

NEW STARTER PROGRAM GUIDE

procurement

JULY 2023



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PROGRAM GUIDE

Foreword

The Australasian Procurement and Construction Council Inc (APCC) is committed to providing leadership and insights to support public sector agencies to actively shape their approach to capability development in procurement and contract management.

The procurement workforce that provides these valuable services to government is constantly under pressure to deliver more and to deliver it faster, while actively seeking to drive value across an expanding program of government priorities. Yet they remain passionate about what they do, and they can, and often do thrive in this space. That resilience and drive to excel is best engendered, and all the more evident, when they are provided with meaningful, fit for purpose, contemporary and accessible learning and development pathways.

In collaboration with member agencies, industry and our professional colleagues throughout Australia and New Zealand, the APCC has developed this best practice guide on approaches to secure and develop your entry level procurement and contract management talent pipeline.

The guide provides insights and approaches to establishing successful procurement entry level programs in an increasingly competitive labour market and in an environment of ever-increasing competing demands for resourcing dollars. On behalf of the APCC Executive Leadership team, I commend this guide to you, and hope you find it a useful tool in your workforce planning and resourcing programs.



Glenn Bain

Chair

Australasian Procurement and Construction Council

23 June 2023

Disclaimer

The material contained in this Guide is made available on the understanding that APCC is not providing professional advice, and recommends users exercise their own skill and care with respect to its use and seek independent advice if necessary. The APCC is providing this Guide as a learning instrument for those seeking to establish or improve a procurement starter program.

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OVERVIEW

The [Australasian Procurement and Construction Council Inc \(APCC\)](#) consists of Australian and New Zealand government agencies with responsibility for the disciplines of procurement, construction, asset management and property management policy and practice. The APCC works with all levels of government, international professional bodies, public and private sector skill service organisations, industry training bodies, universities, and industry employers.

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.

Both the public sector and the private sector Procurement Function is responsible for delivering compliant, value for money procurement outcomes. Critical areas of procurement include general goods and services, capital works, Defence materiel and ICT. Current estimates are that ANZ procurement is worth at least \$600 billion a year.

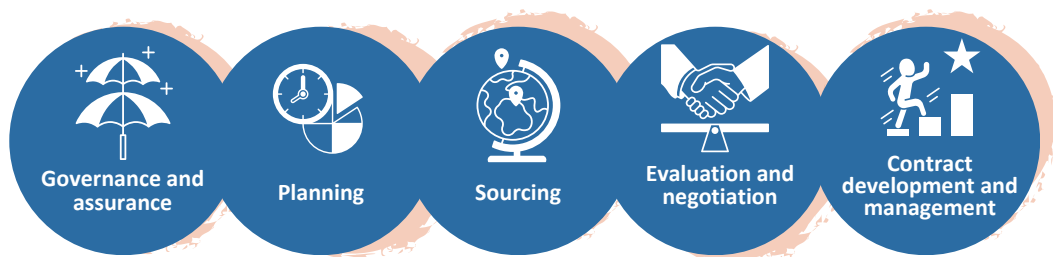
In conjunction with industry, the APCC developed the Procurement Standard, comprising the Procurement Role Statement and the Procurement Capability Framework. The Procurement Standard seeks to establish a standard definition of the Procurement Function within the public sector, across Australia and New Zealand and the relevant underlying skills, as well as common terminology used for position titles and content in related job advertisements. This should provide potential applicants, training and educational providers, and Industry with a shared understanding of its requirements.

The Procurement Standard established a range of specialist capabilities critical to delivering effective procurement outcomes. These include:

Professional Procurement Capabilities



Life Cycle Capabilities



These skills uniquely describe the procurement occupation and its body of knowledge and operates as part of a single integrated framework to support the Procurement Function.

Introduction

Government routinely faces challenges in sourcing job-ready procurement candidates from the labour market. This is because the current employment market, in the context of sourcing skilled procurement staff, is complex. There is a global shortage of qualified professionals and procurement is no exception.



Consequently, there is significant competition from the private sector for these skills and increasing evidence of a need to offer training and on-the-job experience to overcome this shortfall. The situation is further complicated by inadequate visibility of procurement as a profession - a profession that offers a worthy career pathway from job entry level right through to senior executive roles. For example, many current high performing procurement staff 'fell into' a procurement role and came to recognise the field as their career path of choice only after getting practical, first-hand experience.

While many factors have shaped the current Australian labour market, unemployment is currently at its lowest recorded level since the mid-1970s.

The power balance has also seen a shift from the employer (what most employers are familiar and comfortable with) towards the potential employee, who increasingly recognises that they can actively shape the employment offer and conditions given labour demand is largely outstripping supply in key areas.

Once they have made an employer choice, they expect the employer to deliver on the recruitment promise. If they do not, new staff members have viable options to seek alternative employment opportunities to secure the right fit for them.



In response to this labour market dynamic, proactive government employers will look to sustain and/or establish competitive and effective new starter (or entry level) programs to enable access to a sustainable procurement talent pipeline that can be developed over time in hopes of becoming future procurement leaders.

Agencies seeking to introduce a specific procurement starter program must:

- Secure internal acceptance of the significant value delivered by the procurement function to the business with a high quality, procurement service delivery team
- Internally compete for the financial and human resources to introduce new starter programs

Once successful in securing project approval, establishing a program will require due consideration of a range of matters as the employer seeks to attract and recruit applicants in the context of:

- Establishing procurement as a rewarding career pathway
- Successfully competing in a highly competitive labour market for applicants

Having successfully recruited the right talent, the new program must then deliver on the 'recruitment promise,' including:

- Supportive supervisor engagement, meaningful work, and relevant procurement advice
- A robust learning and development program as it is a primary pathway to respond to demand for competent and skilled procurement staff
- Access to formal qualifications (vocational, university or international accreditations)
- A commitment to listening to those in the program to better understand and respond to their needs and career aspirations



The best practice principles, key success factors, and guidelines in this guide seek to support the employer to meet current and future procurement staffing needs through establishing a Procurement New Starter Program to meet either a single or bulk recruitment target. It also offers guidance to support continuous improvement initiatives for those employers who already have a Procurement New Starter Program in place.

DEFINITION AND TYPES

What is a procurement new starter program?

A decision to introduce a Procurement New Starter Program is informed by an organisation's long term workforce strategy. Such a program matures over the medium term to deliver ongoing benefits to the organisation and, as such, a successful program requires considerable forward planning to implement and sustain.

Effectively, such programs can establish a range of activities designed to:

- Attract entry level talent
- Assess a candidate pool to recruit 'best fit' applicants for both the current role and for likely future roles
- Offer clarity on career advancement opportunities and recognise potential to advance
- Provide a robust learning and development suite of content that provides the knowledge and skills required for the person to be job ready within a specified time – usually 12-24 months
- Equip the program participant with the core specialist skills and business skills needed to be successful in this field, while concurrently leveraging the core transferrable skills they already have



- Engage the program participant in terms of:
 - Building their knowledge, skills, and experience
 - Meeting their job expectations
 - Working on procurement projects that deliver significant public outcomes
 - Offering work that can make a real difference in the lives of others in the wider community
 - Challenging participants to broaden and deepen their skills
 - Providing work activities and projects for which they can take pride in their contribution
 - Providing networking opportunities and events that enable access to connect authentically with other professionals in the field
 - Financially supporting professional memberships and ongoing related study beyond the completion of their new starter program
 - Meeting contemporary expectations of work life balance and mainstreaming of a hybrid working environment
- Develop in the program participant a heightened awareness of the variety of employment contexts and specialisation opportunities available to be pursued in building a career in procurement



Different New Starter Programs

There are many variations to what could comprise a Procurement New Starter Program. The variations in the types of new starter programs are usually a direct reflection of ‘where the talent pool is at’ in terms of identifying and committing to a procurement and contracting career choice.

While more detailed content in this guide is somewhat weighted toward a graduate entry procurement program, this does not in any way diminish the value of the various entry pathways as discussed in the following table. Entry pathways via university, VET and school sectors all carry merit and can contribute to building a robust procurement talent pipeline into the future.

Agencies could choose to further reduce risk to their talent pipeline by implementing multiple entry pathways for their procurement new starter programs to ensure they can access and develop these valuable assets over time. See the following table for Types of New Starter Programs.

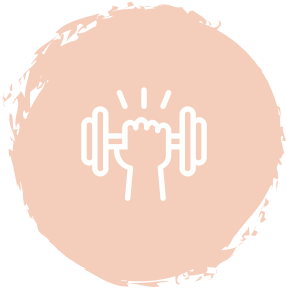


Table 1 - Types of New Starter Programs

Type of program	Candidate Profile/Motivation	Insights
Graduate Program	Seeking a permanent job role in a line of work that aligns to their degree or draws on broader skills developed while doing the degree	<p>Graduate programs focus on traditional roles such as engineering and frontline professions. A procurement graduate program is a niche program where a degree is required, while a notable number of workers in the field are non-degree holders</p> <p>Currently, procurement tends to fall under a generalist graduate stream such as Business or Law. Having a dedicated procurement stream could draw on that limited talent pool who have focussed on a procurement major in their study, as these people will be job-ready sooner than those entering procurement from a more generalist degree such as Business. Also, there are procurement-specific or related procurement units available as electives (e.g., Strategic Procurement/Logistics and Supply Chain).</p> <p>If procurement is offered as a stream, there are good prospects of a solid return on investment</p>
Internship: University placement pre graduation (Internship Unit)	<p>Seeking to build applied experience before graduation to increase job competitiveness</p> <p>Testing through applied experience if a particular line of work is a good fit for them</p> <p>Evaluating the industry or sector in which they might like to work</p> <p>Establishing a network of contacts</p> <p>Securing a good reference</p> <p>Complementary unit that meets the requirement to complete the degree while providing job experience</p>	<p>Generalised university pre-graduation programs are common, but few actively include a focus on procurement as an employment stream. There are institutionalised systems at play with some flexibility</p> <p>If procurement is offered as a stream, there are good prospects of a solid return on investment for the employer over the longer term</p>
Internship: Not aligned to university study	<p>Various profiles</p> <p>Seeking applied work experience to improve job market competitiveness – may also have related vocational training such as Certificate IV in Procurement and Contracting</p> <p>Seeking advanced standing for a unit of competency in the Certificate IV above</p> <p>Testing through applied experience if a particular line of work is a good fit for them</p> <p>Evaluating the industry or sector in which they might like to work</p> <p>Securing a good reference</p>	<p>Largely under-utilised as an employment pathway to contribute to a robust procurement talent pipeline</p> <p>There are no institutionalised systems to support the applicant, but there are good prospects of a sound return on investment for the employer</p>

Table 1 - Cont.

Type of program	Candidate Profile/Motivation	Insights
<p>Traineeship</p>	<p>Various profiles</p> <p>Actively chosen procurement and contracting as their preferred employment</p> <p>Seeks employer-sponsored access to a paid, entry level procurement role which includes employer funded support to complete the vocational qualification in procurement (on a part time basis)</p>	<p>Largely under-utilised as an employment pathway to contribute to a robust procurement talent pipeline</p> <p>Requires a relationship with a Registered Training Organisation offering the entry level procurement and contracting course</p> <p>Currently modelled by the Canberra Institute of Technology</p>
<p>School Based Traineeship</p>	<p>Seeking to transition to employment post high school through a formalised traineeship contract between the employer and the apprentice</p>	<p>School based traineeships routinely operate below Certificate IV level</p> <p>There is no procurement and contracting course in the Australian Qualifications Framework at Certificate III level</p> <p>Could potentially be activated via the Certificate IV in Procurement and Contracting (The ACT Government currently works with a Registered Training Organisation to deliver a relevant Traineeship program in procurement and contracting</p> <p>Requires a relationship with localised, high school, and their traineeship coordinator</p> <p>Institutionalised systems are in place that must be complied with</p> <p>There are prospects of a return on investment for the workplace</p>
<p>School Based Work Experience</p>	<p>Seeking to explore career options through on-the-job placements for a brief period, e.g., 1-6 weeks</p>	<p>Requires a relationship with local high school work experience coordinators</p> <p>Limited prospects of an immediate return on investment for the workplace</p> <p>Could contribute to the procurement talent pipeline if program includes a conversation on procurement learning pathways post completion of high school</p>



BENEFITS AND CHARACTERISTICS

Benefits of new starter programs

Each of the new starter programs considered in this guide has merit and will contribute to a robust talent pipeline for procurement and contracting staff. They are not intended to be presented as ‘either’/‘or’ options. An innovative employer will see opportunities in implementing multiple pathways to ensure a secure talent pipeline into the discipline. Specific benefits of three of the new starter programs are noted below.

Benefits of introducing a graduate new starter program include:

- Delivers a competent procurement officer in the short term
- Fosters an entry level procurement talent pipeline for the function over the medium term
- Selects new starters with the potential to take on leadership roles in the field over time
- Introduces innovative thinkers to the talent pipeline and fosters innovation and sharing of ideas across multiple business units or agencies
- Delivers a common, robust procurement specialist knowledge base for entry level procurement officers regardless of employing agency
- Offers current supervisors and managers opportunities to enhance their mentoring skills and provide formal and informal mentoring to participants
- Strengthens inter-agency networks with the potential to further increase collaboration and fostering of innovation and sharing of ideas
- Offers through program rotation initiatives, access to multiple procurement contexts (for example, ICT, construction, social services or general goods and services)

Benefits of introducing an intern new starter program include:

- It is a low-cost, entry level model
- It will strengthen the procurement talent pipeline over time
- Interns can add value and innovative thinking ‘in the moment’ as they contribute to the delivery of real procurement projects
- Successful interns can become priority entry applicants to an agency’s graduate procurement program post completion of relevant tertiary study reducing risk around late rejection of offers
- Successful interns can be offered casual or temporary employment to address staffing shortfalls in the short term
- Interns can bring a fresh perspective to everyday procurement challenges
- Interns can be introduced to a public sector culture of probity and accountability in the procurement discipline

Benefits of introducing a trainee new starter program include:

- It is a low-cost, entry level model
- It will strengthen the procurement talent pipeline over time
- Successful trainees can become priority applicants for casual and temporary vacancies for low value and low risk procurement roles to address staffing shortfalls in the short term

The characteristics of a New Starter Program can be found in the table below.





Table 2 - Characteristics of a New Starter Program (by type)

	KEY FEATURES	LENGTH	COST	HR
Graduate Program (post university)	<ul style="list-style-type: none"> Qualification required Employer driven process Focus on attracting strong applicants with business skills and the potential to learn specialist procurement skills Successful applicants determined by employer Successful completion leads to permanent employment Employment conditions align to the broader sector 	<p>FT 12-24mths</p> <p>NB: A longer program provides deeper and/or broader exposure to the field</p>	<ul style="list-style-type: none"> Entry level salary \$65,000 to \$72,000 Program Coordination staff salaries Specialist recruitment services Learning and development program 	<ul style="list-style-type: none"> Temporary position/s established Transfer to permanent position on completion Standard induction including HR requirements

Queensland Industrial Relations Commission, QLD Public Service Officers, and other Employees Award, AO2/AO3 salary range

While outside the remit of this document, agencies could consider offering a 'post general graduate program' secondment of 6 months to ex-program participants keen to learn more of procurement as a pathway to a long-term career in government. It could draw insight from the Parliament of Australia Graduate Program (www.aph.gov.au/About_Parliament/Employment/Graduate#opportunities).

Internship: University placement pre graduation (Internship Unit)	<ul style="list-style-type: none"> Studying for a degree required University driven process Applicant selected by university Successful completion does not automatically lead to permanent employment 	<p>Time limited Part time/Full time 13-16 weeks over summer holidays Nov - Feb</p>	<ul style="list-style-type: none"> Paid ONLY if NOT core to study Entry level wage \$2 000 to \$2 500/ fortnight pro rata 	<ul style="list-style-type: none"> Temporary position/s established for a paid intern role Routine HR support for temporary staff Standard workplace health and safety induction Can be a summer internship Nov-Feb or semester
Internship: not aligned to university study	<ul style="list-style-type: none"> Degree not mandated Applicant driven Employer determines if applicant to be recruited Successful completion could lead to permanent employment 		<ul style="list-style-type: none"> Paid or Unpaid If paid, entry level wage for period of employment \$2000 to \$2500/fortnight 	

Table 2 - Cont.

	KEY FEATURES	LENGTH	COST	HR
Traineeship	<ul style="list-style-type: none"> No experience required Recruit for personal attributes including integrity Bring on as an individual rather than as part of a cohort 	Employed Part time/Full time	<ul style="list-style-type: none"> Paid Entry level wage \$1,673 to \$1,889/fortnight 	<ul style="list-style-type: none"> Routine recruitment and onboarding processes
School Based Traineeship	<ul style="list-style-type: none"> Driven by RTO and School Employer determines if applicant to be recruited Successful completion could lead to permanent employment 	Time limited Part Time 1-2 years	<ul style="list-style-type: none"> Paid/Unpaid If paid, casual rate \$1 673/fortnight pro rata 	<ul style="list-style-type: none"> Nil establishment requirement unless paid Standard workplace health and safety induction
School Based Work Experience	<ul style="list-style-type: none"> No entry requirement School process No employment prospects 	Time limited 1-2 weeks	<ul style="list-style-type: none"> Voluntary Nil upfront dollar costs 	<ul style="list-style-type: none"> Nil establishment Simplified induction

A school-based traineeship under this guideline could extend to 2 years of unpaid PT work. While this would be driven by the RTO/School, student welfare remains joint responsibility of all involved

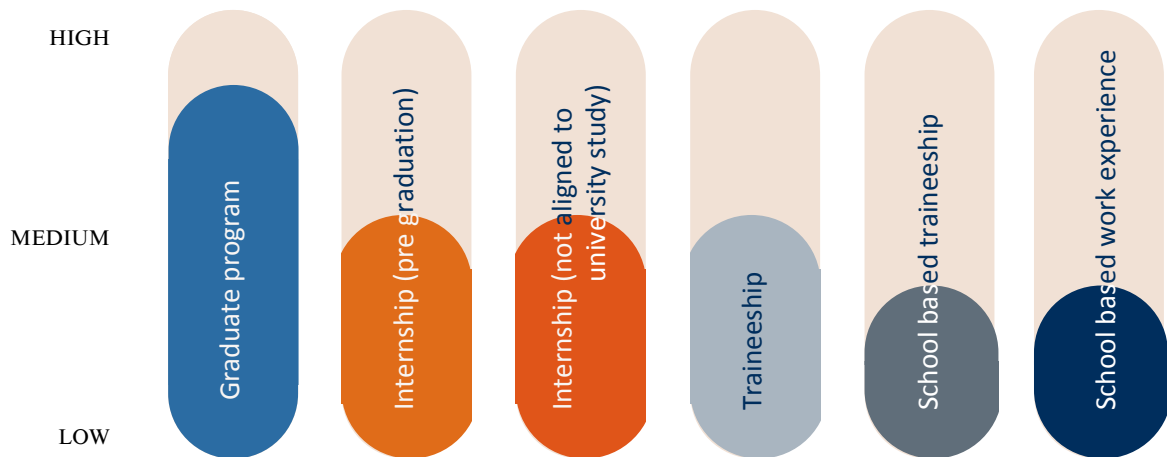


CONSIDERATIONS

Considerations when introducing a new starter program/s

Enabling planning and employment conditions vary markedly across the programs considered:

Complexity of Planning and Coordination to Introduce



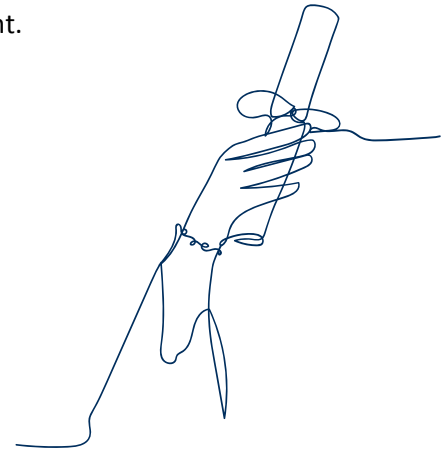
Employment Conditions - A Graduate New Starter Program



Employment conditions selected for use in a graduate new starter program will be determined by the outcomes sought by the employing agency. Potential candidates will value a clear pathway to future permanent employment with a strong focus on professional development.

Variables will include executive planning decisions regarding:

- Preferred number of graduate participants:
 - A single recruit
 - A medium size cohort: 12-20
 - A large cohort: 20+
- What is determined to be a competitive, base salary offer to attract the target group
- The program length, for example, 12-24 months, with a rotation every 3-6 months
- Whether rotations are within one agency only or across multiple agencies
- Whether the program is recruiting for part time or full-time roles
- Whether the nature of the employment is:
 - Temporary with the prospect of permanent appointment
 - Casual with the prospect of temporary employment
- Whether the cohort establishment covers:
 - Temporary positions owned by a central organising agency?
 - Temporary positions owned by the respective participating agency?
- Programs commence with formal orientation sessions for graduates and supervising line managers
- The breadth and depth of the approved learning and development program, with training related to organisational processes, business skills and specialist procurement skills
- Mentoring, including formal mentoring (by experienced staff in the business) and informal mentoring (by peers who are past participants of the new starter program)
- Support and resources to be offered to new starters to promote ultimate program success
- How new starters will be supported after the program has concluded



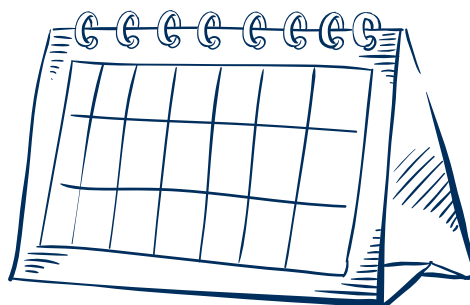
Employment Conditions - An Intern New Starter Program



Employment conditions selected for use in an intern new starter program will be determined by the outcomes sought by the employing agency. Potential candidates will value a clear pathway to future permanent employment with a strong focus on professional development.

Variables will include executive planning decisions regarding:

- Whether interns are to be employed on an ad hoc basis or if the agency will seek to recruit a cohort of intern participants
- What is determined to be a competitive, base salary offer to attract a competitive field
- The program length: 13-16 weeks
- Whether the nature of their employment is:
 - Temporary with the prospect of permanent appointment
 - Casual with the prospect of temporary employment
- Participants have a formal induction into their intern roles
- The on-the-job experience focus of the internship is understood by both the intern and their supervisor
- Support to be offered to interns to promote ultimate program success is transparent
- Successful interns are still 'in the loop' after the internship is completed with a view to permanent employment in the medium term



Employment Conditions - A Traineeship New Starter Program



Employment conditions selected for use in a traineeship new starter program will be determined by the employing agency and the outcomes it seeks. Potential candidates will value permanent employment with a strong focus on practical experience on the job and financial support to complete the Certificate IV in Procurement and Contracting.

Variables will include executive planning decisions regarding:

- Whether trainees are to be employed on an ad hoc basis or if the agency will seek to recruit a cohort of trainee participants
- What is determined to be a competitive, base salary offer to attract a competitive field
- The approach to the on-the-job experience component and the training obligations
- The length of the traineeship study program – in collaboration with the supporting Registered Training Organisation: e.g., full-time work with part time study over a period of 3-4 months
- Ensuring clarity by the trainee and their supervisor regarding the obligation for both work and training
- Trainee participants have a formal induction into their roles and their training obligations
- Whether the nature of the employment is:
 - Full time permanent (with both work roles and training obligations)
 - Full time temporary (with the prospect of permanent appointment on successful completion of the Certificate IV in Procurement and Contracting)
- Support offered to trainees to promote ultimate program success is transparent



Critical Success Factors: Graduate New Starter Program



Successful programs are characterised by the following:

- Alignment with related workforce planning and strategy
- Clear objective to deliver:
 - A competent procurement officer in the short term
 - A talent pipeline for the function over the medium term
 - Graduates with the potential to take on leadership roles in function over time
- An important level of overt executive sponsorship and commitment
- A need for scalability in terms of participant numbers
- Strong agency and business unit buy-in to both participate in the program and inform the development of a robust learning and development program
- Temporary employment established with permanent appointment offered on successful completion of the program
- Salary offered in the range of \$65,000 to \$72,000 per year per new starter

For a more detailed breakdown of critical success factors of a Graduate New Starter Program, refer to Table 3.



Table 3 - Critical Success Factors: Graduate New Starter Program

New Starter Program	Critical Success Factors
Procurement Graduate New Starter Program	<ul style="list-style-type: none"> • An active and engaged senior executive graduate program champion • Clear marketing artefacts that uplift the value proposition for a career in procurement in the public sector (or specific agency) and effectively targets the right demographic • Competitive recruitment process that finds the best and brightest candidates suited to public sector employment • Candidates are selected for well-developed core transferable skills (i.e. non-procurement specific skills and attributes): <ul style="list-style-type: none"> ◦ Critical thinking skills, including analytical reasoning, problem solving, and reflective judgement ◦ Relationship management ◦ Effective communication ◦ Leadership and teamwork ◦ Research and inquiry ◦ Negotiating ◦ Action planning and networking ◦ Self-awareness and confidence ◦ Interest and potential to learn specialist skills of procurement • Appropriate structure to the graduate role with clear goals and responsibilities • A procurement graduate program coordinator • An active and engaged cohort of graduate mentors who understand their role and have the skills, subject matter expertise and time to engage with their mentees • Appropriate supervision and guidance that gives on-the-job training, learning/development, and procurement tasks/projects equal importance in being successful on the program • Appropriate resourcing to deliver the program, source high quality learning and development content, meet the costs of mentoring and interacting with graduates • Structured learning and development program with an early focus on the interplay between data, insight, and good procurement planning • Learning and development offer an aligned pathway to further qualifications through a relevant professional body, e.g., Chartered Institute of Procurement and Supply or World Commerce and Contracting • Employer gives the graduates the experiences promised in the recruitment process • Exposure to real and relevant work with firsthand, applied experience and intentional feedback • Access to key staff, procurement leaders and executive leaders with a commitment to contributing to the learning and development of the graduate • Exposure to key professional networking activities and events, including peer social networking with other graduates in government to foster a feeling of community among graduates and foster cross-fertilisation/discussion of concepts and approaches to problem solving

Critical Success Factors: Intern New Starter Program (including Summer Internships)



Internship programs are well established as an important contributor to the talent pipeline in disciplines including engineering, architecture and within the mining industry generally. To date, this highly flexible new starter pathway has not been common in the procurement discipline in the public sector.

There are no significant differences to the critical success factors for a pre-graduate intern and an intern applicant who has no tertiary study background.

Successful programs are characterised by the following:

- Streamlined recruitment process that is not over-engineered
- Appropriate supervision and guidance with a focus on on-the-job experience
- When forming part of a university program, there are clear links to the application of skills in the workplace that draw on areas of their study
- Post a successful internship, there are pathways to offer continuing casual employment to retain the employment relationship that has been established (i.e. pending either university graduation or a more formal vacancy becoming available)
- For those who then complete their university study, there is a pathway for accelerated selection to the agency's graduate program

For a more detailed breakdown of critical success factors of an Intern New Starter Program, refer to Table 4.



Table 4 - Critical Success Factors: Intern New Starter Program

New Starter Program	Critical Success Factors
<p style="text-align: center;">Procurement Internship: University placement pre graduation (Internship Unit)</p> <p style="text-align: center;">Procurement Internship: Not aligned to university study</p>	<ul style="list-style-type: none"> • Applicant has the interest and potential to learn specialist skills of procurement • Applicants are selected for well-developed core transferable skills (i.e. non-procurement specific skills and attributes) <ul style="list-style-type: none"> ◦ Critical thinking skills, including analytical reasoning, problem solving, and reflective judgement ◦ Relationship management ◦ Effective communication ◦ Leadership and teamwork ◦ Research and inquiry ◦ Negotiating ◦ Action planning and networking ◦ Self-awareness and confidence • There are clear goals and responsibilities • Appropriate supervision and guidance • Employer gives the intern the experiences promised in the recruitment process • Exposure to real and relevant work with firsthand, applied experience and intentional feedback

Critical Success Factors: Traineeship New Starter Program



Traineeships in procurement and contracting are uncommon in the public sector. The Australian Capital Territory Government is the exception to this. The traineeship model is a viable and highly flexible pathway to consider when seeking to strengthen the procurement talent pipeline at the entry level – particularly if introducing a procurement graduate program cannot be resourced.



A critical success factor for a procurement traineeship program is the need for a strong collaborative partnership between and among the enabling Registered Training Organisation, the trainee/s, and the supervisors.

Successful programs are characterised by:

- A streamlined recruitment process that is not over-engineered
- Appropriate supervision and guidance with a focus on both the training program and relevant on-the-job experience
- Post a successful traineeship, there are transparent pathways to progress career aspirations in the discipline

For a more detailed breakdown of critical success factors of a Traineeship New Starter Program, refer to Table 5.



Table 5 - Critical Success Factors: Traineeship New Starter Program

New Starter Program	Critical Success Factors
<p>Procurement Traineeship</p>	<ul style="list-style-type: none"> • Applicant has the interest and potential to learn specialist skills of procurement • Applicant selected for core behavioural attributes including integrity and commitment to complete study • There are clear goals and responsibilities with appropriate supervision and guidance • Strong supervisor encouragement and flexibility to support the trainee to achieve success in the training program • Exposure to real and relevant work that aligns to competencies in PSP 40416 Certificate IV in Procurement and Contracting

Critical Success Factors: School-Based Traineeship



Currently there are no known procurement and contracting school-based traineeship program offered using the Australian Qualifications Framework (AQF). Approved vocational training under the AQF for procurement and contracting commences at Certification Level IV, while school based traineeships are delivered at AQF Certificate II or Certificate III Level.

Where an employing agency is motivated to leverage this pathway, they would need to establish a suitable relationship with a local school and a servicing Registered Training Organisation (RTO) offering the PSP40616 Certificate IV in Procurement and Contracting to negotiate and collaborate to establish such a school-based traineeship program. While valuable, aligned work in this space is currently occurring through the Canberra Institute of Technology, the eligible applicants (at September 2022) must be either a public sector employee or a public sector employed trainee.

For a more detailed breakdown of critical success factors of a School-Based Traineeship, refer to Table 6.



Table 6 - Critical Success Factors: School-Based Traineeship

New Starter Program	Critical Success Factors
<p>School Based Traineeship</p>	<ul style="list-style-type: none"> • Sourcing a Registered Training Organisation delivering the PSP40616 Certificate IV in Procurement and Contracting and a school willing to pilot such a traineeship with Year 11 or Year 12 students at a local high school • Establishing a collaborative relationship between the: <ul style="list-style-type: none"> ◦ Employing agency ◦ Servicing Registered Training Organisation ◦ Selected local high school Vocational Placement Coordinator for traineeship employment pathways • Clear goals and responsibilities with appropriate supervision and guidance • Exposure to real and relevant work aligned to assessment tasks • Access to intentional feedback • Good communications with School Placement Coordinator and Workplace Assessor • Appropriate oversight and monitoring of program participants

Critical Success Factors: School-Based Work Experience



School based work experience in procurement and contracting is an under-utilised pathway to introduce current high school students to the discipline of procurement and contracting and the exciting career pathways available to them in the profession.

Innovative agencies could look to strengthen their talent pipeline by combining school-based work experience with post high school employment as a trainee where the staff member could be supported to undertake PSP40616 Certificate IV in Procurement and Contracting.

For a more detailed breakdown of critical success factors of a School-Based Work Experience, refer to Table 7.



Table 7 - Critical Success Factors: School-Based Work Experience

New Starter Program	Critical Success Factors
<p>School Based Work Experience</p>	<ul style="list-style-type: none"> • An established relationship between the employing agency Work Experience Coordinator and the local high school Vocational Pathways Coordinator • Clear tasks that are meaningful with appropriate supervision and guidance • Exposure to the nature of a career in procurement and how to progress one • Appropriate feedback • Appropriate oversight and monitoring of program participants

Structural Design Options for a Procurement New Starter Program



The structural design of a robust procurement new starter program will vary, largely depending on:

- The nature of the program: graduate entry, internship, school-based traineeship, or school-based work experience
- The scale of the program
- The preferences of those resourcing the program: that is, whether the program is centrally funded, agency funded, or business-unit funded

Broadly, there are four structural design models that can effectively support delivery of a quality procurement new starter program. These options are presented on the following page.

Structural Design Options:

Option 1:

Centrally run and administered (whole-of-government) - this model would require dedicated resources to be established within a central body to coordinate those new starter activities relating to:

- Marketing
- Recruitment
- Induction
- Learning and development program design and implementation
- Rotations
- Program Exit Management

Best Suited For: Sector-wide procurement new starter graduate or internship entry programs

Option 2:

Agency run and administered - this model would require those agencies seeking to recruit one or more procurement new starters and manage them in line with their broader recruitment intake processes.

Best Suited For: Agency/business unit procurement new starter graduate entry or internship programs with often just a single position available

Option 3:

Business unit run and administered - this model would require an onsite supervisor and related HR induction services. Participants are not formally recruited or paid. These offerings are coordinated through the enabling school bodies and the supporting registered training organisation (when relevant). The workplace is simply applying the pre-determined external agency processes for such new starter programs.

Best Suited For: Standalone offerings of a school-based traineeship or a school-based work experience placement

Option 4:

Centrally supported (Leverage) - this model adopts a hybrid approach where those agencies seeking to independently recruit one or more procurement new starters as graduates or interns agree to:

- Include recommended, procurement-related content in the learning and development program for all procurement new starters
- Support an external placement in a second agency to strengthen the new starter's exposure to the challenges and opportunities of the procurement function in government

NB: This option offers a compromise approach if Option 1 cannot be supported

Best Suited For: Multiple agency/business units independently delivering procurement new starter graduate entry or internship programs with one or more positions

PRIMARY OVERHEADS

Primary overheads are costs that support the overall operation of the business.

- For the primary overheads that are required to establish a Graduate New Starter Program, refer to Table 8. This table highlights how costs vary markedly across different programs.
- For the primary overheads that are required to establish an Intern New Starter Program, refer to Table 9. Compared to the Graduate Program, the cost implications of implementing an Intern New Starter Program are significantly less.
- For the primary overheads that are required to establish a Trainee New Starter Program, refer to Table 10. The cost implications of implementing this Program are significantly less than a Graduate Program because of the lower salary scale, but the costs are greater than an Intern Program because of the full-time salary and the formal training in the Certificate IV in Procurement and Contracting.



Table 8 - Graduate New Starter Program

Centrally Run - 12 Participants	Agency Run - No More Than 3 Participants	Business Unit Run - Assume 1 Participant	Centrally Supported - Leverage
Recruitment Costs: Outsource to specialist recruiter to implement best practice recruitment phases - assume \$3,000-\$4,000/graduate = \$36,000 to \$48,000	Recruitment Costs: Recruitment Services delivered under extant agency processes	Recruitment Costs: Recruitment Services delivered under extant agency processes	Recruitment Costs: Nil Recruitment Services delivered by employing agency budget
New Starter Salary: Salary costs : \$65,000 to \$72,000/graduate NB: Assume less for Intern new starter with annual numbers likely to be ad hoc = \$780,000 to \$864,000	New starter salary: Within agency approved full time equivalent numbers Salary costs: \$65,000 to \$72,000/new starter: NB: Assume less for Intern new starter = \$195,000 to \$216,000	New starter salary: Within agency approved full time equivalent numbers Salary costs: \$65,000 to \$72,000 = \$65,000 to \$72,000	New Starter Salary: Nil Primary costs for Option have been assigned at agency level under Option 2 and Option 3
Professional L & D Program: \$6,000 to \$13,000/graduate NB: Assume less for Intern as focus is on applied experience rather than comprehensive professional specialist skills training = \$72,000 to \$156,000	Professional L & D Program: \$6,000 to \$13,000/graduate new starter NB: Assume less for Intern as focus is on applied experience rather than comprehensive professional specialist skills training = \$18,000 to \$78,000	Professional L & D Program: \$6,000 to \$13,000/graduate new starter = \$6,000 - \$13,000	Professional L & D Program: Central-agency specific L & D Requires participating agencies to commit to: <ul style="list-style-type: none"> • Agreed additional development components identified and developed by the central body (incl. any agreed procurement-relevant on-line training) • Agreed networking and engagement activities for sector-wide cohort • Completion of agreed rotation commitments outside the home agency • \$6,000 to \$8,000
Permanent Staff overhead: Program management vital to success of sustaining annual intake of graduates TWO permanent staff: Program Coordinator: \$100,000 to \$107,000 Program Support Officer: \$76,000 to \$83,000 = \$176,000 to \$190,000	Staff overhead: Program management absorbed by the agency into its broader graduate entry program	Staff Overhead: Participant supervised at the work unit level with no additional staffing requirements	HR Staff Overhead: Central coordination of relationships with participating agencies and development and coordinated delivery of the agreed L & D events and job rotation activities would require 0.5 FTE with a salary cost of \$50,000 to \$53,500
Estimated cost to implement: \$1,064,000 to \$1,258,000	Several of the costs absorbed by agency: \$213,000 to \$294,000	Estimated cost to implement: \$71 000 to \$85 000	Estimated costs absorbed by the central agency or recovered pro rata from participating agencies under a suitable agreement

TABLE NOTES:

1. Option 1 requires a detailed business case to secure new initiative funding.
2. Options 2 and 3 require limited additional resourcing to implement and could potentially be managed within current appropriations and/or without a comprehensive business case.
3. Option 4 requires access to an increase in staffing (approximately 0.5 FTE) unless work priorities in the central team could be realigned to accommodate the staffing demands of this approach.
4. Resourcing to manage, coordinate and administer a procurement new starter program will vary depending on scale of the program and the structural design of the program.
5. Costs are indicative at time of pricing.



Table 9 - Intern New Starter Program

Centrally Run - 12 Participants	Agency Run - No More Than 3 Participants	Business Unit Run - Assume 1 Participant	Centrally Supported - Leverage
<p>Recruitment Costs: Streamlined and uncomplicated using extant in-house HR staff Alternative to absorbing the costs centrally is to undertake centrally and seek pro-rata cost recovery from participating agencies for recruitment and selection related services</p>	<p>Recruitment Costs: Absorbed by the business Streamlined and uncomplicated using extant in-house HR staff</p>	<p>Recruitment Costs: Recruitment Services delivered under extant agency processes Streamlined and uncomplicated using extant in-house HR staff</p>	<p>Recruitment Costs: Nil Recruitment Services delivered by employing agency budget</p>
<p>New Starter Salary-Part Time: Salary costs: \$26 000 to \$37 500/Intern =\$312 000 to \$450 000</p>	<p>New Starter Salary-Part Time: Salary costs: \$26 000 to \$37 500/Intern = \$78 000 to \$112, 500</p>	<p>New Starter Salary-Part Time: Salary costs: \$26 000 to \$37 500/Intern = \$26 000 to \$37 500</p>	<p>New Starter Salary-Part Time: Nil Primary costs for Option 4 have been assigned at agency level under Option 2 and Option 3</p>
<p>Professional L & D Program: Not the focus of an intern new starter program Assume less than \$1000/intern = or < \$12000 NB: Focus is on applied experience on operational day-to-day tasks and activities in a procurement team rather than comprehensive professional specialist skills training</p>	<p>Professional L & D Program: Not the focus of an intern new starter program Assume less than \$1000/ intern = or < \$3000 NB: Focus is on applied experience on operational day-to-day tasks and activities in a procurement team rather than comprehensive professional specialist skills training</p>	<p>Professional L & D Program: Not the focus of an intern new starter program Assume less than \$1000/ intern = or < \$1000 NB: Focus is on applied experience on operational day-to-day tasks and activities in a procurement team rather than comprehensive professional specialist skills training</p>	<p>Professional L & D Program: Central-agency specific L & D Requires participating agencies to commit to:</p> <ul style="list-style-type: none"> • Agreed additional development components (incl. any agreed procurement-relevant on-line training) • Agreed networking and engagement activities for sector-wide cohort <p>= \$6,000 to \$8,000/cohort</p>
<p>Permanent Staff overhead: Program management vital to success of sustaining annual intake of interns Assume .5 FTE Intern Program Coordinator: = \$50 000 to \$53 500</p>	<p>Permanent Staff overhead: Nil Participants are supervised at the work unit level Program Management overheads for not more than three interns is absorbed by the agency</p>	<p>Permanent Program Management Staff Overhead: Nil Participants are supervised at the work unit level with no additional program staffing requirements</p>	<p>Permanent HR Staff overhead: Nil Absorbed by agency Central coordination of relationships with participating agencies and development and coordinated delivery of the agreed L & D events</p>
<p>Estimated cost to implement: \$324 000 to \$462 000</p>	<p>Several of the costs absorbed by agency: \$81 000 to \$115 500</p>	<p>Estimated cost to implement: \$27 000 to \$38 500</p>	<p>Costs fully absorbed by central agency:</p>

TABLE NOTES:

1. Costs are indicative at time of pricing.

Table 10 - Trainee New Starter Program

Centrally Run - 12 Participants	Agency Run - No More Than 3 Participants	Business Unit Run - Assume 1 Participant	Centrally Supported - Leverage
<p>Recruitment Costs: Streamlined and uncomplicated using extant in-house HR staff Alternative to absorbing the costs centrally is to undertake centrally and seek pro-rata cost recovery from participating agencies for recruitment and selection related services</p>	<p>Recruitment Costs: Absorbed by the business Streamlined and uncomplicated using extant in-house HR staff</p>	<p>Recruitment Costs: Recruitment Services delivered under extant agency processes Streamlined and uncomplicated using extant in-house HR staff</p>	<p>Recruitment Costs: Nil Recruitment Services delivered by employing agency budget</p>
<p>New Starter Salary-Full Time: Salary costs: \$43 498 to \$49 114/trainee =\$521 976 to \$589 368/cohort</p>	<p>New Starter Salary-Full Time: Salary costs: \$43 498 to \$49 114/trainee =\$130 494 to \$147 342/cohort</p>	<p>New Starter Salary-Full Time: Salary costs: \$43 498 to \$49 114/trainee = \$43 498 to \$49 114</p>	<p>New Starter Salary: Nil Primary costs for Option 4 have been assigned at agency level under Option 2 and Option 3</p>
<p>Professional L & D Program: Certificate IV in Procurement and Contracting Assume \$4 500/trainee =\$54 000/cohort</p>	<p>Professional L & D Program: Certificate IV in Procurement and Contracting Assume \$4 500/trainee =\$13 500</p>	<p>Professional L & D Program: Certificate IV in Procurement and Contracting Assume \$4 500/trainee =\$4 500</p>	<p>Professional L & D Program: Central-agency specific L & D Requires participating agencies to commit to:</p> <ul style="list-style-type: none"> • Agreed additional development components (incl. any agreed procurement-relevant on-line training) • Agreed networking and engagement activities for sector-wide cohort <p>= \$6,000 to \$8,000/cohort</p>
<p>Permanent Staff overhead: Program management vital to success of sustaining annual intake of interns Assume .5 FTE Intern Program Coordinator: = \$50 000 to \$53 500</p>	<p>Permanent Staff overhead: Nil Participants are supervised at the work unit level Program Management overheads for not more than three interns is absorbed by the agency</p>	<p>Permanent Program Management Staff Overhead: Nil Participants are supervised at the work unit level with no additional program staffing requirements</p>	<p>Permanent HR Staff overhead: Nil Absorbed by agency Central coordination of relationships with participating agencies and development and coordinated delivery of the agreed L & D events</p>
<p>Estimated cost to implement: \$625 976 to \$696 868</p>	<p>Several of the costs absorbed by agency: \$143 994 to \$160 842</p>	<p>Estimated cost to implement: \$47 998 to \$53 615</p>	<p>Costs fully absorbed by central agency:</p>

TABLE NOTES:

1. Costs are indicative at time of pricing.



Graduate Program Centrally Run and Administered

Role of the central organisation running the graduate program

- Undertake the project management required to introduce a new [Procurement Graduate New Starter Program](#), including:
 - Review of APCC Best Practice Guide
 - Building the business case to secure new initiative funding if required
- Manage and coordinate all aspects of program design, development, and implementation leveraging relevant APCC resources
- Establish and manage supplier contracts for specialist services including external recruitment resources and learning and development suppliers
- Coordinate recruitment of graduates including use of APCC 'attraction' artefacts
- Develop tools and internal resources needed to support the program
- Manage, coordinate, deliver and administer the program, including:
 - Communicating expectations regarding participant behaviour
 - Graduate placements and subsequent rotations (2-4) between agencies
 - Mentoring initiatives
 - Learning and development program design and delivery
 - Development initiatives (including presentations to senior leaders and networking)
 - General program communication
 - Routine HR-related case management support to graduates, including management of performance-related issues where necessary
 - Support and up-skill of graduate supervisory staff
 - Implement continuous improvement practices through program delivery
 - Undertake program evaluation and reporting





Role of the participating agency/business unit

- Day-to-day management of new starter, including allocation of work
- Clear communication of agency expectations of new starter
- Provide facilities and IT resources for new starter, including workspaces
- Enable new starter to engage in online and off-site components of the program
- Provide feedback on new starter performance and communicate continuing development needs and pathways to achieve career interests

Role of senior agency leaders

- Proactively support establishment and continuation of the whole of sector procurement new starter program - despite:
 - Tight budgetary constraints facing all jurisdictions
 - Ongoing limitations on initiative funding outside of appropriation
- Be actively committed to championing the success of the new starter program and offer an important level of executive sponsorship to ensure program success
- Proactively participate in program initiatives to connect participants with senior leaders





Intern Program

Centrally Run and Administered

Role of the central organisation running the intern program

- Undertake the project management required to introduce a new [Procurement Intern New Starter Program](#), including:
 - Review of APCC Best Practice Guide
 - Building the business case to secure new initiative funding if required
- Manage and coordinate all aspects of program implementation
- Coordinate recruitment of interns including use of APCC 'attraction' artefacts
- Develop tools and internal resources needed to support the intern program
- Manage, coordinate, deliver and administer the program, including:
 - Communicating expectations regarding participant behaviour
 - Intern placements and supervisors
 - General program communication
 - Routine HR-related case management support to interns such as payment of wages, management of performance-related issues and continuing casual employment post-internship (where applicable)
 - Implement continuous improvement practices through program delivery
- Undertake program evaluation and reporting





Role of the participating agency/business unit

- Provide facilities and IT resources for new starter, including appropriate workspaces
- Clear communication of agency expectations of new starter
- Day-to-day management of the intern, including allocation of work
- Day-to-day pastoral care and support for the new starter
- Provide feedback on intern performance and communicate continuing development needs and career prospects

Role of senior agency leaders

- Proactively support establishment and continuation of the whole of sector procurement intern new starter program – despite:
 - Tight budgetary constraints facing all jurisdictions
 - Ongoing limitations on initiative funding outside of appropriation
- Actively commit to championing the success of the intern program and offer an important level of executive sponsorship to ensure program success





Traineeship Program

Centrally Run and Administered

Role of the central organisation running the traineeship program

- Undertake the project management required to introduce a new [Procurement Traineeship New Starter Program](#), including:
 - Review of APCC Best Practice Guide
 - Building the business case to secure new initiative funding if required
- Manage and coordinate all aspects of program implementation
- Coordinate recruitment of trainees including use of APCC 'attraction' artefacts
- Develop tools and internal resources needed to support the program
- Manage, coordinate, deliver and administer the traineeship program, including:
 - Communicating expectations regarding participant behaviour
 - Traineeship placements and supervisors
 - General program communication
 - Routine HR-related case management support to trainees such as payment of wages, management of performance-related issues and continuing casual employment post-traineeship (where applicable)
 - Implement continuous improvement practices through program delivery
- Undertake program evaluation and reporting





Role of the participating agency/business unit

- Provide facilities and IT resources for new starter, including appropriate workspaces
- Clear communication of agency expectations of new starter
- Day-to-day management of the trainee, including allocation of work
- Provide feedback on trainee performance and communicate continuing development needs and career prospects

Role of senior agency leaders

- Proactively support establishment and continuation of the whole of sector procurement traineeship new starter program – despite:
 - Tight budgetary constraints facing all jurisdictions
 - Ongoing limitations on initiative funding outside of appropriation
- Actively commit to championing the success of the traineeship program and offer an important level of executive sponsorship to ensure program success



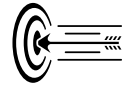
Best practice planning and principles of a new starter program

Throughout the planning and execution phases of a new starter program there are important best practice planning considerations and guiding principles to keep in mind.

The following table details these best practice planning considerations and guiding principles:



Steps for...



01

Business case to resource a new program



BEST PRACTICE PLANNING INSIGHTS

- Problem being fixed is understood and agreed
- Business leaders and CPO are actively seeking the new program
- Return on investment is articulated and understood
- Resourcing is available

GUIDING PRINCIPLES

- Shared commitment to success
- Active collaboration with Agency business leaders, HR, Finance, Delegates, Central Function and Public Service Commission

02

Structure and design of new program



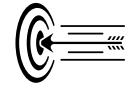
BEST PRACTICE PLANNING INSIGHTS

- 12 months (24 months would allow for more rotations)
- Offers mentoring
- Offers a senior executive sponsor (NB: at graduate entry)
- Balances knowledge, skills, applied learning on the job, coaching and mentoring, and intentional feedback
- Quarterly performance and development review

GUIDING PRINCIPLES

- Relevant
- Balanced
- Optimum breadth of exposure to the field
- Achievable

Steps for...



03

Employment conditions



BEST PRACTICE PLANNING INSIGHTS

- Offers permanent employment on successful completion
- Offers flexible working practices
- Offers hybrid employment environment
- Offers competitive salary
- Provides quality IT support services and resources

Guiding principles

- Know your competitors for this talent in terms of salary and employment conditions

04

Attraction



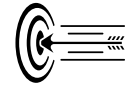
BEST PRACTICE PLANNING INSIGHTS

- Marketing artefacts tailored to targeted demographic;
 - Graduates or pre-graduates
 - Those seeking a fresh career start
 - School leavers and school students
- Connect with the potential applicant pool via:
 - University job boards
 - Registered Training Organisations
 - Professional bodies
 - Non-accredited training suppliers
 - Government job boards
 - Professional networking groups
 - Streamlined application process

Guiding principles

- Leverage your competitive edge
- Offset impacts in areas of reduced competitiveness by uplifting strengths of the program
- Show honesty in profiling the scope of the opportunity
- Further develop relevant qualifications
- Simplicity of application process
- Inter-agency rotations

Steps for...



05

Recruitment



BEST PRACTICE PLANNING INSIGHTS

- Competitive process
- Minor lag of not more than three weeks from close of applications to shortlisting outcome advice
- Assessment focuses on business skills, leadership potential and likelihood of long-term success in the field
- Minor lag of not more than four weeks to formal advice on selection decision
- Tailored approach to date of formal appointment for selected candidates

GUIDING PRINCIPLES

- Fair and inclusive
- Transparent process and assessment
- Timely outcome advice
- Consultation informs a tailored appointment date

06

Engagement and Retention



BEST PRACTICE PLANNING INSIGHTS

- Set the officer up to be successful on the program
- Deliver on the promise made at recruitment regarding employment conditions, work culture, support mechanisms, the learning and development opportunities, the reality of a permanent appointment on successful completion
- Survey participants for feedback on the program at 6 months and 12 months
- Act on the insights they provide in these surveys

GUIDING PRINCIPLES

- Keep them connected and informed
- Seek their feedback and listen to them
- Proactively support them
- Timely case management of participant issues
- Celebrate day-to-day successes
- Recognise and reward excellence

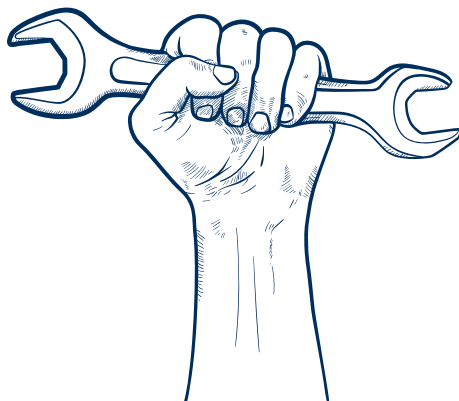
ATTRACTION, RECRUITMENT, ASSESSMENT & INDUCTION

Understanding the labour market

Understanding of current labour market conditions is vital to implementing a new starter program. That understanding will inform good decision making on what is needed to adapt recruitment and program implementation to labour market conditions of the day.

This informed decision making is vital to ensure the program is seen as competitive by potential applicants. For example, if the labour market conditions strongly favoured the applicant, the agency might choose to modify the recruitment and the program to:

- Have reserve pool to respond to the risk of non-acceptance or to late notice rejection of offers
- Engage with selected candidates authentically during the period between acceptance of offer and commencement of program
- Where there is a high risk of early attrition, place new starters into roles quickly to build positive and strong workplace relationships
- Weight the back end of the program with high-cost learning and development as an incentive to participants to stay



Attraction and Recruitment

Seek to recruit high performing graduates with the potential to take on leadership roles in the future as part of an overall workforce strategy to deliver both short-term competent talent at procurement officer standard and in the medium term, a robust talent and leadership pipeline.

For Attraction, the target demographic is:

1. University graduates
2. Eligibility for appointment to public sector, for example:
 - a. An Australian citizen or permanent resident
 - b. Not in receipt of a redundancy package in past 12 months from the employing jurisdiction
 - c. Not previously separated from public sector employment following formal disciplinary proceedings
 - d. Does not have a criminal history that precludes appointment to the public sector
 - e. Meets any security requirements

Refer to Tables 11-14 for the activities, stakeholders, and additional information relating to attraction and recruitment.



Table 11 - Attraction

Activity	Stakeholders	Additional Information
Succinct employer value proposition (EVP) for a career in public sector procurement via an entry level program	<p>New starter program coordinator</p> <p>Supporting marketing and communications team</p> <p>New Starter program owner</p>	Tailor words on review of the draft EVP document for joining a public sector procurement new entry program
Role description - new starter program with high level conditions of employment (salary, FT, eligibility requirements: graduate entry	<p>New starter program coordinator</p> <p>Internal HR staff</p>	<p>Salary (as approved)</p> <p>Employment type: Full time</p> <p>Eligibility: Applicant graduation occurred less than 3 years prior to application date</p>
Role description with high level conditions of employment (salary, PT, eligibility requirements) - new starter program: pre-graduate intern or non-graduate intern	<p>New starter program coordinator</p> <p>Internal HR staff</p>	<p>Salary (as approved)</p> <p>Employment type: Part Time</p> <p>Eligibility</p>
Marketing story on the employment opportunity with a tag line - language to reflect aspirations and expectations of the target demographic	<p>New starter program coordinator</p> <p>Supporting internal marketing and communications team offering plain language and style review for target demographic</p> <p>New Starter program owner</p>	<p>Refer to:</p> <ol style="list-style-type: none"> 1. APCC, Public Sector Procurement Profession Role Statement, May 2021 2. APCC, The Role and Value of Public Sector Procurement
Representatives at face-to-face university career fairs in target catchment - urban and regional	New starter program coordinator	Being present at university career fairs and engaging with university career guidance areas is vital to profiling the employment opportunity

Table 12 - Recruitment

Activity	Stakeholders	Platforms/Additional Information
Attraction artefacts released to market with a published closing date	<p>New starter program coordinator</p> <p>Internal HR staff</p> <p>Supporting Shared Services provider for recruitment advertising</p> <p>Recruiting consultant offering applicant online screening, psychometric profiling, shortlisting recommendations, assessment centre, and appointment recommendations</p>	<p>Value proposition for starting an entry level career in procurement and detail of this opportunity to apply for an entry level career in procurement with a link to the application site to achieve a state-wide online advertising campaign leveraging relevant, available platforms, including:</p> <ul style="list-style-type: none"> • Jurisdictional Job Board • Sector’s current dedicated graduate new starter portal- if there • Sector/agency new entry Facebook forums • All state university career hub platforms • Key public job boards including Seek.Com • The official, public facing jurisdictional public service commission career page for a career in public sector procurement
Advertising	Supporting Shared Services provider for recruitment advertising	<ul style="list-style-type: none"> • University career fairs • University career counsellors
Applications close and are reviewed	<p>New starter program coordinator</p> <p>Recruiting consultant provides applicant online screening, psychometric profiling, shortlisting recommendations, assessment centre, and appointment recommendations</p>	Recruiting consultant will engage directly with all applicants to progress via online screening tools to identify and progress through the recruitment process applicants suitable for face-to-face interview

Table 13 - Competitive Assessment

Activity	Stakeholders	Additional Information
Assessment to closely align to the published assessment criteria	Nominated selection panel comprising: 1) an experienced procurement leader, 2) recruitment consultant representative 3) HR specialist NB: Recruiting consultant draws on insights from psychometric profiling	Refer to advertised role to ensure these criteria have correctly transferred into the interview planning
Conduct rigorous applicant interviews to assess potential to thrive in the field and to identify high-potential new starters		Determine nature and depth of current intra-personal and inter-personal skills and general business skills. Assess potential to further strengthen these core skills through the new starter program as they are vital to applicant success
Make selections to fill available positions and select a reserve pool		Reserve group should comprise of 25% of total positions to offset first offers that are rejected
Imbed a mechanism to 'leverage'/share details of quality, non-selected applicants to assist the sector more broadly meet its graduate intake targets.	Program Coordinator	This is about looking to the greater good of the sector in which you work. Suitable applicants that were not competitive on the day still offer potential value to other agencies as part of an available recruitment pool.

Table 14 - Induction and Retention

Activity	Stakeholders	Platforms/Additional Information
Onboarding	Program Coordinator All selected program participants Supervisor	Leverage existing sector/agency shared service provider platforms and support for efficiency in administration of the induction process
Establish regular contact with selected program participants	Program Coordinator All selected program participants	Consider creating a Facebook group Fortnightly newsletter Invitations to team events even if they pre-date appointment date
Appointment date	Program Coordinator All selected program participants Selected key speakers HR Support	Welcoming event as soon as possible Smooth/efficient appointment administration processes What is the program about and how will they be successful Learning and development program Social/Networking events
Induction training	Program Coordinator All selected program participants Specialist presenters Program Executive Sponsor	Relevant Timely Make provisions to address questions or concerns of the new starter
Introduction to Rotation 1 supervisors	Program Coordinator All selected program participants Supervisors	Specific job role Regular informal catch ups Formal catch up on progress
Introduction to mentors	Program Coordinator All selected program participants Mentors	Clarifying role Agreement on when and how frequently to meet Given priority by the mentor and the supervisor
Key messages	Program Coordinator All selected program participants Supervisors Mentors Program Executive Sponsor	New starters are valued New starters views are important Supervisors have suitable skills Mentors have suitable skills Program promised is the program delivered

CONCLUSION

Job ready applicants have not been a core feature of the current labour supply market for procurement and contracting candidates; consequently, public sector agencies have routinely recognised the need to train staff to undertake procurement and contracting roles.

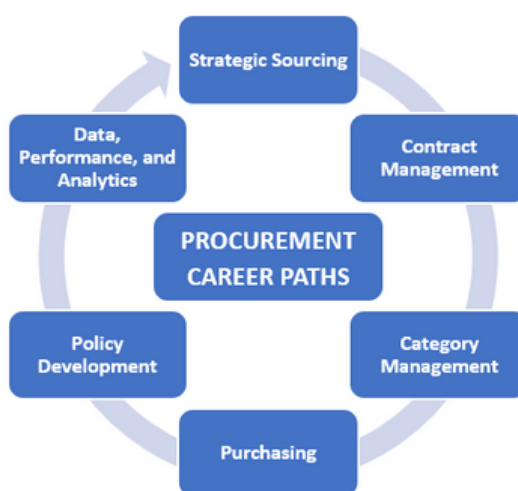
What has changed in the labour market is the increasing level of competition across all industries to secure entry level staff. Public sector agencies need to recognise this competition exists and respond to it in a meaningful and effective way to ensure they secure talented entry level staff to deliver procurement and contracting services now and into the future.

The sector wide challenge of establishing and maintaining such a sustainable procurement and contracting talent pipeline will not resolve itself without both well considered business planning and resourcing.



Appendix 1: Procurement Career Pathways

A career in procurement is diverse. On successful completion of a new starter program, roles are offered in any of the following pathways:



Within these career pathways, multiple roles can be sought, including those noted below:

- Government buyer
- Purchasing officer
- Commercial director
- Category director
- Senior category manager/supervisor
- Category manager/supervisor. NB: Uses an end-to-end procurement process to procure goods or services that are grouped by shared or similar characteristics
- Category specialist
- Category officer
- Contract manager
- Strategic contract manager
- Contract advisor
- Contract administrator
- Strategic sourcing manager/supervisor
- Sourcing/Tender manager
- Sourcing specialist
- Strategic contracts negotiator
- Business spend data analyst
- Business systems officer
- Business systems manager
- Procurement officer
- Procurement analyst
- Procurement specialist/advisor
- Procurement manager/supervisor
- Project manager
- Relationship manager
- Risk manager
- Strategic sourcing adviser (looking to improve and re-evaluate the procurement activities of an organisation)
- Supply market analyst (looking to develop a detailed understanding of key trends, major players, and overall market dynamics impacting an organisation's procurement needs)
- Supply chain manager. NB: Considers all movement and storage of goods from point of origin to point of consumption

Appendix 2: Why a robust learning and development program is vital

Well-designed learning and development opportunities are core to a successful graduate procurement new starter program as:

- They will deliver the skills needed to function well in a contemporary procurement team
- They form part of the competitive advantage of the employer in competing for this new starter

Continuing professional development (CPD) is also a vital component of a successful career in procurement. CPD in a new starter program will be informed by:

- The APCC 2021 publication, Public Sector Procurement Capability Framework
- Instruction on probity, accountability, transparency and the characteristics and principles of public sector procurement
- Instruction on how government and the bureaucracy work together to deliver to the community
- Specialist skills training for low value/low risk procurements
- Deeper specialist skills training that leads to a formal vocational qualification in procurement
- Access to networking and CPD offered by a relevant procurement professional body
- The opportunity for ongoing growth through guided application and access to diverse roles and tasks in the procurement discipline.

Appendix 2 Cont.

Foundation procurement vocational qualifications ensure new practitioners have proficiency in the professional body of knowledge and the broader continuous learning opportunities respond to the need to keep abreast of emerging issues and thought leadership.

This way our new starters can contribute to the necessary problem solving required to respond to contemporary demands placed on a procurement team, get the value for the business from their procurement projects and retain that value in the management of executed contracts.

For organisations, the benefits of investing in upskilling participants in a new starter program will deliver high performing procurement practitioners who serve the business well when responding to procurement and business risk by ensuring:

- Accountability in terms of managing, controlling, and confirming the integrity, probity, and accountability of procurement initiatives
- Access to a transparent, independently assessed, competency-based training program that delivers the required level of expertise
- Due consideration given to the value, risk and complexity of the significant procurement when determining the level of expertise required to deliver the outcome.

Appendix 3: Employer Value Proposition (EVP) for a career in public sector procurement

Prospective employees are looking closely at what an advertised role offers them. In a contemporary labour market, they value knowing they will be supported to get the necessary skills to do the job well, will have access to work life balance (including hybrid work locations), and will be valued and affirmed for the contributions they make in the role. They seek work that is exciting and purposeful with sustainable workloads and supportive interventions when their procurement clients have unreasonable expectations. There is an expectation that the employer will offer them career advancement opportunities with direct access to agency senior leaders to offer insights on opportunities for workplace innovation.

For an example of an Employer Value Proposition Form, refer to Table 15. It is designed to support agencies seeking to engage with the labour market in an effective way to secure candidates for a procurement new starter program.

Table 15 - Employer Value Proposition

Telling the Story	BANNER HEADING: Discover a career in the procurement discipline	
	TAG LINE: See how far your career can go!	
What is procurement?	<input type="checkbox"/> Procurement covers the work involved in planning for, negotiating, establishing, and managing contract arrangements (the full life cycle) for the goods and services that organisations need to undertake their business. <input type="checkbox"/> Good procurement sets an organisation up for success, and it also supports broader government policy objectives.	
Which organisations use these skills?	<input type="checkbox"/> All public sector agencies employ people in procurement related roles. <input type="checkbox"/> There is a range of employment contexts with the opportunity to access diverse career paths and specialisations.	
Telling the Story	BANNER HEADING: Discover a career in the procurement discipline	Telling the Story
	TAG LINE: See how far your career can go!	
Why work for the public sector in a procurement role?	The challenge	<input type="checkbox"/> Access professional recognition from global bodies such as the: <ul style="list-style-type: none"> o Chartered Institute of Procurement and Supply o World Commerce and Contracting o International Federation of Procurement and Supply Management
	<input type="checkbox"/> Provide critical support to the delivery of front-line and essential services <input type="checkbox"/> Embark on a career in one of the fastest growing disciplines within the business sector <input type="checkbox"/> Manage millions of dollars of government expenditure <input type="checkbox"/> Manage critical risks for government through good procurement practices	
	Growth	
	<input type="checkbox"/> Participate in our learning and development programs <input type="checkbox"/> Opportunities for sponsored university study	
	The influence	
<input type="checkbox"/> Build strong relationships with a variety of suppliers and government agencies	<input type="checkbox"/> Get professional qualifications and certifications <input type="checkbox"/> Participate in mobility/job rotation program <input type="checkbox"/> Significant opportunities for career progression	
The variety	<input type="checkbox"/> Negotiate major deals for government <input type="checkbox"/> Ensure government spends in a sustainable and socially responsible way	
<input type="checkbox"/> Work for a large buyer and help drive the local economy <input type="checkbox"/> Be involved with a wide range of business functions and market segments including general goods and services, ICT, construction, Defence materiel and major infrastructure.		
Mobility	<input type="checkbox"/> Opportunity for employment with any government department <input type="checkbox"/> State, federal, and local government <input type="checkbox"/> Work opportunities open globally in public or private sectors	<input type="checkbox"/> Work across agency boundaries to deliver major procurement projects <input type="checkbox"/> Work anywhere: the capital, regional centres, remote locations
	Recognition	<input type="checkbox"/> Be recognised through a procurement Reward and Recognition Program
	The community good	<input type="checkbox"/> Improve regional employment outcomes <input type="checkbox"/> Support employment opportunities for the disadvantaged <input type="checkbox"/> Achieve overall value for money from taxpayer dollars and optimise the outcomes from government spending
We recruit into our new starters' programs from many backgrounds!	Entry pathways	<input type="checkbox"/> Law <input type="checkbox"/> Logistics and Supply Chain Management <input type="checkbox"/> Management <input type="checkbox"/> Marketing <input type="checkbox"/> Communications <input type="checkbox"/> Economics and Finance
	<input type="checkbox"/> Entry level and lateral intern, traineeship, and graduate roles <input type="checkbox"/> Accounting and Auditing <input type="checkbox"/> International studies <input type="checkbox"/> Business and Commerce <input type="checkbox"/> Education	
How do I find job vacancies?	<input type="checkbox"/> Government job boards	
What else is in it for me?	Pay and Conditions:	
	<input type="checkbox"/> Hybrid work environment such as working from home, flexible work conditions such as variable working hours, and job sharing	
	<input type="checkbox"/> Leave provisions including four weeks annual leave, long-service leave after X years, parental leave, 14 weeks maternity leave <input type="checkbox"/> Attractive superannuation	
Testimonials from graduates from a new starter program	<input type="checkbox"/> "To me it's about making a difference by the way we buy goods and services and being responsible for getting overall value for money."	
	<input type="checkbox"/> "Two of my joys in the procurement and contract management profession come from the unique combination of my procurement knowledge, people skills, analysis and decision making; and the satisfaction gained from making a real difference to the business and to the broader community."	



AUSTRALASIAN **PROCUREMENT** AND
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