

Continuing Professional Development Guide

Queensland Government Procurement



Continuing Professional Development Guide

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The State of Queensland (Department of Energy and Climate) 2024



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Contact us

Queensland Government 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@epw.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 Energy and Climate 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 Energy and Climate, 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 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



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

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.

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. Advancing your career doesn't always have to represent a career promotion; it can also come from taking a lateral step or transitioning into a different procurement role.

Ongoing professional development is more critical than ever with procurement practitioners facing increasing challenges to address stakeholder expectations.

Your commitment to life-long CPD will better position you to deliver value for your employer and have a rewarding and successful career.

Will my employer support me?

Agency leaders are supportive of providing professional development to staff undertaking procurement and contract management roles, as it helps to build the agency's capability whilst also complying with Queensland Procurement Policy, *Principle 4: Be leaders in procurement practice*.

This principle focuses on upholding a culture of continuous improvement in capability and performance.

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 undertaking responsible public procurement that delivers value for government.

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. **70% Experience and Environment:** The opportunities 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.
2. **20% Collaboration:** A combination of trial and error in everyday life and on the job practice.
3. **10% Education:** Acquiring new knowledge through formal learning mechanisms.

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. By combining all three approaches, you are maximising your opportunities for career advancement.

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

%	Focus	Examples
70	Experience: <ul style="list-style-type: none"> Applied experience of sound professional knowledge and guidance from others Apply this formal learning and guidance received on the job to grow both depth and breadth. 	<ul style="list-style-type: none"> On-the-job-experience Job Rotations Project Lessons Learned Performance Support Observations
	Environment: <ul style="list-style-type: none"> Over time, skills and relationships are progressively developed to deliver long-term career growth. 	
20	Collaboration: <ul style="list-style-type: none"> This addresses a 'point-of-need' learning. Look to work through others to deepen knowledge, understanding and expertise. It is resolved through seeking out guidance and insight through others. 	<ul style="list-style-type: none"> Guided practice Coaching/Mentoring Appraisals Job Shadows Communities of Practice
10	Education: <ul style="list-style-type: none"> Source the missing professional knowledge by accessing formal learning. Formal training (professional knowledge relevant to the field). Of course, with unskilled staff, always start with accessing the missing professional knowledge 	Targeted training, including: <ul style="list-style-type: none"> Face to face training eLearning Workshops Lunchbox sessions Qualifications

Why is it so important?

For procurement and contract management specialists, certification and CPD are vital. Starting with a solid understanding of the relevant professional knowledge, professionals can grow further by applying acquired knowledge in practical situations and gaining exposure to various roles and tasks within their field.



Certification: Formal certification issued by a relevant approved body, to recognise that a person has achieved learning outcomes or competency relevant to identified individual, professional, industry or community needs. Recognition of prior learning.²

Agencies can benefit from investing in employees who perform critical procurement and contract management roles. This delivers on compliance with the Queensland Procurement Policy 2023's Principle 4: *Be leaders in procurement practice*, and reduces risk by ensuring:

- **Accountability:** Through managing, controlling and confirming the integrity, probity and accountability of those staff undertaking the procurement function.
- **Training:** Access to a transparent, independently assessed, competency-based training program that delivers the required level of expertise.
- **Value/Risk:** Ensuring appropriate due consideration of the value, risk and complexity of the significant procurement activity is undertaken when determining the level of procurement expertise that is required.

Certification enables staff to acquire additional procurement knowledge to undertake their roles more effectively, whilst also ensuring they are better placed to respond to the contemporary demands placed on procurement and contract management disciplines.

The Skills2Procure Program

The Skills2Procure program offers a diverse range of formal training opportunities as part of CPD.

- **Attachment 1** provides further insights into the many practical ways staff can access CPD.
- **Attachment 2** details the learning and development formal courses available under Skills2procure.
- **Attachment 3** outlines a range of CPD opportunities available via 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.

Procurement and Contract Management professionals are encouraged to join a professional body to network with other professionals and keep abreast of emerging issues and trends.

Some professional bodies include:

- [International Federation of Purchasing & Supply Management \(IFPSM\)](#)
- [World Commerce and Contracting](#)
- [Chartered Institute of Procurement and Supply \(CIPS\) Australia and New Zealand.](#)

What does a robust CPD commitment look like?

A robust commitment to CPD would see staff complete between 10 and 15 hours every year in their relevant field of expertise. To maximise your professional development, the CPD should:

- Deliver substantial intellectual content and practical skills.
- Be primarily in the field of procurement or contract management.

- Be delivered by qualified and/or experienced practitioners.
- Have relevance to a person's immediate or longer-term professional development needs.

The table below can be used as guide:

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 a Line Manager?

Line managers have a broader responsibility to promote and support CPD opportunities within their business areas.

Attachment 4 outlines key considerations for Line Managers when recruiting and assessing CPD needs of staff.

Additional Information and Resources

What do you want to know about?	Where can you go?
ForGov web site	<ul style="list-style-type: none"> • Understanding Procurement • Buy for Queensland Government • Contract Management Framework • Manage a Contract • Procurement Capability and Training


Procurement Certification Program offerings	To view the scheduled courses: <ol style="list-style-type: none"> 1. Visit the IPAA NSW website. 2. Select Our Courses from the menu. 3. Click the Queensland PCP tab to display Procurement Certification Program Level 1-4 courses.
Procurement and Contract Management Learning and Development Panel (QGP002-2018)	Procurement & Contract Management Learning & Development Panel
Enterprise Leadership Program (QUT)	Enterprise Leadership Program
Queensland Government Arrangement Directory	QGAD Home Page
Contact the Capability and Accreditation Team	07 3215 3604
Email for more information	skills2procure@epw.qld.gov.au

Attachment 1: Examples of continuing professional development (CPD)


There are many different ways an individual can undertake professional development and build their capability as demonstrated in the below graphic.



Attachment 2: Skills2Procure Program – 2024

Learning and Development		Skills2Procure 		
<p>Skills2Procure is a whole-of-government learning and development program for employees across all areas of procurement including procurement practitioners, contract managers and support staff.</p> <p>Skills2Procure provides access to a range of formal and informal learning and development opportunities to suit all levels of experience and skills.</p>		<p>Skills2Procure is managed by the Capability and Accreditation team at Queensland Government Procurement, Policy.</p> <p>Talk to your manager about accessing Skills2Procure training programs, mentoring and on-the-job training opportunities. The learning and development streams offered are listed below.</p>		
All staff	<p>Procurement Awareness/Foundation skill level eLearning offerings (35 minutes):</p> <ol style="list-style-type: none"> Introduction to Procurement: An awareness level overview of procurement within a Queensland Government context and overview of the Queensland Procurement Policy (QPP) Introduction to Social Procurement: An Introduction to why and how the Queensland Government uses procurement to deliver social benefit for Queenslanders. Introduction to Contract Management: An introduction to contract management aligned to the Queensland Government's <i>Contract Management Framework</i>. 		<p>Resources:</p> <ol style="list-style-type: none"> Visit: Department of Energy and Climate (DEC) website to access the Queensland Government Procurement Strategy and related frameworks. Visit: FORGOV website and click on the Finance and Procurement tile to find practical resources for Government Buyers. 	
	Procurement and Contract Management	<p>Procurement Certification Program (PCP)</p> <p>PCP leads to formal qualifications, delivered by the Institute of Public Administration Australia (IPAA).</p> <p>Staff undertaking low-to-medium value/risk procurements can attend:</p> <ul style="list-style-type: none"> Level 1: Procurement Fundamentals (online) (\$100) low value/low risk procurements. Level 2: Intermediate Procurement (2 days, face-to-face) (\$1145) low value/medium risk and low risk/medium value procurements. <p>Staff providing specialist procurement advice can attend:</p> <ul style="list-style-type: none"> Level 3: Diploma of Procurement and Contracting and PCP Level 3 Certification, (11 days face-to-face) (\$5875). Level 4: Advanced Diploma Procurement and Contracting and PCP Level 4 Certification, (12 days face-to-face) (\$5900). <p>What do the courses offer?</p> <p>PCP Level 1 certification: provides a foundational overview of government procurement.</p> <p>PCP Level 2 certification: further builds knowledge and skills in government procurement.</p> <p>PCP Level 3 certification: equips participants with skills to manage the procurement and contract management of complex goods and services involving:</p> <ul style="list-style-type: none"> large-scale procurement planning sourcing and evaluating negotiating complex offers and managing complex contracts. <p>PCP Level 4 certification : equips participants with skills to:</p> <ul style="list-style-type: none"> manage the procurement and contracting functions within an agency develop agency policy, processes and procedure capability to lead strategic and complex procurements provide specialist advice. 	<p>Procurement and Contract Management Learning and Development Panel (short courses)</p> <p>About the QGP002-2018 arrangement</p> <ul style="list-style-type: none"> 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 three levels: <ol style="list-style-type: none"> Introductory Intermediate Advanced Offers learning and development for contract managers who manage complex contracts Arrangement in place until to December 2024. <p>For more information, access the Buyer's Guide on the Queensland Government Arrangements Directory – QGP002-2018.</p> <p>What does the panel offer?</p> <p>Learning and development across five work packages:</p> <ol style="list-style-type: none"> skills gap analysis tool technical skills training across the procurement lifecycle soft skills training bespoke skills training eLearning. 	<p>Thought Leadership and research</p> <p>Agency Gartner memberships provide access to best practice research in the areas of:</p> <ul style="list-style-type: none"> Procurement and operations Finance Human Resources. <p>Other agency member benefits include:</p> <ul style="list-style-type: none"> Research and insight Decision and diagnostic tools Functional maturity assessment and benchmarking Advisory support Executive networking Webinars and online learning events. <p>What does a Gartner membership offer?</p> <ul style="list-style-type: none"> Access to best practice research, case profiles, and relevant procurement benchmarking as well as tools and documents. Delivered through a variety of channels: <ul style="list-style-type: none"> Gartner's executive advisors Webinars Executive and team networking events.
<p>For more information:</p> <ul style="list-style-type: none"> Email: skills2procure@epw.qld.gov.au Visit: www.ForGov.qld.gov.au 		<p>Procurement Functional Maturity</p> <p>If your agency doesn't have a Gartner subscription, Procurement Functional Maturity assessments are available via the Professional Services Tranche 4 Procurement and Probity (QGP0050-18 – T4) arrangement.</p> <p>Contact Skills2Procure@epw.qld.gov.au for a list of suppliers.</p>		

Attachment 2: Skills2Procure Program – 2024 (continued)

How does it work? Skills2Procure 												
All staff	<p>1. Introduction to Procurement: An awareness level overview of procurement within a Queensland Government context and overview of the Queensland Procurement Policy (QPP)</p> <p>2. Introduction to Social Procurement: An Introduction to why and how the Queensland Government uses procurement to deliver social benefit for Queenslanders.</p> <p>3. Introduction to Contract Management: An introduction to contract management aligned to the Queensland Government's <i>Contract Management Framework</i>.</p> <p>How do I access the eLearning courses?</p> <ol style="list-style-type: none"> Search: Your agency Learning Management System (LMS) for the course If available: Add to your list of courses and complete. If unavailable: Email skills2procure@epw.qld.gov.au and we can send the course data files to your HR team. No agency LMS: The Capability and Accreditation team can send your agency another version. 											
Procurement and Contract Management	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #800080; color: white; text-align: center;"> Procurement Certification Program (PCP) </td> <td style="background-color: #808080; color: white; text-align: center;"> Procurement and Contract Management Learning and Development Panel (short courses) </td> <td style="background-color: #e91e63; color: white; text-align: center;"> Thought leadership and research </td> <td style="background-color: #4db6ac; color: white; text-align: center;"> Leadership, Management and Finance: Whole-of-sector programs (QTC and QUT) </td> </tr> <tr> <td style="vertical-align: top;"> <p>PCP Level 1 and PCP Level 2:</p> <ol style="list-style-type: none"> Courses deliver highly tailored training aligned to the Queensland Government context. Successful completion of the training and assessment projects entitles trainees to a Certification Level 1 or 2 by Queensland Government Procurement. This certification level provides evidence that the officer can engage in procurement activities to an agreed level of value, risk and/or complexity. <p>PCP Level 3 and PCP Level 4:</p> <ol style="list-style-type: none"> Level 3: Award of Diploma of Procurement and Contracting and PCP Level 3 certification. Level 4: Award of Advanced Diploma of Procurement and Contracting and PCP Level 4 certification. CIPS Advanced standing: Completion of Levels 3 and 4 awards credits towards a Chartered Institute of Procurement and Supply (CIPS) qualification. (Note: The CIPS pathway incurs additional costs outside of the PCP course fees). <p>What courses are currently scheduled? To find currently scheduled courses, visit the IPAA NSW website.</p> <p>How do I register?</p> <ol style="list-style-type: none"> PCP Level 1 (eLearning): This course has no pre-requisite requirements. To register for this course: <ol style="list-style-type: none"> Go to the IPAA NSW website and click the Queensland PCP tab to view courses Follow the prompts to register and pay. PCP Levels 2-4 (delivered via a range of modes): Visit the IPAA NSW website and click the Queensland PCP tab to view courses: <ol style="list-style-type: none"> Select certification level you require read the description of the course and check the pre-requisite requirements follow the prompts to register and pay. Further assistance: Email learning@nsw.ipaa.org.au. </td> <td style="vertical-align: top;"> <p>Access to short courses on the QGP002-2018 Panel:</p> <ul style="list-style-type: none"> provides Procurement and Contract Management short courses, via different delivery modes. supports contract manager and vendor manager staff. provides access to competency-based, advanced contract management. <p>Go to the Buyers Guide on the Queensland Government Arrangements Directory (QGAD) to:</p> <ol style="list-style-type: none"> view supplier services view supplier contact details access sample templates for Request For Quote and Order Form <p>Note: Your agency procurement processes and procedures still apply, and you need to include a reference to SOA QGP002-2018 when buying off the arrangement.</p> <p>Suppliers on the panel are specialists in procurement and contract management skills training either across the lifecycle and/or in niche lead categories or content areas:</p> <ul style="list-style-type: none"> AcademyGlobal ArcBlue Comprara Helix Legal Kiah Consulting Major Training Pty Ltd Pro Leaders Academy QUT eX Tribus Advisory. </td> <td style="vertical-align: top;"> <p>Who can access Gartner resources?</p> <ul style="list-style-type: none"> The resources are free to all staff in subscribing agencies. Ask your agency HR if your agency has a membership. If you are not from a member agency and have a priority need for information, email skills2procure@epw.qld.gov.au for assistance. <p>How do I access the resources?</p> <ol style="list-style-type: none"> Visit the Gartner website. Register as a new user with your work email address. <p>Note: <i>if your agency has a subscription, you will be recognised as an eligible user.</i></p> <ol style="list-style-type: none"> You will receive an email providing a temporary password to complete the registration process. 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To receive invitations and updates, subscribe for the Buy Queensland buyer eNewsletter.</p> <p>Capability Newsletter: To register for regular Capability and Accreditation Team updates, email Skills2Procure@epw.qld.gov.au to be added to the distribution list.</p> </td> </tr> </table>	Procurement Certification Program (PCP)	Procurement and Contract Management Learning and Development Panel (short courses)	Thought leadership and research	Leadership, Management and Finance: Whole-of-sector programs (QTC and QUT)	<p>PCP Level 1 and PCP Level 2:</p> <ol style="list-style-type: none"> Courses deliver highly tailored training aligned to the Queensland Government context. Successful completion of the training and assessment projects entitles trainees to a Certification Level 1 or 2 by Queensland Government Procurement. 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All aspiring and recently appointed leaders wanting new skills, including relevant procurement and contract management skills needed in their role. Elective modules include: <ol style="list-style-type: none"> <i>Managing, sourcing and contracting</i> <i>Leading ethical systems</i> <i>Stewarding public funds.</i> <p>Costs: Active learning module: \$1 900 (GST exempt). Award extension costs are separate.</p> <p>More information: QUTeX Enterprise Leadership Program, Call 07 3138 7733 or email elprogram@qut.edu.au.</p>	Social	<p>Learning and Development events: Queensland Government Procurement hosts Community of Practice (CoP) events. To receive invitations and updates, subscribe for the Buy Queensland buyer eNewsletter.</p> <p>Capability Newsletter: To register for regular Capability and Accreditation Team updates, email Skills2Procure@epw.qld.gov.au to be added to the distribution list.</p>
Procurement Certification Program (PCP)	Procurement and Contract Management Learning and Development Panel (short courses)	Thought leadership and research	Leadership, Management and Finance: Whole-of-sector programs (QTC and QUT)									
<p>PCP Level 1 and PCP Level 2:</p> <ol style="list-style-type: none"> Courses deliver highly tailored training aligned to the Queensland Government context. Successful completion of the training and assessment projects entitles trainees to a Certification Level 1 or 2 by Queensland Government Procurement. This certification level provides evidence that the officer can engage in procurement activities to an agreed level of value, risk and/or complexity. <p>PCP Level 3 and PCP Level 4:</p> <ol style="list-style-type: none"> Level 3: Award of Diploma of Procurement and Contracting and PCP Level 3 certification. Level 4: Award of Advanced Diploma of Procurement and Contracting and PCP Level 4 certification. CIPS Advanced standing: Completion of Levels 3 and 4 awards credits towards a Chartered Institute of Procurement and Supply (CIPS) qualification. (Note: The CIPS pathway incurs additional costs outside of the PCP course fees). <p>What courses are currently scheduled? To find currently scheduled courses, visit the IPAA NSW website.</p> <p>How do I register?</p> <ol style="list-style-type: none"> PCP Level 1 (eLearning): This course has no pre-requisite requirements. To register for this course: <ol style="list-style-type: none"> Go to the IPAA NSW website and click the Queensland PCP tab to view courses Follow the prompts to register and pay. PCP Levels 2-4 (delivered via a range of modes): Visit the IPAA NSW website and click the Queensland PCP tab to view courses: <ol style="list-style-type: none"> Select certification level you require read the description of the course and check the pre-requisite requirements follow the prompts to register and pay. Further assistance: Email learning@nsw.ipaa.org.au. 	<p>Access to short courses on the QGP002-2018 Panel:</p> <ul style="list-style-type: none"> provides Procurement and Contract Management short courses, via different delivery modes. supports contract manager and vendor manager staff. provides access to competency-based, advanced contract management. <p>Go to the Buyers Guide on the Queensland Government Arrangements Directory (QGAD) to:</p> <ol style="list-style-type: none"> view supplier services view supplier contact details access sample templates for Request For Quote and Order Form <p>Note: Your agency procurement processes and procedures still apply, and you need to include a reference to SOA QGP002-2018 when buying off the arrangement.</p> <p>Suppliers on the panel are specialists in procurement and contract management skills training either across the lifecycle and/or in niche lead categories or content areas:</p> <ul style="list-style-type: none"> AcademyGlobal ArcBlue Comprara Helix Legal Kiah Consulting Major Training Pty Ltd Pro Leaders Academy QUT eX Tribus Advisory. 	<p>Who can access Gartner resources?</p> <ul style="list-style-type: none"> The resources are free to all staff in subscribing agencies. Ask your agency HR if your agency has a membership. If you are not from a member agency and have a priority need for information, email skills2procure@epw.qld.gov.au for assistance. <p>How do I access the resources?</p> <ol style="list-style-type: none"> Visit the Gartner website. Register as a new user with your work email address. <p>Note: <i>if your agency has a subscription, you will be recognised as an eligible user.</i></p> <ol style="list-style-type: none"> You will receive an email providing a temporary password to complete the registration process. Explore the range of available resources and set up favourites. 	<p>Queensland Treasury Corporation (QTC)</p> <p>QTC offers several short courses in partnership with the University of Queensland (UQ).</p> <p>Who should attend?</p> <p>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.</p> <p>Costs: Approx. \$660/unit. Award extension costs are separate.</p> <p>More information: QTC current course offerings on the Upcoming calendar webpage on the QTC website. Call 1800 974 551 or email qtceducation@uq.edu.au.</p>									
<p>Leadership and Management – Enterprise Leadership Program (ELP)</p> <ul style="list-style-type: none"> Flexible, work-based, blended learning approaches available through QUTeX. <p>Who should attend?</p> <ul style="list-style-type: none"> 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: <ol style="list-style-type: none"> <i>Managing, sourcing and contracting</i> <i>Leading ethical systems</i> <i>Stewarding public funds.</i> <p>Costs: Active learning module: \$1 900 (GST exempt). Award extension costs are separate.</p> <p>More information: QUTeX Enterprise Leadership Program, Call 07 3138 7733 or email elprogram@qut.edu.au.</p>												
Social	<p>Learning and Development events: Queensland Government Procurement hosts Community of Practice (CoP) events. To receive invitations and updates, subscribe for the Buy Queensland buyer eNewsletter.</p> <p>Capability Newsletter: To register for regular Capability and Accreditation Team updates, email Skills2Procure@epw.qld.gov.au to be added to the distribution list.</p>											

Attachment 3: Summary of CPD pathways

The 70:20:10 lens has been applied to the selection of CPD opportunities mentioned in this document. All opportunities can be explored and discussed with a line manager for relevance, timing, appetite, and available access to better inform staff performance and development priorities and planning.

Continuing Professional Development – using a 70:20:10 lens		
(10%) Formal training – to access unknown professional knowledge		
Learning Opportunity	Audience/Access	Length
<ul style="list-style-type: none"> Introduction to Procurement Introduction to Social Procurement Introduction to Contract Management 	Audience: Staff new to government Access: via agency LMS	20 minutes
<ul style="list-style-type: none"> Procurement Fundamentals: Procurement Certification Program (PCP) Level 1 	Audience: New starters doing low risk procurement, inexperienced in context of government procurement Access: via IPAA NSW site	3 hours
<ul style="list-style-type: none"> Intermediate Procurement (PCP Level 2) 	Audience: Government buyers doing low value/low risk procurement Access: via IPAA PCP Link	2 days + assignment submission
<ul style="list-style-type: none"> Diploma of Procurement and Contracting (PCP Level 3) 	Audience: Staff progressing to specialist procurement and category management roles Access: via IPAA PCP Link	11 days (3 months, + formal assessment)
<ul style="list-style-type: none"> Advanced Diploma of Procurement and Contracting (PCP Level 4) 	Audience: Specialist procurement staff delivering strategic procurement services and leading a procurement team Access: via IPAA PCP Link	9 days (3 months, + formal assessment)
<ul style="list-style-type: none"> eLearning (online) learning packages in niche skill areas across the procurement lifecycle 	Audience: All specialist and non-specialist staff seeking to learn or refresh on specialist procurement knowledge Access: via QGP002-2018	Various with quizzes
<ul style="list-style-type: none"> Instructor/Facilitator-led workshops/activities building knowledge and skills across category management, procurement and contract management lifecycle 	Audience: Those requiring access to technical knowledge and tools to support any aspect of the Procurement cycle Access: via QGP002-2018	Various online, web-based and face-to-face events
<ul style="list-style-type: none"> Learning portals 	Audience: Those requiring access to technical knowledge and tools to support any aspect of the Procurement cycle Access: via CEB (now Gartner) Membership	As required
<ul style="list-style-type: none"> Formal postgraduate studies (e.g. Graduate Certificate or Masters qualification) 	Audience: Procurement Leaders Access: via QUT or Pro Leaders Academy	As published
20% – look to work through others to deepen knowledge, understanding and expertise		

Continuing Professional Development – using a 70:20:10 lens		
Learning Opportunity	Audience/Access	Length
<ul style="list-style-type: none"> Manager feedback 	<p>Audience: Team members</p> <p>Informal: It is iterative, progressive, collaborative, exploratory</p> <p>Access: via agency line managers</p>	Formal - performance planning schedule
<ul style="list-style-type: none"> Coaching 	<p>Audience: Often a self-selected approach where a practitioner seeks coaching from a respected third party.</p> <p>Access: via agency line managers</p>	Semi-structured arrangement
<ul style="list-style-type: none"> Mentoring by a non-line manager 	<p>Audience: Often a self-selected approach where a practitioner seeks a mentoring relationship with a respected third party</p> <p>Access: via networks or agency line managers</p>	Usually informal meetings scheduled as agreed
<ul style="list-style-type: none"> Customer feedback 	<p>Audience: All staff seeking to self-improve</p>	Requested 1 on 1, end-of-initiative surveys
<ul style="list-style-type: none"> Peer review/feedback 	<p>Audience: All staff seeking to self-improve</p>	From co-workers, SMEs
<ul style="list-style-type: none"> Post-project reviews 	<p>Audience: Initiative/project team members</p>	Facilitated session capturing lessons learned
<ul style="list-style-type: none"> Communities of Practice/Discussion Forums/Groups 	<p>Audience: Those with initiative to seek out suitable forums and leverage</p>	As required or as long as the opportunity allows
<ul style="list-style-type: none"> Professional online networking groups (LinkedIn, ProQr) 	<p>Audience: Those with initiative to seek out suitable forums and leverage</p>	
<ul style="list-style-type: none"> Professional face-to-face networking groups (CIPS, IACCM, CASME, other) 	<p>Audience: Members and guests of the professional body</p>	
<ul style="list-style-type: none"> Listening to audio/taped resources 	<p>Audience: All staff seeking to self-improve</p>	
<ul style="list-style-type: none"> Checklist 	<p>Audience: Staff looking for quality assurance (QA) and time efficiencies</p>	
<ul style="list-style-type: none"> Research into better practices 	<p>Audience: Specialist practitioners</p> <p>Access: CEB (now Gartner) membership, research)</p>	
<ul style="list-style-type: none"> Research into better practices 	<p>Audience: Specialist practitioners</p> <p>Access: CEB (now Gartner) membership, research)</p>	
70% – look to get the largest growth in expertise through applied experience of sound professional knowledge		
Learning Opportunity	Audience	How Long?
<ul style="list-style-type: none"> 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 	All staff delivering their core role	As assigned and agreed with the line manager
<ul style="list-style-type: none"> Participating in a procurement-related working 	Staff seeking to be further challenged	

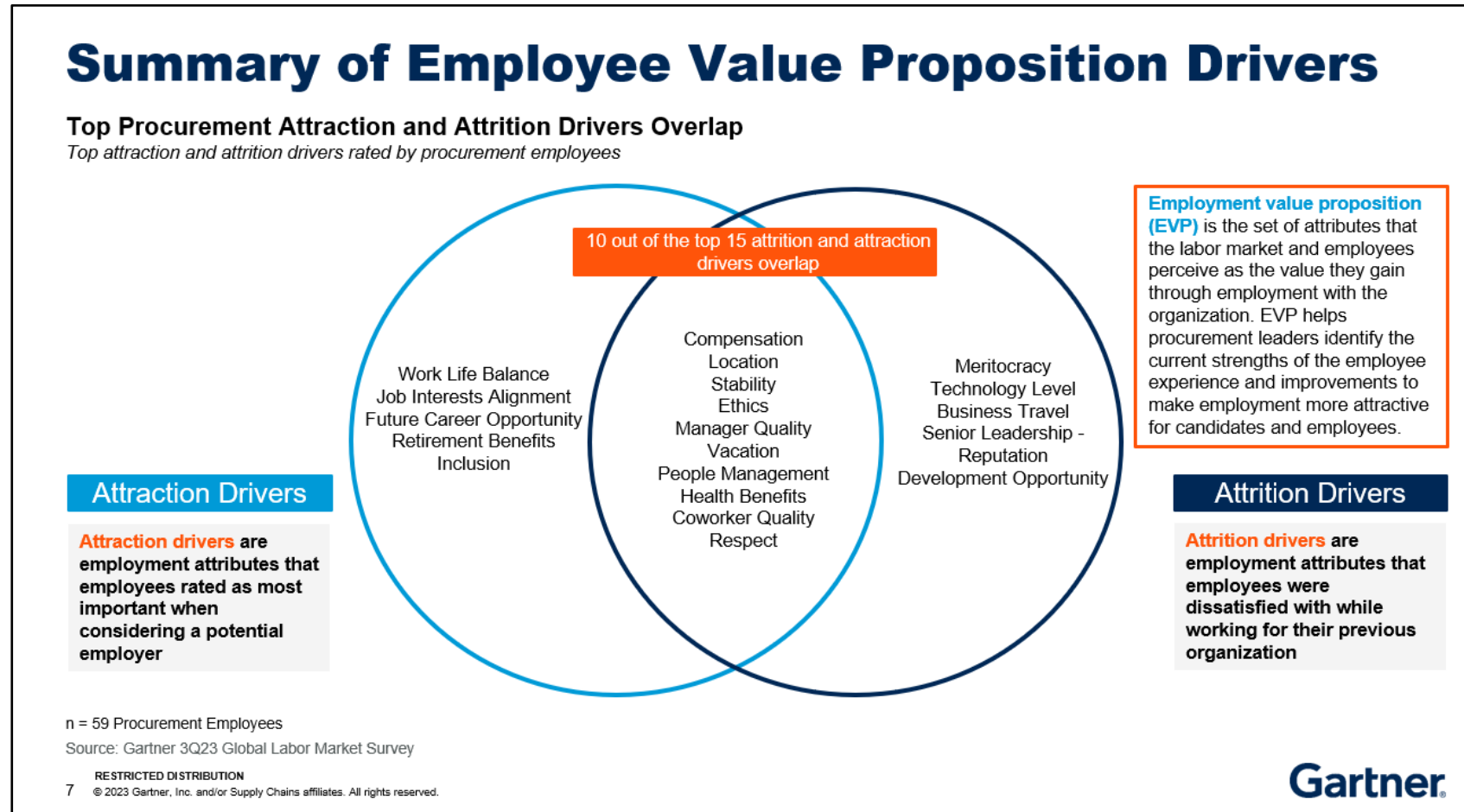
Continuing Professional Development – using a 70:20:10 lens

group, committee, taskforce, etc.		
<ul style="list-style-type: none"> • Job shadowing 		
<ul style="list-style-type: none"> • Acting in higher duties 		
<ul style="list-style-type: none"> • Preparing procurement presentations (to the team, to broader stakeholders, to others) 		
<ul style="list-style-type: none"> • Researching and writing articles for procurement blogs, newsletters or other approved publications 		As required or as long as the opportunity allows
<ul style="list-style-type: none"> • Actively seeking out stretch assignments to strengthen skill base, broaden technical focus, build applied leadership or developing desirable behavioral attributes in key situations to improve applied skills expertise 		

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.

The graphic below highlights these challenges and some of the key attraction drivers for employees pursuing career opportunities.



Source: [Gartner: 2023 Procurement Talent Monitor: Engagement and Job Search Trends](#)