



A Guide to Continuing Professional Development

Procurement and Contract Management Practitioners

Guide to Continuing Professional Development

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Contact us

The Office of the Chief Advisor – Procurement is committed to continuous improvement. If you have any suggestions about how we can improve this guide, or if you have any questions, contact us at skills2procure@hpw.qld.gov.au

Disclaimer

This document is intended as a guide only for the internal use and benefit of government agencies. It may not be relied on by any other party. It should be read in conjunction with the Queensland Procurement Policy, your agency's procurement policies and procedures, and any other relevant documents.

The Department of Housing and Public Works disclaims all liability that may arise from the use of this document. This guide should not be used as a substitute for obtaining appropriate probity and legal advice as may be required.

In preparing this document, reasonable efforts have been made to use accurate and current information. It should be noted that information may have changed since the publication of this document.

Where errors or inaccuracies are brought to the attention of the Department of Housing and Public Works, a reasonable effort will be made to correct them.

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Background

How have you navigated your career path so far? Historically, careers were a linear journey – people progressively increased in seniority in their chosen field, before reaching a peak. They did the training their employer asked them to do, but many did not take control of their own continuing professional development.

Changes have since emerged to how staff and their organisations collaborate to deliver job requirements and support career development.



Continuing Professional Development (CPD) - any activity or program which develops the capability necessary to deliver appropriate outcomes¹

What's changed?

The pathway to a great career is no longer linear nor is it finite. The traditional role of the manager was to shape your career progression and 'set the clock' on when training and promotion occurred: this now rests with you. The diagram below shows this shift from a traditional, manager-led career journey to a more contemporary, person-led approach where you map your own career journey.

Building the new career – career management today



¹ Capabilities – Capabilities include the knowledge, skills, experience, competencies, attributes, qualifications, mindsets, insights, beliefs, attitudes, values, judgements, habits and behaviours necessary to deliver appropriate outcomes.

The workforce is changing, and your workplace is changing too. Contemporary workplaces are placing different demands on you. Responding to this with relevant CPD is key to progressing your career goals.

Today, you need to be proactive and even courageous. Your career success will be shaped by how well you actively take the lead to seek out opportunities to broaden and deepen your skills often by moving sideways or even out of your current stream to achieve your long-term career goals.

You can see the need for this now as you respond to the impacts of increasing demands on procurement practitioners and as you grapple with technology augmentation and changing community expectations. This has brought about a greater understanding of the diversity of technical skills, soft skills and workplace experiences you need to successfully compete for career advancement.

Your commitment to life-long CPD will better position you to:

- deliver on increased demands for services
- manage the impacts of digital technology
- deliver on demands for increased transparency

Will my employer support me?

Agency leaders remain supportive of providing pathways for continuing professional development.

Agency support to promote CPD for procurement and contract management practitioners and for those undertaking procurement and contract roles and tasks complies with the Queensland *Procurement Policy, Principle 4 – Leaders in procurement practice*. This principle focuses on professionalising the procurement and contract management discipline by building both broad expertise and depth of expertise in niche areas.

Continuing Professional Development (CPD)

Why is it so important?

CPD is a core consideration for all staff working in a contemporary procurement or contract management team. Continuous learning reflects the criticality of keeping informed of emerging issues and responding well to the contemporary demands placed on practitioners. It requires an ongoing commitment to identify, manage and improve the value achieved when solving a business need, including through leveraging the spending power of government to deliver on various government initiatives.

CPD and the 70:20:10 Learning Model

There are many pathways to source continuous learning and skill development. When considering opportunities for CPD, it is useful to understand best practice approaches such as the 70:20:10 Learning Model.

1. Education – acquiring new knowledge through formal learning mechanisms
2. Exposure and Environment - the opportunities you have to practice new skills and receive meaningful feedback and coaching. This is often at ‘point-of-need’ learning (learning through others in the moment), and by developing capabilities and relationships progressively over time to deliver long-term skills
3. Experience – a sought of trial and error in everyday life and on the job practice

The model seeks to highlight that success comes from integrating all three pathways to skill development. In essence, the greatest level of expertise is built over time with an appropriate mix of all these learning pathways. Combined, they offer an effective approach to positioning yourself for career advancement.

The table below teases this out with examples of where to source these learning opportunities.

Impact on skill development over time	Focus	Example
70%	<p>Experience on the job</p> <ul style="list-style-type: none"> • 70% of learning occurs ‘on the job’ through performing day-to-day work tasks • Look to get the largest growth in expertise through applied experience of sound professional knowledge 	<p>Delivering the business as usual and project components of the job in the day-to-day while routinely seeking constructive feedback and opportunities for improvement, for example:</p> <ul style="list-style-type: none"> • Participating in a procurement-related working group/committee/taskforce • Acting in higher duties • Preparing procurement presentations (to the team/broader stakeholders) • Researching and writing articles for procurement blogs, newsletters • Stretch assignments to strengthen skill base/broaden technical focus/ build applied leadership/develop desirable behavioural attributes • On the job assignments/Everyday roles and tasks • Development plans • After action reviews/Simulations/Checklists • Mentoring & Job shadowing • Discussion forums & Peer feedback

Impact on skill development over time	Focus	Example
20%	<p>Exposure to others and Environment</p> <ul style="list-style-type: none"> • 20% of learning occurs in an interactive setting through professional relationships, team conversations, networking and forums • Look to work through others to deepen knowledge, understanding and expertise 	<ul style="list-style-type: none"> • Blogs and Social Networks • Books • Conferences • Customer feedback • Performance support tools • Manager feedback and coaching • Communities of Practice
10%	<p>Education – Formal training</p> <ul style="list-style-type: none"> • 10% of learning occurs through formal learning and development, for example, face to face and online training courses. • Relevant professional knowledge and skills targeted to assist with current and future roles. 	<ul style="list-style-type: none"> • Face-to-face training • eLearning courses and videos • Articles, books and reference materials • Assessments • Workshops and conferences • Courses and instructor-led learning • Learning portals

Seeking further support to access continuous learning?

The Skills2Procure Program

The Skills2Procure program offers a diverse range of formal training opportunities as part of CPD. **Attachment 2** details the full range of learning and development formal courses available under Skills2procure. **Attachment 3** further highlights the range of CPD opportunities available in the QLD Government context through the lens of a 70:20:10 approach.

Procurement Professional Bodies



Membership of a relevant professional body routinely offers opportunities for continuous learning, e.g. participation in a community of practice, discussion forums, learning portals, social networking, podcasts/webinars, videos, etc.

There are several professional bodies active in Australia that could appeal to procurement and contract management professionals to network and keep abreast of emerging issues and trends.

Staff are encouraged to join a relevant organisation that offers individual membership. Two such bodies are noted below:

1. Chartered Institute of Procurement and Supply (CIPS) – CIPS has a Queensland regional Committee which is active in Brisbane
2. International Association of Contract & Commercial Management (IACCM) is active in Brisbane

These suppliers also offer member access to eLearning to support access to relevant CPD.

Procurement & Contract Management Learning & Development Panel

There are nine suppliers on the *Procurement and Contract Management Learning and Development Panel (QGP002-2018)* that offer either individual and/or group skills development training:

1. Academy Global
2. ArcBlue
3. Comprara
4. Helix Legal
5. Kiah Consulting
6. Major Training Services
7. ProLeaders Academy
8. QUT
9. Tribus Advisory

Just go to the Queensland Contracts Directory to access the Buyers Guide.

What will success look like?

A robust CPD commitment

A robust commitment to CPD would see you complete at least 10-15 hours per year in relevant areas of interest.

To deliver growth, meaningful CPD activities need to:

- offer intellectual or practical substance
- deal primarily with matters related to improving the practice of procurement and contract management
- be conducted by persons who are qualified by practical and/or academic experience in the content covered
- have relevance to a person's immediate or longer term professional development needs.

Potential content areas for CPD

The table below seeks to highlight key content areas in several employment streams inside the procurement and contract management discipline

It can be used as a guide to assist you to select relevant areas of CPD that align to the needs of your role and your career aspirations.

Broad Procurement Specialisation	Core content areas	Other relevant content areas
Category Management	<ul style="list-style-type: none"> • Demand management • Risk management • Category Management 	<ul style="list-style-type: none"> • Strategy and Planning • Category management • Project management • Sourcing and Negotiation • Cost Management • Legal and Finance • Contract management
Procurement Analytics	<ul style="list-style-type: none"> • Spend analysis 	<ul style="list-style-type: none"> • Cost analysis • Demand analysis • Finance
Sourcing	<ul style="list-style-type: none"> • Tendering and Evaluation • Negotiation and Award • Contract development 	<ul style="list-style-type: none"> • Sourcing and Cost analysis • Specification development • Business case development
Contract Management	<ul style="list-style-type: none"> • Supplier relationship management • Supplier performance management 	<ul style="list-style-type: none"> • Strategy and Planning • Contract management • Negotiation • Legal Considerations • Cost Management • Operational Procurement

Are you also a line manager?

Line managers have a broader responsibility to promote CPD. As a line manager, you will routinely look to identify and address skill development needs within your team.

Your employer also has an expectation that as a line manager, you will identify any business or service delivery risks around capability in the team and address them in an appropriate way through routine performance planning processes.

In addition, your team will often seek your guidance regarding how they might better position themselves to progress their career advancement goals.

Contemporary leadership best practice also highlights that a transparent commitment to staff development routinely generates dividends in terms of engagement, productivity and retention.

Attachment 4 seeks to provide line managers with some further insights into how and why they would promote a growth mindset and encourage staff participation in CPD.

Want more information?

See the table below, if you want to access more resources or know more about what learning and development opportunities are available.

Just seek out the information you need as you are do the everyday roles and tasks.

What do you want to know about?	Where can you go?
What resources are available on the FORGOV web site?	Understanding Procurement Buying for Queensland Supplying to QLD Contract Management Framework Manage a Contract Procurement Training
How do I register to do Procurement Certification Program offerings	Just go to the IPAA NSW website for details of the QLD program of offerings by following the links below or emailing info@nsw.ipaa.org.au Procurement Certification Program: a. PCP Level 1 Online b. PCP Levels 2-4 (for upcoming QLD courses)
Accessing group training	Just go to the Procurement & Contract Management Learning & Development Panel
How to support my business leaders to better understand key leadership responsibilities in the discipline of procurement and contract management	Just go the to the QUT Enterprise Leadership Program and review the relevant electives that would meet their needs
How to develop my own leadership skills	Just go the to the QUT Enterprise Leadership Program and review the relevant electives that meet your needs
What government contracts and arrangements are already in place?	Just go to the Queensland Contracts Directory (QCD) Home Page
How do I connect with other practitioners outside my agency?	1. Sign up to QGYammer and register with the ProQr community of practitioners 2. QGYammer – Home Page 3. Attend publicized community of practice events 4. Join the CIPS Regional Committee
Need to talk with someone?	Just call us on 07 3215 3544
Have another question?	Just email us on skills2procure@hpw.qld.gov.au

Attachment 1: Examples of continuing professional development (CPD)

All types of CPD offer value. Whether you are implementing a longer-term qualification pathway, doing an on-line webinar or getting peer review feedback on documents you have drafted, value is created through the growth in your knowledge and skills.

The graphic below highlights the many ways CPD can be integrated into everyday activities in the workplace.



Attachment 2: Skills2Procure Program- 2019



Skills2Procure Training

Skills2Procure is our whole-of-government training and development initiative for people in all parts of the procurement process, including procurement and contract management staff, employees who support procurement and contract management staff and agency executives.

The initiative provides access to a range of formal and informal training and developments opportunities to suit levels of experience and skills.

Skills2Procure is managed by the Office of the Chief Advisor–Procurement, supporting agencies to build capability for staff undertaking procurement and contract management-related roles and tasks.

Talk to your manager about accessing Skills2Procure training programs, mentoring and on-the-job training opportunities. The key learning and development streams offered by Skills2Procure Program are listed below.

All staff

- Procurement Awareness Training**
1. Procurement 101 – provides a basic overview of procurement in the Queensland Government Context
 2. Beginners Guide to the Queensland Procurement Policy (QPP) – Provides an introductory overview to the Queensland Procurement Policy, outlining the six principles

Resources:

1. Go to the HPW website to access the QLD Government Procurement Strategy and related frameworks
2. Go to the FORGOV website to find practical [resources](#) for Government Buyers

Procurement and Contract Management Space

Procurement Certification Program (PCP)

PCP leads to formal qualifications, delivered by the Institute of Public Administration Australia (IPAA).

For staff doing low to medium value/risk procurements:

Level 1 – Procurement Fundamentals (online) (\$100)
Low Value/Low Risk procurements

Level 2 – Intermediate Procurement (2 days, face-to-face) (\$950)
Low Value/Medium Risk and Low Risk/Medium Value procurements

For staff providing specialist procurement advice to the business:

Level 3 – Diploma of Government (Procurement and Contracting) (11 days face to face) (\$5250)

Level 4 – Advanced Diploma of Government (Procurement and Contracting) (12 days face to face) (\$5800)

What do the programs offer?

Level 1 certification provides a basic overview of government procurement (Low risk, Low value)

Level 2 certification further develops knowledge and skills in government procurement (Low Risk/Medium Value, Low Value/Medium risk)

Level 3 equips participants with the skills to manage large-scale, complex goods and services procurement and contracting activities involving large-scale procurement planning, sourcing, evaluating and negotiating complex offers and managing complex contracts.

Level 4 equips participants with the skills and knowledge required to manage the procurement and contracting functions within an agency or to develop agency policy, processes and procedures. It offers formal award qualifications with increased capability to lead strategic and complex procurements and provide specialist advice.

Procurement and Contract Management Learning and Development panel (QGP002-2018)

Overview of panel arrangement

- Nine suppliers
- Diverse selection of face to face and online short courses
- Short courses fill procurement and contract management skill and knowledge gaps
- Learning targets skill development needs at 3 levels:
 - a. Introductory
 - b. Intermediate
 - c. Advanced
- Arrangement in place to Dec 2021
- For more information, access the Buyer's Guide.

What does the panel offer?

Learning and development across five work packages:

- skills gap analysis tool
- technical skills training
- soft skills training
- bespoke skills training
- eLearning
- webinars
- skills for emerging leaders and managers

Procurement Leadership Council (Gartner)

Overview of Gartner (Procurement Leadership Council) subscription membership

Thought Leadership in Procurement and Contract Management

- Research and insight
- Decision and diagnostic tools
- Peer benchmarks
- Advisory Support
- Executive networking
- Live and online learning events

What does a Gartner membership offer?

- Access to best practice research, case profiles, and relevant procurement benchmarking as well as tools and documents.
- Delivered through a variety of channels:
 - Gartner's executive advisors
 - Webinars
 - Member website
 - Executive and team networking events.

Whole of Sector Programs

Queensland Treasury Corporation (QTC)
Provides access to short courses in:

- Project Management (including procurement)
- Procurement in Practice (for leaders and managers)
- Business cases in practice
- Understanding financial statements
- PLUS a range of additional financial courses

What does the program offer?

Queensland Treasury Corporation (QTC)
Provides access to programs:

- Project Management (including procurement)
- Procurement Practice

QUT – Enterprise Leadership Program
ELP offers a choice of 14 subjects to highly customised to suit your needs, with an option to progress to a formal qualification in Procurement.

What does the QUT program offer?

The Graduate Certificate in Business pathways into the QUT post graduate programs (MBA EMBA).
Contact QUT [Enterprise Leadership Program enquiries](#) for more information.

For more information, contact: skills2procure@hpw.qld.gov.au
For further information, visit: www.Forgov.qld.gov.au
Connect with us: Join [QG Yammer](#), search for ProQR





How does it work?

All staff

Procurement Awareness Training (quick 15 minute eLearning modules)

1. Procurement 101 – provides a basic overview of procurement in the Queensland Government Context
2. Beginners Guide to the Queensland Procurement Policy (QPP) – Provides an introductory overview to the Queensland Procurement Policy, outlining the six principles

How do I access it?

1. Speak to your agency HR. Ask if the training is available on your agency Learning Management System
2. If not, simply email skills2procure@hpw.qld.gov.au and we provide the course files to your HR team.

Procurement and Contract Management Space

Procurement Certification Program (PCP)

PCP Level 1 & PCP Level 2:

1. Courses deliver highly tailored training aligned to the Queensland Government context.
2. Successful completion of the training and assessment projects entitles trainees to issue of Certification Level 1 or 2 by the Office of the Chief Advisor Procurement
3. This Certification Level provides evidence that the officer can engage in procurement activities to an agreed level of value, risk and/or complexity

PCP Level 3 & Level 4:

1. Level 3: award of *Diploma of Procurement & Contracting* as well as Certification Level 3
2. Level 4: award of *Advanced Diploma of Procurement & Contracting* as well as Certification Level 4
3. Advanced standing toward a Chartered Institute of Procurement and Supply (CIPS) qualification.

What course have been scheduled?

To find currently scheduled courses, you have two options:

1. Go to: [ForGov Event Calendar](#) has the scheduled PCP offerings for that calendar year. Further courses can be scheduled if there is the demand
2. Go to: the IPAA Landing page for the QLD Arrangement

How do I register?

1. PCP Level 1 - go to the [IPAA landing page for QLD public sector trainee online training registrations](#) and follow the prompts
2. PCP Level 2 - 4: go to the [IPAA landing page for the face-to-face offerings](#):
 - a. Following the link to the Certification Level you need
 - b. Read the description of the course
 - c. Check that you meet the pre-requisite requirements
 - d. Follow the prompts to register and pay
3. If you are having trouble registering or finding a suitable course offering email info@nsw.ipaa.org.au

Procurement and Contract Management Learning and Development panel (QGP002-2018)

- SOA delivers access to Procurement and Contract Management short courses
- provides access to procurement and contract management eLearning and webinars to meet the needs of regional and remote staff
- Go to the Buyers Guide on the Queensland Contracts Directory (QCD) to:
 - a. view supplier services
 - b. view supplier contact details
 - c. access sample templates for Request For Quote and Order Form.
 - Own Agency procurement processes and procedures still apply
 - Include a reference to SOA QGP002-2018 when buying off the arrangement.

Suppliers on the Panel:

Specialists in procurement and contract management skills training either across the lifecycle and/or in niche lead categories or content areas:

- Academy Global
- ArcBlue
- Comprara
- Helix Legal
- Kiah Consulting
- Major Training Pty Ltd
- ProLeaders Academy
- QUT
- Tribus Advisory

Procurement Leadership Council (Gartner)

Who can access these resources?

- FREE to all staff in subscribing agencies: DCDS, QED, DHPW, DTMR, QHEALTH
- If you are not from a member agency and have a priority need for information – email skills2procure@hpw.qld.gov.au and we will seek to assist you

How do I access the resources?

1. Just go to the Gartner Procurement Leadership Council website
2. Register as a new user
3. Your user name is your email address
4. NB: If your agency has a current subscription, you will be recognised as an eligible user
5. You will receive an email providing a temporary password
6. Just complete the registration process
7. Set up alerts for topics of interest to you
8. Explore the range of resources available

Whole of Sector Programs

Queensland Treasury Corporation (QTC)

- QTC offers several short courses in partnership with the University of Queensland (UQ).

Who should attend?

- The courses are designed to meet the unique needs of program and project managers as well as business leaders, sourcing staff, procurement and contract management specialists, contract owners and delegates.
- Modules are practical and work-based

Costs

- Approx. \$620/unit. Award extension costs are separate

More Info: go to the [current course offerings](#); Call 1800 974 551 or email qtceducation@uq.edu.au.

Leadership & Management – [Enterprise Leadership Program \(ELP\)](#)

- Available through QUT
- Flexible, work-based, blended learning approaches

Who should attend?

- Procurement and contract management leaders
- All aspiring and recently appointed leaders wanting new skills, including relevant procurement and contract management skills needed in their role
- Elective modules include:
 - a. *Managing, sourcing and contracting*
 - b. *Leading ethical systems*
 - c. *Stewarding public funds*

Costs

Active learning module: \$1,850 (GST exempt)
Award extension costs are separate

More Info: Go to the [current course offerings](#); email elprogram@qut.edu.au.

Social Learning

Social media: [QGYammer](#) ([V](#) Queensland Government Yammer). ProQr is a dedicated Procurement and Contract Management Yammer group with members from across the public sector. Not yet a member of QG Yammer? [Email join.qgyammer@qld.gov.au](#)

Specialist Networking events: Office of the Chief Advisor-Procurement will host Community of Practice (CoP) events. To be advised of upcoming events, register for the BUY Queensland Newsletter: events will target different groups: e.g. Procurement and contract management practitioner (Community of Practice events), Senior Procurement Leader events, and Executive Leaders in Government Speaker Series events
Buy Queensland Newsletter - you can REGISTER [HERE](#) to receive updates via the newsletter on what is happening across government procurement and contract management

Attachment 3: Summary of access pathways to CPD

Several initiatives are currently in play as part of the broader skills2procure program to support you to pursue continuing professional development.

All these opportunities can be readily explored and discussed with a line manager for relevance, timing, appetite and available access – to better inform your performance and development priorities.

Continuing Professional Development Opportunities		
Awareness level training		
<i>A beginner's guide to the QPP</i>	Target: Staff new to government	20 – 25 minutes online
<i>Procurement 101</i>	Access: Via agency LMS	
Entry (foundation) practitioner level training		
Procurement Certification Level 1: <i>Procurement Fundamentals</i>	Target: New starters undertaking Low Risk/Low Value procurement, and those inexperienced in the context of Queensland Government procurement Access: email info@nsw.ipaa.org.au and ask for the current link (NB: It changes each calendar year)	3 hours online
<i>An introduction to best practice social procurement *</i> *Due for release in Oct 2019	Target: Staff seeking to undertake a Low Value/Low Risk procurement and secure a social outcome Access: Via agency LMS after formally released in October 2019	30-35 minutes online
<i>An introduction to best practice contract management*</i> *Due for release in Oct 2019	Target: Staff new to a contract management role in the context of the Queensland Government Contract Management Framework Access: Via agency LMS	
Niche skill areas across the procurement lifecycle	Target: All staff seeking to develop entry (foundation) level skills in specialist content areas Access: Via <i>Procurement and Contract Management Learning and Development Panel QGP002-2018</i>	½ day to 2 days
Niche skill areas across the procurement lifecycle eLearning (online) in niche skill areas across the procurement lifecycle	Target: All staff seeking to develop entry (foundation) level skills in specialist content areas Access: Via <i>Procurement and Contract Management Learning and Development Panel QGP002-2018</i>	15-60 minutes online
Intermediate practitioner level training		
Procurement Certification Level 2 <i>Intermediate Procurement</i>	Target: Government buyers undertaking Low-Medium Value/Low Risk procurement Access: Via IPAA PCP Link	2 days face-to-face
eLearning (online) packages in niche skill areas across the procurement lifecycle	Target: All specialist and non-specialist staff seeking to develop intermediate level knowledge and/or seeking to refresh on specialist content areas Access: Via Procurement and Contract Management Learning and Development Panel QGP002-2018	15-60 minutes

Skilled practitioner level training		
Procurement Certification (Advanced) Level 3: <i>Diploma of Procurement and Contracting</i>	Target: Staff progressing to specialist procurement and category management roles Access: Via IPAA PCP Link	11 days (3 months, + formal assessment)
Instructor/Facilitator-led workshops/activities building knowledge and skills across category management, procurement and contract management lifecycle	Target: All staff seeking to develop skilled practitioner level knowledge in specialist content areas Access: Via <i>Procurement and Contract Management Learning and Development Panel QGP002-2018</i>	½ day to 2 days
eLearning (online) packages building knowledge and skills across category management, procurement and contract management lifecycle	Target: All specialist staff seeking to develop skilled practitioner level knowledge or refresh on specialist procurement knowledge Access: Via Procurement and Contract Management Learning and Development Panel QGP002-2018	15-60 minutes
Learning portals	Target: Those requiring access to technical knowledge and tools to support any aspect of the Procurement cycle Access: Via agency membership of the Gartner Procurement Leadership Council	As required
Advanced practitioner level training		
<i>Advanced Diploma of Procurement and Contracting (PCP Level 4)</i>	Target: Specialist procurement staff delivering strategic procurement services and leading a procurement team Access: Via IPAA PCP Link	9 days (3 months, + formal assessment)
Instructor/Facilitator-led workshops/activities building knowledge and skills across category management, procurement and contract management lifecycle	Target: All staff seeking to develop advanced practitioner level knowledge in specialist content areas Access: Via <i>Procurement and Contract Management Learning and Development Panel QGP002-2018</i>	½ day to 2 days
eLearning (online) packages building knowledge and skills across category management, procurement and contract management lifecycle	Target: All specialist staff seeking to develop advanced practitioner level knowledge or refresh on specialist procurement knowledge Access: Via Procurement and Contract Management Learning and Development Panel QGP002-2018	15-60 minutes
Learning portals	Target: Those requiring access to technical knowledge and tools to support any aspect of the Procurement cycle Access: Via agency membership of the Gartner Procurement Leadership Council	As required
Formal postgraduate studies (e.g. graduate certificate or a masters degree in a relevant field of study)	Target: Procurement Leaders Access: Via QUT, University of Canberra or Pro Leaders Academy	As published

Attachment 4: Talent principles for a changing workplace

Procurement line managers and senior leaders may face challenges in sourcing and developing staff who can meet their future requirements. Some principles to apply when recruiting staff and identifying staff for further development can be found in the diagram below.

Talent Principles for a Fast-Changing World

Managers, not HR, hold the keys to building and nurturing great teams. But when they seek talent advice, the sheer volume overwhelms while the platitudes underwhelm. To bring precision and simplicity to bear, we analyzed millions of data points over more than three years, identifying 20 fundamentals for effective team management—even when nothing seems to stay the same for long.

A Hiring Process for Evolving Needs

1. When you have an opening, don't reflexively fill that same slot. Roles are no longer static. Consider: Should I automate some or all of the tasks this person performed? Should I outsource? Should I base the next hire elsewhere? Check with recruiters or HR analytics staff for the latest labor market information; you may need more than one person. For instance, amid tough competition for people with both digital and finance skills, does it make better sense to hire one with a technical background and another with finance experience?
2. Assess how well candidates fit with the way their potential colleagues operate, which can improve the quality of hire by 30% (more than twice the impact of a good fit with corporate culture). Work is more interdependent now. Look for competencies that complement—rather than conform to—those of collaborators. And remember, informal peers are even more important than those clearly marked on the org chart.

Fast Starts for New Arrivals

3. Your talent acquisitions need an integration plan. Just 37% of new hires say they understand how they contribute to the organization's long-term objectives. Beyond the basics of their role, they must learn at the outset how their work supports corporate strategy. Expose them to enterprise goals and senior leadership soon after they come aboard.
4. Begin managing performance right away. Only 36% of new hires say they start with an accurate picture of what the job will be like. Clarify expectations early, including when and how you will evaluate your new hire's work. A good time for an off-the-record conversation about how he or she is tracking is between the first and third months.

Performance Management for a Shifting Environment

5. Informal, ongoing feedback trumps episodic evaluation. Give assessments about specific actions or pieces of work. Offer this information proactively, not just when employees request it, and don't wait for a formal annual rating. If your company has eliminated scores (a mistake, for most), you must make a special effort on this front. Doing away with numerical ratings will, in theory, free up time for frequent performance talks, but most managers use it for something else; the number of hours spent on informal conversations actually drops from 36 to 24 per year for each direct report.

6. Start performance reviews by discussing the future. Talk about how to grow capabilities and how the employee's interests mesh with emerging corporate needs. A future-focused beginning takes the sting out when you cover development areas—your reports see how improvement can take them down the road they hope to travel. This approach doubles the impact of an evaluation that only discusses past performance.
7. Focus pay conversations on a few high-impact themes. Employees with negative pay perceptions demonstrate 14% less discretionary effort (costing the average Fortune 500 company \$55 million in annual revenue). Getting your compensation conversations right can increase loyalty to you, as a manager, by 60% and to the company by 45%. Sharing only the most relevant information doubles the impact on employee perceptions of pay. Dispense with lengthy explanations of philosophy or market comparisons. Explain instead: your total pay can grow over time, you can influence your pay through performance, and you can influence collective outcomes that affect your pay.
8. If your staff isn't performing as you'd like, don't assume it's a skill issue, especially if the expectation is relatively new. Probe for what might be holding your team back: Have you inadvertently set up conflicting objectives? Have you updated day-to-day work processes to reflect new expectations? How do you celebrate those who are modeling the behaviors you want?

Coaching with Eyes on the Enterprise

9. Offer coaching in the context of what your reports are doing now. Take into account what phase of a project they are working on (e.g., planning, executing, evaluating).
10. Don't coach "off the shelf." Resist the temptation—even when you're busy—to default to a standard set of tactics. Target your suggestions to each person's interests in gaining specific skills or particular career trajectories.
11. Establish a process for team members to coach one another—even when turnover is high or employees hesitate to share their development needs with colleagues. Try an "each one, teach one" exercise where each report volunteers to share a skill and everyone signs up for instruction in the areas that appeal to them most.
12. Oversee the state of your reports' relationships across the company and—this part is important—help sustain them. Don't stop when

you make a connection beyond your report's immediate network. Explain to your staff member what he or she should seek to learn from each contact and how it will help improve their performance. Set a timeline for interactions, and follow up on the employee's application of lessons learned. Remember to help those on your team set up networks outside the company comprising vendors, contacts from trade associations, and former colleagues.

13. If you manage a leader who is a millennial (one in four in this generation has reached the director level), you may need to shore up an important weak spot. This generation tends to struggle with transactional competencies that keep the enterprise running smoothly day to day (e.g., adapting to change and coping with pressure, supporting others, planning and getting organized). Try simulations to help them make decisions under stress. Ask them (and their colleagues) how they contribute to others' success. Prod them to set priorities.

A Workforce That's Ready for Change

14. Treat employees as copilots during change initiatives. Give broad guidance on milestones to achieve, and let staff and their managers chart their own course. Employee involvement can increase engagement by 23%. Urge employees to challenge the people around them (even you) to think and work differently to support change or objectives.
15. Give your team the information necessary to execute change. Capability to change has about three times more impact on performance than employee commitment to the change. Explaining the rationale behind a change is important, but you must also ensure your reports know how to make correct decisions, what exactly is expected, and whom to ask for help.

A Better Program for HIPOs

16. Seeking out adaptable high-potential employees (HIPOs) may seem like the best hedge for uncertain leadership needs—but it's not. It's true that a crisis is looming: more than two-thirds of companies expect over 40% of senior leadership roles to be significantly different within five years. In response, most businesses include agility as a criterion for HIPO selection. Yet those that focus on this trait are 17% less likely to have a strong leadership bench. There simply aren't enough highly agile people, and most of them aren't very good collaborators. Instead, expect that your HIPO pool will fluctuate: roles a HIPO may want can disappear, sapping interest in advancement, and new ones will emerge that bring out leadership ambitions in a different set of people.
17. Offer progress, even when you can't offer a promotion. To reduce frustration (and increase retention), try giving a HIPO more responsibility (while shifting some of his or her work to others on the team)—and consider a compensation bump that's still within the pay band. Rethink location requirements to give a HIPO international management experience (this works best if a multi-country perspective is helpful for success, if the HIPO can judge when travel for face-to-face presence is necessary, and if the team is efficient and able to manage ambiguity).

Management for Inclusion

18. Help ease the return to work after parental leave. Millennials care about maternity and paternity leave 35% more than others. While you can't draft your own policy, you can consider part-time schedules, or a six-month rotation in a role with limited travel, for new parents coming back on the job.
19. Set up check-ins with team members from different backgrounds. Ask, "What is it like to be you working here, and what can we do better?"
20. Encourage growth through differences rather than through groupthink. For instance, connect mentors with mentees of different genders, ethnic groups, generations, or nationalities. Consider inviting junior employees to meetings they might not otherwise attend.



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