procurement ACT will develop a broad range of training offerings (including self-paced) targeted at all levels of procurement proficiency (linked to the Procurement Capability Framework). Training offerings to be rolled out from 31 December 2022 to 30 June 2023.

Action: An Inter-directorate procurement mentoring program will be developed and managed by Procurement ACT. 30 June 2023

Action: A program of temporary secondment opportunities will be developed to ensure individuals can upskill on varying categories and complexities of procurement. 30 June 2023.

70/20/10 LEARNING PRINCIPLES



70%



On-the-job Learning (70%)

Also described as informal or self-directed learning provides the greatest benefit to employees' enabling them to discover and refine their job-related skills, make decisions, address challenges, interact with influential people such as executives and mentors within work settings.

Allowing individuals to also learn from their mistakes and receive immediate feedback on their performance.



20%



Learning through others (20%)

Learning through social and collaborative interaction by a variety of methods including social learning, coaching, mentoring, collaborative learning, and other methods of interaction with peers. Encouragement and feedback are prime benefits of this valuable learning approach



10%



Formal Learning (10%)

Structured, directed learning through formal training and professional development. 10% of professional development optimally comes from learning through traditional courseware instruction and other educational events.



Leadership →

The Importance of Leadership

Leadership is the key to maximising the value of procurement in the Territory. Our Senior Executives and Delegates play a pivotal role in inspiring and motivating their teams. It is essential that our Senior Executives and Delegates have the appropriate leadership skills to guide the profession. Senior Executives and Delegates should be the champions for the importance of the procurement profession and support the development of a skilled workforce.

Mandatory Training

Ongoing training is required to ensure the currency of procurement knowledge, skills and understanding of the ACT Government's Procurement Framework, Delegate requirements under the *Financial Management Act 1996* and emerging procurement trends. A suite of rolling mandatory training modules will be delivered, with a calendar for new and refresher training and key metrics to track training uptake.

Professional Development

For Senior Executives leading procurement delivery a comprehensive range of leadership programs, qualifications and training aimed at uplifting the capability of our Senior Executives will be developed. This will include memberships with peak bodies, professional qualifications in procurement or a related field at a minimum of advanced diploma.

Procurement Community of Practice

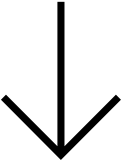
Senior Executives and Delegates with procurement responsibilities will ensure their procurement staff as well as themselves engage with the Procurement Community of Practice to share learnings, discuss best practice and foster a continuous improvement culture.

Creating a Learning Culture

Senior Executives and Delegates play a key role in supporting and investing in the professional development of their staff and uplifting the capability of the ACT Government's procurement workforce. Senior Executives and Delegates should ensure their procurement activities are supported by staff that have the right individual procurement-specific and professional competencies have regard to the risk and complexity level of the procurement.

Where specific skills gaps are identified during regular performance development discussions Senior Executives and Delegates should empower their staff to access opportunities to enhance their skills in-line with the 70/20/10 model.

Talent and Recognition



Attraction, Identifying Talent and Retention

Procurement ACT will develop a range of capability development opportunities and initiatives to ensure the ACT Government is a procurement employer of choice, attracts and strengthens the quality of procurement professionals working in the ACT Government.

To support the sustainability of the profession Procurement ACT will establish a recruitment pool of procurement professionals aimed at identifying and attracting talent with transferable skills that can be internally trained in the procurement profession.

The ACT Government through Procurement ACT will continue to collaborate with other jurisdictions through the Australasian Procurement and Construction Council to promote the profession, identify agreed capability requirements, agreed formal qualifications and skills required to undertake procurement for each role type identified in the Procurement Capability Framework.

Importance of Recognition

Recognition is critically important as it can contribute to job satisfaction, increase morale, bond and enhance team morale, increase productivity and assist in retaining staff. Senior Executives and Delegates are encouraged to foster a culture of recognition as a key element of their leadership.

To encourage a culture of Recognition Procurement ACT will create a central register of employees completing relevant qualifications and seek nominations of individuals or teams who have demonstrated innovation or excellence for nominations in ACT Government Awards or peak body awards such as the Chartered Institute of Procurement and Supply.

A dedicated procurement awards process will also be developed and sponsored by the Deputy Under Treasurer. These awards will be promoted and awarded through the Procurement Community of Practice.





Highly Qualified and Skilled Workforce

Qualifications

Procurement Professionals undertaking procurement as either 50% or 100% of their role must be supported to achieve relevant qualifications in accordance with the Procurement Capability Framework. A rolling program of courses, study leave and details of financial or study leave assistance that can be negotiated in accordance with relevant study policies will be developed by Procurement ACT. Senior Executives and Delegates play an important role in supporting their staff to undertake professional development. Senior Executives and Delegates are encouraged to allow time away from work to participate in development opportunities.

Corporate Award and Professional Programs

Procurement ACT will investigate opportunities for partnering with recognised learning organisations and recognised peak bodies to develop professional programs that allow ACT Government procurement professionals to use their on the job experience whilst seeking identified qualifications.

Mandatory training

Ongoing training is required to ensure the currency of procurement knowledge, skills and understanding of the ACT Government's Procurement Framework in addition to emerging procurement trends. A suite of rolling mandatory internal training modules will be delivered, with a standardise calendar for new and refresher training and key metrics to track training uptake.

Workforce Reporting

Procurement ACT will develop a workforce profile and identified job families for procurement to track and measure our procurement workforce and their learning and development achievements.

Professional Memberships

Procurement ACT will seek opportunities to subscribe to professional associations and memberships which provide access to resources such as articles, webinars, conferences, networking opportunities and generally assists with keeping up to date on best practice within the sector both nationally and internationally.

Senior Executives and Delegates are also encouraged to support staff to obtain and maintain relevant professional memberships either financially or support to maintain professional hours.

Procurement Capability Portal

Currently training can be accessed through either HRIMS or through internal Directorate Learning Management System. This approach may not allow easy tracking of completion rates and does not provide a holistic view of all procurement training offerings. Procurement ACT will identify suitable options to host a Procurement Capability Portal which will provide access to all procurement related training, guidance material and other capability initiatives. This portal may also provide training and support to Suppliers to assist them in seeking opportunities to work with the ACT Government.

Targeted Capability Development

Capability and Skills Gap Analysis

Procurement ACT will assess the capability of Procurement Professionals in Procurement ACT and Major Projects Canberra against the ACT Government's Procurement Capability Framework, the Australasian Procurement and Construction Capability Framework and the Chartered Institute of Procurement and Supply's Global Standard to identify opportunities for future training and up-skilling. The results of this analysis will be used to determine areas of focus for learning and development.

Targeted Training Offering

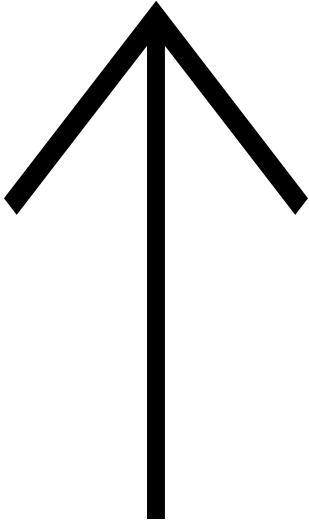
Procurement ACT will develop a broad range of training offerings (including self-paced) targeted at all levels of procurement proficiency (linked to the Procurement Capability Framework). Training will be delivered in a variety of methods to ensure ease of access and will include: eLearning Modules; face to face learning; training boot camps; short training videos; webinars and blogs.

Informed by the results of the capability assessments, Procurement ACT will offer additional targeted training and development opportunities through the Capability Development Portal to bridge those gaps. This could include access to digital learning offered by peak procurement bodies to provide customised learning programs in procurement and supply.

Mentoring and Secondment

A cross-directorate Procurement Mentoring Program will be developed to provide staff with individualised professional development using the 70/20/10 model. Procurement professionals will be meaningfully linked with other professionals based on their identified capability needs. A rolling secondment program will also be developed allowing staff to better understand the various business units and categories of procurement managed across the Territory.





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