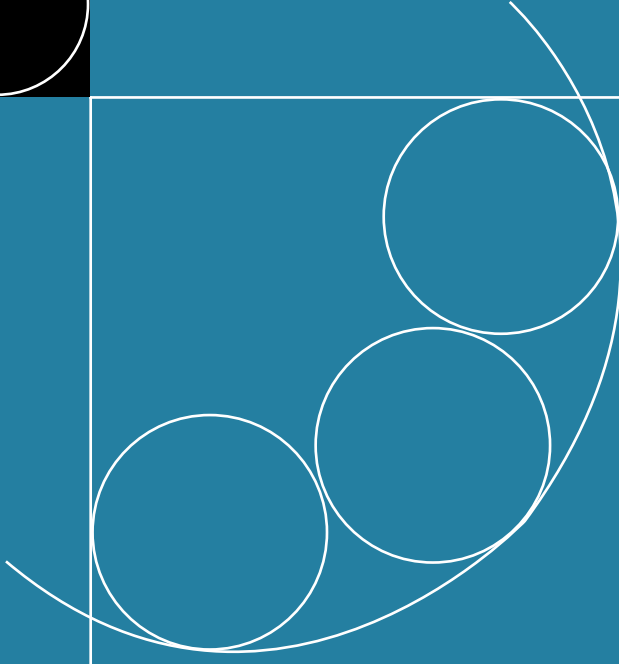
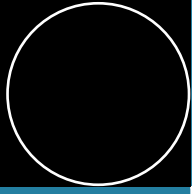


Australian Procurement and Construction Council

BUILDING GOVERNMENT PROCUREMENT CAPABILITIES

December 2009
New Zealand Edition





Australian Procurement and Construction Council
Building Government Procurement Capabilities
New Zealand Edition

Unit 6, 42 Geils Court
DEAKIN ACT 2600

Phone: +61 2 6285 2255 Fax: +61 2 6282 3787

Email: info@apcc.gov.au

Web Site: <http://www.apcc.gov.au>

A PDF version of this document is available for download from www.procurement.govt.nz

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Foreword

The imperative to build government procurement capability

The evolution of government procurement as a critical major economic activity of government in recent years has seen the emergence of an unprecedented demand for highly capable procurement people.

The value of procurement by governments in Australia now exceeds \$100 billion per year. In New Zealand the figure is approximately NZD\$30 billion per year. Action is needed to secure the benefits that accrue from a strategic approach to procurement led by trained and experienced professionals.

Until recently, procurement professionalism in Australia and New Zealand has not been clearly recognised or defined. Too often, public procurement has been undertaken without professional support and procurement people have focused on the process rather than the desired outcome.

To ensure that public sector agencies are able to deliver on their objectives and to mitigate the potential risk of poorly executed procurement and lost opportunities, urgent action is needed to attract and develop procurement capabilities across government.

The governments of Australia and New Zealand agreed to implement collaborative strategies to build a larger and more capable pool of professional talent. Under the auspices of the Australian Procurement and Construction Council (APCC), the public sectors in Australia and New Zealand have recognised that the delivery of better quality procurement outcomes requires investment in the enhancement of skills and professionalism of procurement staff.

Strategies have been identified that seek to attract people into procurement as a career and to develop the competencies and experience of existing procurement staff.

In November 2006 the APCC published *Developing the Government Procurement Profession*, which set out an aspirational standard describing the characteristics required of those government professionals charged with delivering value for money through procurement.

This guide, *Building Government Procurement Capabilities*, builds on the previous publication. It recognises that, while a focus on strategic procurement thinking by procurement professionals is critical in improving government procurement capabilities, we must also take into consideration the important role of procurement practitioners and government buyers in the process. These practitioners and buyers also need to be supported by training and development programmes.

The capability standards described in this guide are deliberately aspirational and set a target benchmark for Australian and New Zealand public sector procurement workforces.

Since the release of the professional procurement standard in November 2006, a better understanding has evolved of the issues associated with developing procurement capability, both at the local and national level. A number of projects are starting to address these issues (including this guide and the projects listed in the Appendix). The Chartered Institute of Purchasing and Supply (Australasia) is working with the APCC on some of these projects.

Introduction

In September 2007 the Australian Procurement and Construction Ministerial Council (APCMC) acknowledged the urgent need to meet the demand for enhanced professional procurement capabilities.

The APCC state and territory members have produced this guide to provide direction on the development of public sector procurement capabilities and professionalism.

This guide outlines the various public sector procurement roles and an aspirational capabilities standard for these roles. The aspiration is based on the established approach by other professionals, such as accounting and engineering. In using this guide, agencies should be able to set goals and targets for raising procurement capability and providing a career path to new professional procurement positions.

A number of aligned projects being undertaken by the APCC underpin this initiative.

This guide acts as a tool to actively raise procurement capability and articulates the journey that individuals may take to further their careers and position them at a leading level within the public sector. The guide consists of three sections as follows.

Part 1 – Government procurement people

This section discusses the roles, responsibilities, qualifications and attributes for buyers, procurement practitioners and procurement professionals.

Procurement is an activity that influences most parts of an agency and is likely to be initiated by people whose main function is not procurement. They are referred to as *buyers* in the guide.

Procurement projects involving a tendering process are likely to be managed by people whose primary function is procurement. This guide refers to *procurement practitioners* who focus on the process of procurement and *procurement professionals* who focus on strategies to deliver the required outcome at best value for money.

Part 2 – Career pathways to professional procurement

This section discusses four pathways into the professional procurement stream.

Part 3 – Learning, development and accreditation pathways in New Zealand

This section is an overview of learning, development and accreditation pathways.

There are various learning pathways in procurement that have been developed by APCC members in New Zealand.

The Chartered Institute of Purchasing and Supply (CIPS) provides an internationally recognised accreditation framework with its Member of the Chartered Institute of Purchasing and Supply (MCIPS) accreditation at the professional procurement standard. APCC is working with CIPS (Australasia) to help grow the capability and professionalism of government procurement.



Part 1 Government procurement people

AUSTRALIAN PROCUREMENT AND CONSTRUCTION COUNCIL

Deputy secretaries Directors of operations Executive directors General managers		Chief procurement officer
		Principal procurement professional
Assistant directors Managers Senior analysts/advisors Supervisors Team leaders Project managers		Advanced procurement professional
		Procurement professional
	Senior procurement officer	
Analysts/advisors Administrative and support officers	Procurement officer	
	Purchasing officer	Graduate procurement officer (Yr 1)
	Contract admin officer	
	Clerical officer Warehousing officer	
BUYERS	PROCUREMENT PRACTITIONERS	PROCUREMENT PROFESSIONALS

Types of government procurement people

A wide range of people working within government are involved in procurement. They range from those who occasionally make low-value purchases using a purchasing card to those accountable for very high-value contracts.

This guide provides a model in which procurement people are divided into three groups.

1. Buyers – may be individuals who undertake transactional procurement and exercise purchasing responsibilities only for easily-secured goods and services at low values and low risk. Often these are purchased from contracts established by others, or from simple single use agreements for low-level sourcing that they establish themselves. Buyers may also include managers and senior executives who are the prime value-for-money decision-makers for major procurement projects that are facilitated by specialist procurement staff. Buyers do not have procurement as their single focus.

2. Procurement practitioners – are individuals who specialise in procurement as a major function of their position. They typically hold a vocational qualification in procurement. Procurement practitioners are skilled and experienced in facilitating the process of procurement. Practitioners focus on compliance to procurement policy and the operational aspects of developing and managing contracts efficiently and effectively.

3. Procurement professionals – are individuals who specialise in strategic procurement. They typically hold a university qualification in strategic procurement or a related field. Procurement professionals are generally involved in tactical and strategic projects. They exercise responsibilities that focus on delivering the best value-for-money outcomes; lead project teams in the development and management of complex procurements; and may be responsible for the formation, management and development of procurement teams.

1. Buyers

Position titles	Roles
Deputy secretaries Directors of operations Executive directors General managers	<p>1. Strategic decision-makers</p> <ul style="list-style-type: none"> Responsible for leading the development and implementation of procurement strategy and programmes usually relating to the delivery of strategic outcomes defined by government. They own the business case for major procurement projects.
Assistant directors Managers Senior analysts/advisors Supervisors Team leaders Project managers	<p>2. Operational decision-makers</p> <ul style="list-style-type: none"> Responsible for low-value/low-risk to high-value/high-risk contracts. They manage or participate in procurement planning and develop a wide range of briefs, specifications and commercial documentation. They are active in the process of evaluating tender responses and awarding contracts including participating with, or leading, the evaluation panel. Responsible for the day-to-day management of programmes of work, project delivery, resulting contracts and post-delivery services.
Analysts/advisors Administrative and support officers	<p>3. Transactional buyers</p> <ul style="list-style-type: none"> Responsible for undertaking basic procurement tasks. This includes managing tendering and quotation processes for low-value, low-risk purchases and buying from established contracts.

Types of buyers

Buyers are central to the procurement process. They are the value-for-money decision-makers and may be the end-users of the procurement process. Buyers need to understand the fundamentals of procurement to do their jobs well.

For our purposes, buyers can be divided into three groups.

1. Strategic decision-makers

This group of buyers is responsible for making decisions on significant and high-risk procurement programmes, up to hundreds of millions of dollars, which often relate to strategic outcomes for government. These include senior executives of government agencies such as directors of operations or executive directors. These senior buyers are informed clients who are likely to have a critical sense of the business risks. However, they need professional procurement advice plus support from operational decision-makers and procurement practitioners to achieve the best procurement outcomes. Their procurement training requirements are similar to those for the senior managers. However, their participation in the procurement process involves them leading the development of strategy and programmes and may be in the role of overseeing a number of high-value/high-risk projects that are implemented by their management team.

2. Operational decision-makers

The next group of buyers is responsible for making decisions on the large majority of procurement projects – covering low to high-risk procurement. They need to possess the same basic skills and knowledge of transactional buyers, as well as an understanding of procurement processes by which contracts are formed and managed. They are called upon to manage and participate in project planning, sourcing strategy, preparing briefs, preparation of tender documentation, tendering and tender award processes (sometimes as the chairperson), and they may be responsible for the management of the contract. They are likely to be responsible for supply chain and client relationship management functions and tasks. Their training should prepare them to participate in the procurement process in this capacity. Buyers in this group include team leaders, assistant directors, project and other senior managers.

3. Transactional buyers

In government agencies, administration and support officers are considered to be transactional buyers. Training for transactional buyers needs to focus on awareness of the basic issues relating to government procurement policies and processes. This entails an awareness of government contracting strategies including panel contracts and an understanding of how to purchase from them and other established contracts. Transactional buyers should be able to conduct tendering and quotation processes, to administer basic contracts and to make direct purchases using a government purchasing card, as policy allows.

2. Procurement practitioners

Position title	Roles
Senior procurement officer	Specialises in procurement as major position function – an experienced procurement officer.
Procurement officer	Specialises in procurement as major position function, facilitating the process of developing and managing contracts.
Purchasing officer	Specialises in receiving requisitions from buyers and arranging purchase orders. May aspire to be a procurement officer.
Contract administration officer	Specialises in providing clerical and administrative support to procurement practitioners and professionals, by processing contract payments, record-keeping etc.
Clerical officer Warehousing officer	Specialises in providing services related to the procurement process such as warehousing and the administrative side of supply chain management.

Types of procurement practitioners

Procurement practitioners are individuals who specialise in procurement as a major or dedicated function of their position.

The key point of difference between procurement practitioners and procurement professionals (see page 12) is that procurement practitioners tend to focus on the operational and process issues of procurement to ensure compliance to procurement policy. Procurement professionals focus on strategic procurement. Procurement practitioners usually work with a team led by either a buyer with responsibility for the procurement activity or a procurement professional.

In this guide, procurement officers are defined as practitioners who facilitate the process of developing and managing contracts. Typically, procurement officers hold vocational qualifications in procurement. The career path for procurement officers can lead to a senior procurement officer role that may extend to facilitating the process of high-value, high-risk procurement. The tables on the following pages detail the characteristics expected for a person in a procurement officer and a senior procurement officer role.

Procurement practitioners in purchasing, contract administration and warehousing roles assist buyers and procurement officers in their activities. These people provide an essential support function in the procurement process.

The training programmes that support the career progression for procurement practitioners are described in Part 3: Learning, development and accreditation pathways in New Zealand.

Procurement Officer

The characteristics of the procurement officer include:

Role	Specialises in procurement as major position function – focuses on the process of procurement.
Management and leadership responsibility	Workgroup member – does not usually supervise.
Decision-making	No delegation level to award client agency contracts.
Accountability	Facilitates low to medium-risk procurements and participates in discrete deliverables in higher-risk procurements.
Supervision received	Activities assigned by senior procurement officer or a senior manager responsible for the procurement function.
Public sector context	<p>Basic knowledge of business and machinery of government.</p> <p>Demonstrates working knowledge of government procurement framework, policy and legislation, and tender and contracting procedures.</p> <p>Good knowledge of understanding of the code of conduct for the State Services.</p>
Personal attributes and desirable qualifications	<p>Behaves as an individual who has good knowledge of procurement practice, and is focusing on policy compliance.</p> <p>Eligible for certificate member of CIPS.</p>

Senior Procurement Officer

The characteristics of the senior procurement officer include:

Role	Specialises in procurement as major position function – experienced procurement officer.
Management and leadership responsibility	May supervise procurement officers and other support staff.
Decision-making	Responsible for branch operational procurements only and usually has no delegation to award client agency contracts.
Accountability	Facilitates procurements of any risk or value.
Supervision received	Activities assigned by procurement professional or senior manager with functional responsibility for procurement.
Public sector context	<p>Sound knowledge of business and machinery of government.</p> <p>Sound working knowledge of government procurement framework, policy and legislation, and tender and contracting procedures.</p> <p>Sound knowledge and understanding of code of practice for procurement.</p>
Personal attributes and desirable qualifications	<p>Behaves as an individual with extensive experience and sound knowledge in procurement practice, and is focusing on policy compliance.</p> <p>Eligible for diploma member of CIPS.</p> <p>May pursue qualification to achieve MCIPS.</p>

3. Procurement professionals

Position title	Roles
Chief procurement officer	Leads procurement strategy at the most senior level. Accountable for achieving a government agency's procurement outcomes.
Principal procurement professional	Typically a manager for a large team of procurement professionals and practitioners. Typically has responsibility for significant to high-risk procurement projects.
Advanced procurement professional	Typically a manager for a small agency team of procurement professionals and practitioners. Typically has responsibility for medium to significant-risk procurement projects.
Procurement professional	First-level professional – focuses on delivering the required procurement outcomes. Typically has responsibility for low to medium-risk procurement projects.
Graduate procurement officer (Yr 1)	A new recruit (with a university degree) on a professional development programme. Aspiration to achieve the procurement professional status within a few years – through qualifications in strategic procurement and experience as a procurement officer.

Types of procurement professionals

Until recently, procurement professionalism in Australia and New Zealand has not been clearly recognised or defined. Too often, public procurement is undertaken without professional support which results in sub-optimal value-for-money decisions and unnecessary high prices paid for goods and services.

The development of professional capability in public procurement will help ensure optimum value-for-money decisions and mitigate the risk of poor outcomes.

Procurement professionals specialise in procurement as their only function or as the major function of their position.

Procurement professionals focus on strategic procurement issues and delivery of the required business outcomes at best value for money. They lead project teams in the development and management of contracts and they provide advice and support to buyers in meeting their business needs. Typically, procurement professionals are supported by procurement officers in the operational and process aspects of procurement. Procurement professionals usually hold university qualifications in strategic procurement or a related field.

The tables on the following pages detail the characteristics expected for procurement professionals as they progress through their career path to a chief procurement officer. Progression through levels of procurement professionalism is associated with increasing levels of procurement complexity, risk, managerial responsibility and leadership. The roles described support the aspiration to create the capabilities required to professionally manage strategic procurement.

Currently there is a shortfall in professional procurement capacity within many government agencies. The role descriptions provide guidance to agencies for the selection of the appropriate level of procurement professional required to meet their business needs, taking into consideration the varied size and complexity of procurement activities within each agency. Large agencies will need a full-time principal procurement professional, whereas in a smaller agency, the appointment of an advanced procurement professional may be more appropriate. Large agencies also need to appoint a chief procurement officer as a full-time role, whereas small agencies will need to incorporate the key responsibilities of a chief procurement officer into another senior position.

Procurement Professional

The characteristics of the procurement professional include:

Role	<p>First level of professional.</p> <p>A fully qualified procurement professional responsible for procurement assignments.</p> <p>Has working knowledge of procurement systems, policy and procedures.</p>
Management and leadership responsibility	Typically supervises procurement practitioners.
Decision-making	<p>Typically would not have delegations to award contracts other than for operational procurements.</p> <p>Makes recommendations for contract awards.</p>
Accountability	Typically accountable for leading low to medium-value and risk procurements or discrete elements within high-value and risk procurements.
Supervision received	Typically activities are assigned by an advanced procurement professional and reviewed through the individual's performance management plan.
Public sector context	<p>Understands the business and machinery of government.</p> <p>Demonstrates political awareness.</p> <p>Demonstrates working knowledge of strategy, policy and legislation.</p>
Personal attributes and desirable qualifications	<p>Behaves as a procurement professional and articulates procurement outcomes.</p> <p>Behaves in accordance with the code of conduct for the State Services.</p> <p>Typically would have studied at university in strategic procurement.</p> <p>Several years' relevant procurement experience with capacity to manage stakeholder relationships.</p> <p>Eligible for full member of CIPS (MCIPS).</p>

Advanced Procurement Professional

The characteristics of the advanced procurement professional include:

Role	Experienced at leading the delivery of the required procurement outcomes – typically for a small government agency.
Management and leadership responsibility	Typically supervises a small team of procurement professionals and procurement practitioners. Mentors and coaches procurement professionals and procurement practitioners.
Decision-making	Ability to commit for low to medium risk projects. Makes recommendations for discrete elements of significant and high-risk projects.
Accountability	Typically accountable for leading medium-significant risk procurement projects.
Supervision received	Typically activities are assigned by a principal procurement professional (or a senior manager responsible for the procurement function) in terms of organisational objectives. Undertakes activities with minimal supervision.
Public sector context	Operates and contributes to policy at the tactical level. Contributes to public procurement policy, typically preparing ministerial-level submissions.
Personal attributes and desirable qualifications	Articulates procurement outcomes. Capacity to deliver procurement training and information seminars. Contributes to the procurement body of knowledge. Typically would pursue higher awards of postgraduate study in strategic procurement.

Principal Procurement Professional

The characteristics of the principal procurement professional include:

Role	Very experienced at leading the delivery of the required procurement outcomes – typically for a large government agency.
Management and leadership responsibility	Typically responsible for the procurement capacity through multiple teams engaged in high-value and high-risk procurements. Leads innovations within procurement.
Decision-making	Ability to commit for significant risk procurement projects. Makes recommendations on high-risk procurements.
Accountability	Typically accountable for leading high-risk procurement projects. Accountable for the formulation of strategic KPIs and monitoring of benefits realised.
Supervision received	Activities are assigned at a strategic level and operate independent of direct supervision. Performance managed through outcome KPIs.
Public sector context	Influences government procurement strategy and makes recommendations on ministerial-level considerations.
Personal attributes	Represents the agency/jurisdiction at national and international levels and to CEOs, ministers and suppliers. Understands and positively influences the agency's culture and advancement of the procurement profession. Actively participates in knowledge-sharing.

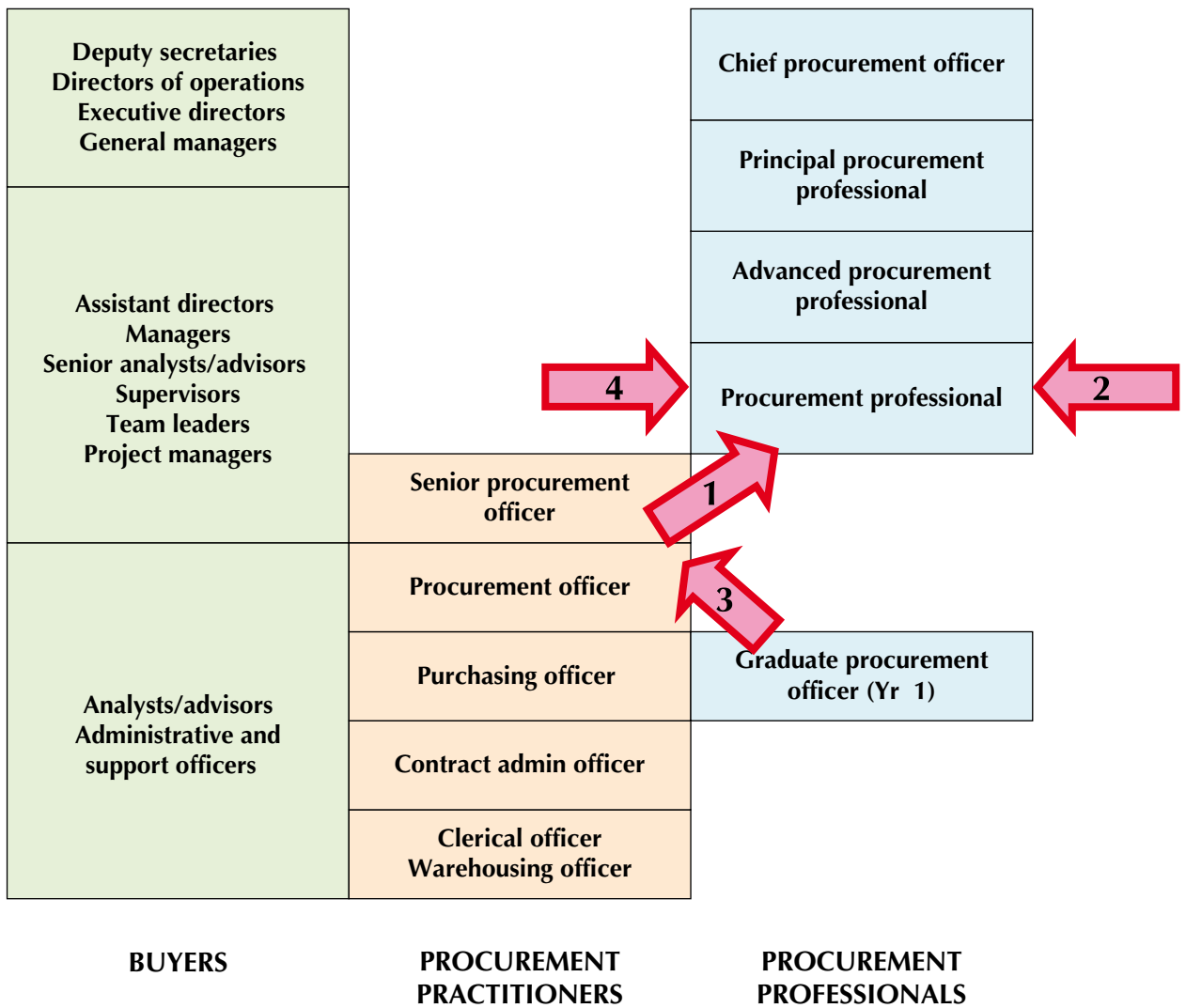
Chief Procurement Officer

The characteristics of the chief procurement officer include:

Role	<p>The most senior procurement professional for a government agency – leads procurement strategy.</p> <p>Establishes the agency’s procurement goals and is accountable for achieving outcomes.</p>
Management and leadership responsibility	<p>Leads the agency’s procurement capacity.</p> <p>Facilitates government procurement innovation and practice.</p> <p>Typically a member of procurement-focused government boards/committees.</p>
Decision-making	<p>Able to commit at the highest delegation level for government procurement.</p>
Accountability	<p>Responsible for delivering agency’s procurement outcomes.</p> <p>Establishes and manages procurement governance arrangements in the agency.</p>
Supervision received	<p>Typically reports to the CEO and receives executive government direction.</p> <p>Performance managed by results-based KPIs contained in performance management agreement.</p>
Public sector context	<p>Excellent knowledge and understanding of machinery of government, government procurement framework, policy and legislation.</p> <p>Shapes procurement strategy and policy, and influences ministerial decisions.</p> <p>Models behaviour according to government procurement code of practice.</p>
Personal attributes	<p>Shapes the future of procurement in government.</p> <p>Positions procurement in the external environment and whole-of-government context.</p> <p>Innovates and inspires others to the procurement profession ideal.</p> <p>Contributes to the procurement body of knowledge.</p> <p>Represents the agency and jurisdiction at national and international levels and to CEOs, ministers and suppliers.</p> <p>May be eligible for fellow of CIPS (FCIPS).</p>

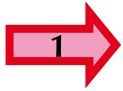
Part 2

Career pathways to professional procurement



Four major pathways

Inspiring individuals to a professional career path in government procurement can be encouraged through four major pathways, as outlined below.



Practitioner to professional

- The traditional career pathway has focused on developing the procurement practitioner. There are some high-performing procurement practitioners who clearly aspire to the professional role – and these people need to be nurtured and supported with their own development programme. Some government agencies have a prime focus in this area and are advancing the development of a procurement practitioner through vocational training programmes.

However, the APCC has concluded that the public sector need for outcome-focused strategic procurement people is too great, and for many existing practitioners, the gap is too wide. So there is an imperative to pursue other recruitment initiatives.

Other career pathways to procurement professional status include:



Recruitment of professionals from the private sector

- Recruiting ready-made procurement professionals into government from the private sector. The focus of their development would be on the public sector context. The current tight labour market means significant challenges for this option.



Graduate to professional

- Most jurisdictions are now focusing on the recruitment of recent university graduates. These are bright, innovative, young people who will make an impact on the future of procurement. They need to gain knowledge of procurement policies and procedures, experience in the public sector context, and gain professional acumen. They will have the capacity to move very quickly through the procurement practitioner roles to entry-level procurement professional – probably within a few years.



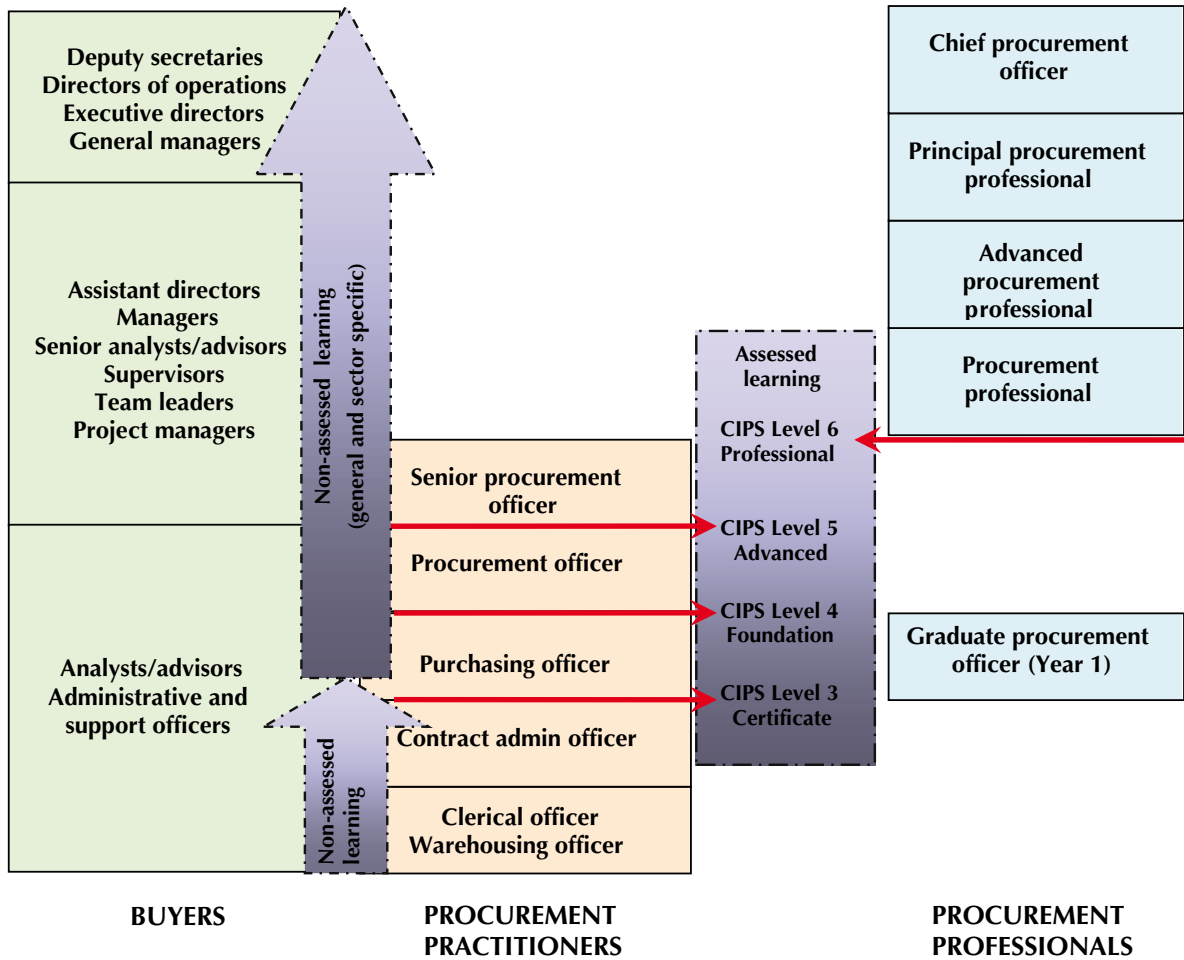
Lateral recruitment

- Lateral recruitment focuses on the large pool of people within government who may have never considered strategic procurement as a career path. These people have been working in their own profession for many years, understand the government environment, and are typically good risk managers and good project managers. They already know about many of the strategic procurement needs. They need to extend their knowledge of procurement policies and procedures, and experience. They should have the capacity to quickly move into a procurement professional role after an intensive development programme focusing on the procurement process.

The APCC has initiated four projects to support the development of these career pathways and the professionalism of procurement. They are outlined in the Appendix.

Part 3

Learning, development and accreditation pathways in New Zealand



To assist government agencies in providing appropriate professional development opportunities for staff and to inspire individuals to develop and gain recognition for their skills, the model above sets out public sector procurement career and learning pathways.

The model categorises government procurement roles into three groups; buyers, procurement practitioners and procurement professionals. This Part 3 sets out the learning pathways available to each of these groups in New Zealand. Aspirational levels of desired training are identified by matching roles with appropriate vocational and academic learning programmes. (Refer to the Supplement to this publication for more detailed explanation of individual procurement practitioner and professional roles).

Overview of learning pathways

The New Zealand Ministry of Economic Development's Government Procurement Development Group (GPDG) supports and promotes the development of government procurement capability for the full range of roles covered in the procurement career model, whether this is through job related non-assessed training or formal academic pathways.

Job related training is generally not formally assessed against international standards, but nevertheless serves to provide useful tools, templates, case studies and information targeted to the requirements of buyers, procurement practitioners or procurement professionals on topics such as contracting or negotiation skills. It may also be used to develop particular skills and raise awareness of local issues in specialist sectors such as construction or transport.

However, to enable procurement to reach its full potential to transform the delivery of public services, both GPDG and APCC have a strong preference for accredited degree-level programmes that aim to develop strategic procurement capability.

GPDG supports the internationally recognised professional procurement standards established by the UK-based Chartered Institute of Purchasing and Supply (CIPS) as the accreditation level that individuals undertaking professional procurement roles should aspire to. The focus of the later sections of this Part 3, therefore, is on the four main learning pathways towards achieving CIPS accreditation:

- CIPS qualifications (examination based);
- equivalent qualifications accredited by CIPS;
- applied learning; and
- recognition of prior learning and experience.

It is important to understand that government procurement learning pathways are still in their infancy in New Zealand and will continue to evolve as the profession matures.

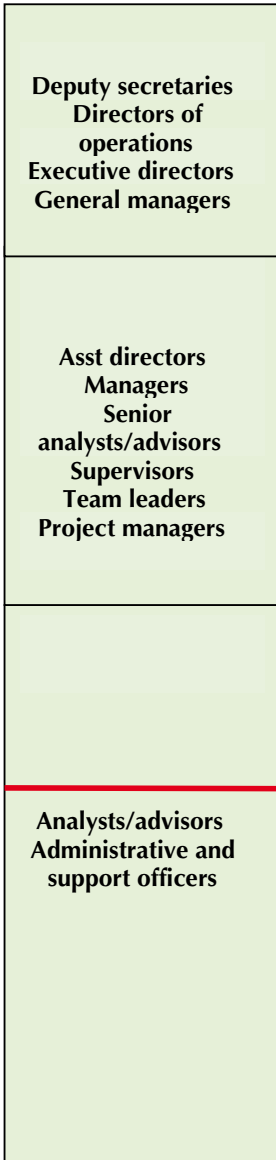
The challenge now is to develop a framework for government procurement learning, development and accreditation. Its purpose will be two-fold; to deliver programmes to internationally recognised best practice standards, and address strategic as well as operational needs. Further, it will need to be consistently applied across all government agencies.



Buyers

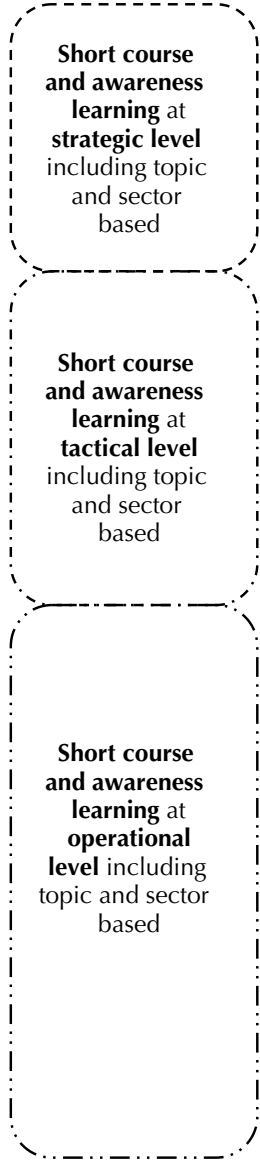
Assessed learning

Non-Assessed learning/workshops



Level 3 Certificate

- Self-Study
- Distance Learning
- Exemptions



Buyer training programmes

Generally, individuals working in ‘buyer’ roles have a transactional focus where a general awareness of government procurement policy and basic knowledge of procurement processes is needed.

A wide range of non-assessed learning programmes exist to provide generic procurement skills training. These tend to have an operational focus, helping buyers to extend their knowledge on key topics (e.g. tender evaluation, category management, developing supplier relationships, etc) and are delivered by private sector organisations (e.g. CIPS Open Training¹ courses).

To ensure government procurers also have access to appropriate training in government procurement policy and expected standards of practice, GPDG is developing an introductory training workshop to be delivered on a regular basis by a training provider. The workshop is designed for those who are new to the procurement profession or have no previous government procurement experience. While the focus of the workshop is on government-specific requirements, it will also provide a basic grounding in good practice procurement (e.g. procurement planning, tendering, and contract management). Attendees will not be formally assessed, but will receive a certificate to show they have attended the workshop.

Staff working in complex categories or particular sectors, such as construction or transport, may require additional specialist procurement skills training. These needs can be catered for by the agencies or sectors themselves or through specially designed vocational (‘practical’) learning programmes. Vocational learning programmes are typically delivered through Industry Training Organisations (ITOs) to national standards recognised by the New Zealand Qualifications Authority (NZQA). Vocational learning pathways are particularly valuable where individuals have spent time away from a more formal learning environment and as a lead-in or supplement to academic learning.

Individuals who wish to pursue a career in procurement should seek to have their skills and experience recognised through CIPS professional membership grades. The CIPS qualifications ladder is the most relevant pathway to achieving full membership status (MCIPS) for those on a procurement practitioner career path. The starting point for those with no previous procurement experience is Certificate Membership of CIPS, which requires certification at the CIPS Level 3 qualification standard. There are no pre-requisites for entry to this level. The following methods of progressing towards Level 3 certification are explained further on pages 32 – 36.

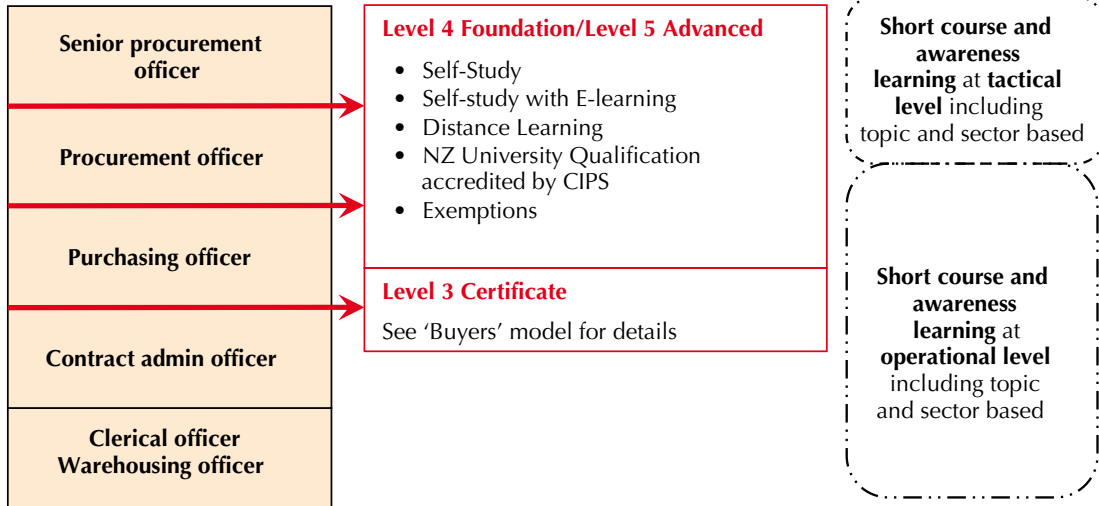
Method	Level 3
Self-Study for CIPS examinations	✓
Distance Learning through external CIPS approved provider	✓
Exemptions for prior learning (APCL) or experience (APEL)	✓

¹ www.cips.org/australasia/training/open

Procurement practitioners

Assessed learning

Non-Assessed learning/workshops



Procurement practitioner training programmes

Procurement practitioners are individuals who specialise in procurement as a dedicated function of their position. Typically, practitioners focus on the transactional and operational aspects of procurement. They must have a good working knowledge of government procurement policy and standards as well as a solid grounding in the fundamentals of good procurement practice.

Vocational learning programmes offered by private sector organisations (e.g. CIPS Open Training²) that provide practical skills training, such as tender evaluation and contract management, are particularly relevant to procurement practitioners. Such programmes also provide a means of keeping up-to-date with developments in the profession and are a useful supplement to academic learning.

In terms of public sector-specific training, GPDG is working with subject experts to design training units especially for New Zealand government procurement practitioners. These units will provide in-depth coverage of procuring within the New Zealand government context.

Procurement practitioners wishing to advance their career should progress on the CIPS qualifications ‘ladder’ as detailed below, or pursue procurement qualifications that have been accredited by CIPS to be of an equivalent standard:

CIPS Level 3 Certificate – This is the starting point for those with no previous procurement experience. There are no pre-requisites for entry at this level.

CIPS Level 4 Foundation Diploma – Those with some procurement experience or prior learning may be eligible for entry at Level 4, provided they have 3 passes at NCEA Level 3³ or (if aged 21 years or over with no formal educational qualifications), a minimum of 2 years relevant work experience and a reference from their employer.

CIPS Level 5 Advanced Diploma - Individuals who have either successfully completed or have been exempted from Level 4 may enter at Level 5.

The methods of achieving recognition at each level in New Zealand are summarised in the table below and explained further on pages 32 – 36.

Method	Level 3	Level 4	Level 5
Self-Study for examinations	✓	✓	✓
Self-Study for examinations with CIPS E-learning support		✓	✓
Distance Learning through CIPS Approved Study Centre	✓	✓	✓
NZ University Qualification accredited by CIPS			✓
Exemptions for prior learning (APCL) or experience (APEL)	✓	✓	✓

² www.cips.org/australasia/training/open

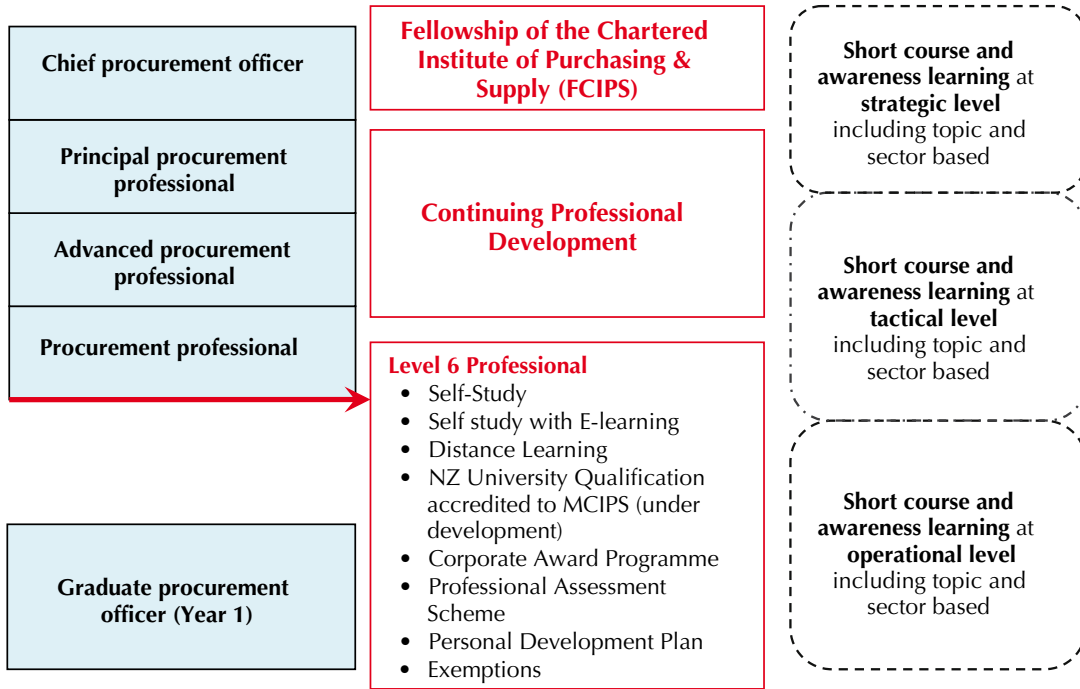
³ The equivalent of 3 UK ‘A’ Levels which is the CIPS requirement



Procurement professionals

Assessed learning/study

Non-Assessed learning/workshops



Procurement professional training programmes

Procurement professionals specialise in procurement as their only function or as the major function of their position. They focus on tactical and strategic procurement issues. They need advanced technical procurement skills and knowledge to lead major and complex procurement projects, manage strategic contracts and supplier relationships, and help their agencies leverage procurement solutions to transform service delivery. Procurement professionals also need broader management skills in leadership, stakeholder engagement, risk and performance management.

Procurement professionals would typically hold university degree level qualifications in strategic procurement or a related business field (e.g. a Master of Business Administration). GPDG supports the MCIPS international standard as the certification level that public servants undertaking professional procurement roles should aspire to.

MCIPS is full Member status of the procurement professional body, the Chartered Institute of Purchasing and Supply (CIPS). Full membership confers the post nominals MCIPS, which represents an expression of professionalism associated with achieving the highest recognised global standard of excellence in procurement. To be awarded MCIPS, individuals must successfully complete the CIPS Level 6 qualification (or equivalent), which is regarded to be at university degree level, and have three years procurement related work experience.

The minimum entry requirement for the CIPS Level 6 qualification (Professional Diploma) is successful completion of or exemption from Level 5 (Advanced Diploma). There are also several more direct applied learning and experience-based routes to achieving the MCIPS award. These are included in the summary table below and explained on pages 32 – 36.

Method	Level 6
Self-Study for examinations	✓
Self-Study for examinations with E-learning support	✓
Distance Learning through CIPS Approved Study Centre	✓
NZ University Qualification accredited to MCIPS	Under Development
CIPS Corporate Award Programme	✓
CIPS Professional Assessment Scheme	✓
Personal Development Plan	✓
Exemptions for prior learning (APCL) or experience (APEL)	✓

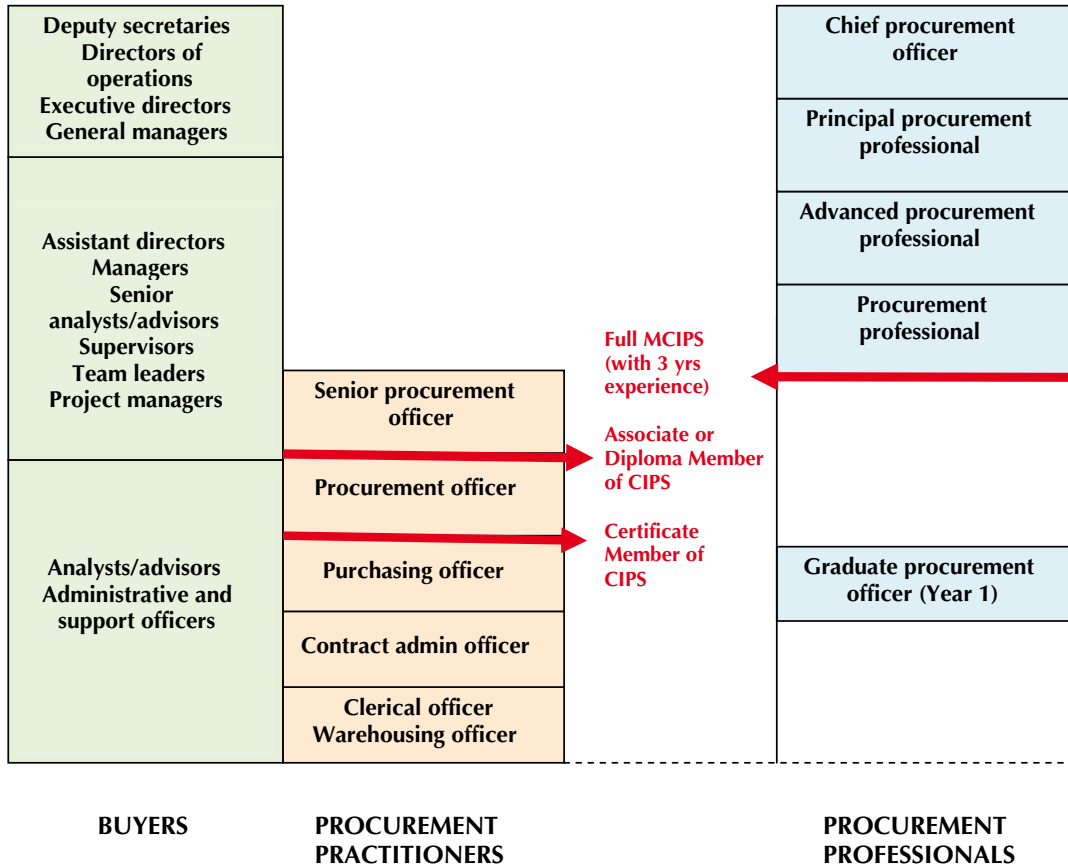
Procurement professionals who have attained professional status (MCIPS) are expected to sustain efforts to enhance their capability and keep up-to-date with developments in the profession through continuous professional development (CPD). CPD describes the whole range of learning experiences (academic and vocational, formal and informal) which enhance and develop career-related knowledge, understanding, skills and competences. Some may be found in the workplace, but are not part of a 'normal routine'. They may be planned as part of an individual's personal and career development, or be outside the work environment. CIPS offers an on-line repository enabling individuals to record their CPD plan and track progress.⁴

Procurement leaders and senior procurement professionals are encouraged to go further and to have their professional achievements and contributions recognised through the award of Fellowship. Fellowship (FCIPS) is the highest grade of CIPS membership and is awarded as a hallmark of professional standing.

⁴ Click on the 'My Continuing Professional Development' link <http://www.cips.org/membership/mycips/>

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Building the professional standing of procurement



The model that categorises government procurement roles into the three groups (buyers, procurement practitioners, and procurement professionals) is used here to set an aspiration for the progression of individuals working in procurement according to the Chartered Institute of Purchasing and Supply (CIPS) membership framework.

Chartered Institute of Purchasing and Supply (CIPS) accreditation framework

The APCC is working with the Chartered Institute of Purchasing and Supply (Australasia) to associate the CIPS membership framework to the government procurement development framework in Australia and New Zealand.

CIPS accreditation and membership grades cover a wide spectrum of needs. Successful completion of procurement development programmes that meet CIPS standards enables individuals to progressively achieve CIPS accreditations:

- Certificate Member - has attained Level 3 (Certificate in Purchasing & Supply).
- Diploma Member - has successfully completed the CIPS Level 4 (Foundation Diploma in Purchasing & Supply).
- Associate Member - the grade for individuals developing their careers towards MCIPS status; those who have completed Level 5 (Advanced Diploma) or are working towards MCIPS through other routes (e.g. applied or experienced based assessment).
- Full Member (MCIPS) - has completed Level 6 (Professional Diploma) or equivalent plus three years procurement related work experience, or has been awarded Membership status through other routes (e.g. the Personal Development Plan or Professional Assessment Scheme).
- Fellowship (FCIPS) - has achieved MCIPS and meets criteria relating to individual achievements and contribution to the profession.

The aspiration of progressing through these membership grades to MCIPS by way of the CIPS qualifications ladder is most relevant to those on a procurement practitioner career path.

For new graduates or individuals seeking to move into the procurement profession from another function ('lateral recruitment'), the achievement of MCIPS through the university qualification pathway would be their prime aspiration.

Experienced procurement practitioners who do not hold formal qualifications can apply to follow an applied route leading directly to MCIPS, or seek to be awarded Membership status on the basis of prior learning and experience (i.e. the Accreditation of Prior Certificated Learning or Accreditation of Prior Experiential Learning routes).

Procurement leaders and senior procurement professionals who have held continuous membership (MCIPS) for at least two years can apply to be considered for FCIPS by sending an application to the CIPS Fellowship Selection Panel in the United Kingdom.⁵

⁵ For further information on Fellowship and the application process see <http://www.cips.org/membership/membershiptypes/fellowship/>

Learning pathways to CIPS accreditation in New Zealand

The table below summarises the methods under each of the learning pathways to attaining certification and membership of the Chartered Institute of Purchasing and Supply (MCIPS). More detailed information on each of these methods is available on the CIPS website at: <http://www.cips.org/australasia/education/default.aspx>

Method	Level 3	Level 4	Level 5	Level 6	MCIPS Standard
Self-Study					
Self-study for examinations	✓	✓	✓	✓	
Self-study for examinations with CIPS E-learning modules		✓	✓	✓	
Study with Support					
Self-study for examinations with CIPS E-learning and online tutor support		✓	✓	✓	
Distance Learning through a CIPS Approved Study Centre	✓	✓	✓	✓	
NZ Qualification Accredited by CIPS (Equivalent)					
NZ University Qualification accredited by CIPS			✓		Under development
Applied Learning (no formal examinations)					
CIPS Corporate Award Programme (CAP)					✓
CIPS Professional Assessment Scheme (PAS)					✓
Exemptions / Recognition of Prior Learning and Experience					
Accreditation of Prior Certificated Learning (APCL)	✓	✓	✓	✓	
Accreditation of Prior Experiential Learning (APEL)	✓	✓	✓	✓	
Personal Development Plan (PDP)					✓

CIPS EXAMINATIONS

All of the Level 3, 4, 5 and 6 CIPS qualifications are attained through formal assessment by examination. Examinations are held globally in May and November each year. For those who meet the entry requirements for their Level, the only restriction is the examination timetable itself, which cannot be varied. Examinations can be sat at centres in New Zealand⁶ (currently Auckland, Wellington, and Dunedin). Options for undertaking study towards CIPS examinations are as follows:

Self-Study with study guide (All Levels)

Individuals can simply purchase the relevant study guides, study at their own pace and location, then (provided entry requirements have been met) enrol to sit the examinations for the units making up the qualification⁷. CIPS provides a wide range of study resources to help those undertaking self-study towards CIPS qualifications⁸.

Self-Study with CIPS E-learning (Levels 4, 5, and 6)

‘CIPS-e’ is an online learning and competency system developed by CIPS to guide individuals through their learning programme at their own pace and location. The system contains a set of interactive tools designed to enable effective study, including online self assessment tasks to check understanding of unit content. E-learning modules can be purchased separately or as a ‘supported’ learning package including the e-learning module, CIPS study guide and access to a CIPS online tutor to answer course-related queries.

Distance Learning through CIPS Approved Study Centre (All Levels)

CIPS approved study centres⁹ facilitate learning through different modes of study including face-to-face, distance, flexible and intensive training. The Supply Chain Management Education Australia (SCMEA)¹⁰, which was appointed as the first Australasian CIPS Approved Study Centre, offers distance learning.

⁶ <http://www.cips.org/australasia/education/exams/default.aspx>

⁷ Individual Units included in CIPS qualifications are listed at: <http://www.cips.org/studyandqualify/cipsqualifications/awardscontent/default.aspx>

⁸ <http://www.cips.org/studyandqualify/studyresources/>

⁹ Approved study centres are listed at: <http://www.cips.org/australasia/education/asc/>

¹⁰ <http://www.scmea.com.au/>

ACCREDITED TRAINING PROGRAMMES AND QUALIFICATIONS

A range of Australian training programmes and qualifications have already been accredited to CIPS standards¹¹. Lincoln University's Bachelor of Commerce (Supply Chain Management) degree¹² is the first New Zealand university qualification to be accredited by CIPS (at the CIPS Level 5 standard).

An increasing number of Australian universities are gaining CIPS accreditation to the MCIPS standard (which in the UK is regarded as being at university degree level), some of which offer study options designed for overseas (including NZ-based) participants at both under- and post-graduate levels. A number of New Zealand universities are also now working towards achieving MCIPS accreditation and it is anticipated that they will be delivering CIPS accredited procurement qualification within the next 3 to 5 years. Graduates of universities accredited to MCIPS are eligible to apply for MCIPS following completion of three years of work experience in the procurement profession.

GPDG strongly supports academic learning. GPDG has been working with CIPS and other organisations to encourage New Zealand universities to provide procurement qualifications and seek to have them accredited in order to:

- enable individuals to gain CIPS recognition of their skills and knowledge as well as a university qualification;
- provide a unique opportunity to network with other upcoming professionals and develop valuable relationships for the future. A strong community of peers is key to the development of any profession; and
- highlight procurement as an important discipline in its own right and help to promote and enhance the reputation and status of the procurement profession in New Zealand.

Refer to the CIPS website for a current listing of universities accredited to MCIPS¹³.

¹¹ <http://www.cips.org/australasia/education/accredprogrammes/>

¹² <http://www.lincoln.ac.nz/Degrees-Diplomas-and-Certificates/Undergraduate/Undergraduate-Degrees/List-of-programmes/Bachelor-of-Commerce/>

¹³ <http://www.cips.org/australasia/education/accredunis/default.aspx>

APPLIED LEARNING

The following methods of achieving MCIPS accreditation are less academic; they assess experience and applied skills and involve independently assessed assignments rather than examinations.

Corporate Award Programme (MCIPS)

Corporate Award is designed to fast-track procurement practitioners to MCIPS over a 12 to 16 month period. This intensive, tailored programme is delivered on an open consortium basis involving individuals from a number of different organisations or as a bespoke in-house programme for organisations looking to develop a team of procurement professionals. It involves a series of one or two day highly interactive modules and workshops. Between workshops, individuals complete assignments and a business based project to help reinforce the learning process. These are independently assessed and provide a basis to understand the level of each individual's knowledge and capability and to test their ability to apply and implement tools and techniques studied and practised throughout the programme.

Professional Assessment Scheme (MCIPS)

PAS is designed specifically for experienced procurement professionals. Eligibility requirements include a total of 8 years experience in procurement, with 5 years in functional and line management at middle or senior level management. Participants are assessed on their practical procurement experience and some theoretical knowledge and understanding through a series of submissions describing 'Professional Critical Incidents' linked directly to eight PAS units. Participants then produce a reflective learning statement of their experience, which is used by an interview panel of practitioners in the final stage of the assessment process.

EXEMPTIONS AND RECOGNITION OF PRIOR LEARNING AND EXPERIENCE

Exemptions (All Levels)

Individuals can apply for exemptions from certain CIPS units if they have already studied similar content for other qualifications (APCL - Accreditation of Prior Certificated Learning) or have already developed the required skills and knowledge through experience (APEL - Accreditation of Prior Experiential Learning). A fee is charged for each unit exemption granted.

Certain units at each level are deemed 'integrative units' and exemptions cannot be claimed for these. A table detailing integrative units at each level is shown below.

CIPS Qualification Level	Integrative Unit
Level 3 Certificate	Purchasing In Action
Level 4 Foundation	Purchasing Contexts
Level 5 Advanced	Improving Supply Chain Performance
Level 6 Graduate	Supply Chain Management in Practice

Level 6 also has two core compulsory units where exemptions cannot be claimed.

CIPS Qualification Level	Core Compulsory Unit
Level 6 Graduate	Leading and influencing in Purchasing & Supply
	Strategic Supply Chain Management

Personal Development Plan (MCIPS)

The PDP route to MCIPS is designed for senior procurement practitioners with at least 5 years experience at an appropriate level. It involves completing a comprehensive, specially designed questionnaire which, along with supporting evidence, enables a profile to be developed of the individual's knowledge, experience and responsibility across the core areas of purchasing and supply chain management. This profile is then benchmarked against that of a 'typical senior manager' in a procurement/supply chain senior management role identified by the CIPS Professional Practice Team.

Any area where the profile does not meet the benchmark will be deemed to constitute a development need. Where few development needs are identified, the individual will be permitted to take the PDP route and a development plan will be prepared to enable the individual to achieve MCIPS (the individual will be conferred Associate PDP Membership status in the interim). Where a profile meets the benchmark and the complete portfolio satisfies the assessment panel, the applicant may be awarded MCIPS directly without the need for further study.

Appendix: APCC Projects

The APCC is advancing four projects to address the urgent need to enhance procurement capability across government.

Project 1: University Qualification for Procurement Professionals

Project 2: Continuous Professional Development

Project 3: Retro-fit MCIPS to existing Government Professionals

Project 4: Core Competencies and Role Statements.

An overview for each of these projects appears in the following pages

Project 1: University Qualification for Procurement Professionals

Deputy secretaries Directors of operations Executive directors General managers			Chief procurement officer			
			Principal procurement professional			
Assist directors Managers Senior analysts/advisors Supervisors Team leaders Project managers			Advanced procurement professional			
			Procurement professional			
Analysts/advisors Administrative and support officers	Senior procurement officer					
	Procurement officer					
	Purchasing officer					
	Contract admin officer					
	Clerical officer Warehousing officer					
		Lincoln University (Christchurch)	Griffith University (QLD) Central QLD University	Curtin University (WA)	University of South Australia	University of Wollongong Southern Cross University (NSW)

BUYERS

PROCUREMENT PRACTITIONERS

PROCUREMENT PROFESSIONALS

This model shows all the CIPS-accredited university programmes in Australasia. While some of these programmes have been developed in collaboration with the public sector and fully meet the current government needs, several of these university programmes have a strong focus on supply chain management and logistics, and on meeting the needs of major corporations in resource development and manufacturing businesses. In reviewing the suitability of these university programmes for their professional development needs, public sector agencies may find that their students will need to add 'strategic procurement' electives into their choice of units to ensure their qualification incorporates the more holistic 'outcomes focus' approach now required within many government professional procurement roles. The addition of these elective units may occur within these universities when there is a suitable demand from public sector students, or it may be achieved now through other universities. The APCC will be working with CIPS (Australasia) and the university sector to address the shortfall in these programmes.

University Qualification for Procurement Professionals

Vision: In Project 1, the APCC is working with CIPS (Australasia) in a coordinated approach to the university sector to promote strategic procurement programmes and to encourage universities to include procurement-based subjects in their undergraduate and postgraduate business programmes.

The APCC believes that the lack of university graduates (either through their first degree or through postgraduate diploma or masters programmes) who have had exposure to strategic procurement concepts, can only be overcome by collaboration with private sector strategic employers seeking similar graduates.

Should the public and private sectors seek different skill sets from university graduates, they will make it difficult for universities to respond. Another key reason for this focus on the Australian university sector is to help grow business and community understanding of the procurement profession.

A growth in the number of people with a university qualification in strategic procurement, combined with the body of procurement knowledge expanding through university research programmes, will help the profession gain more recognition.

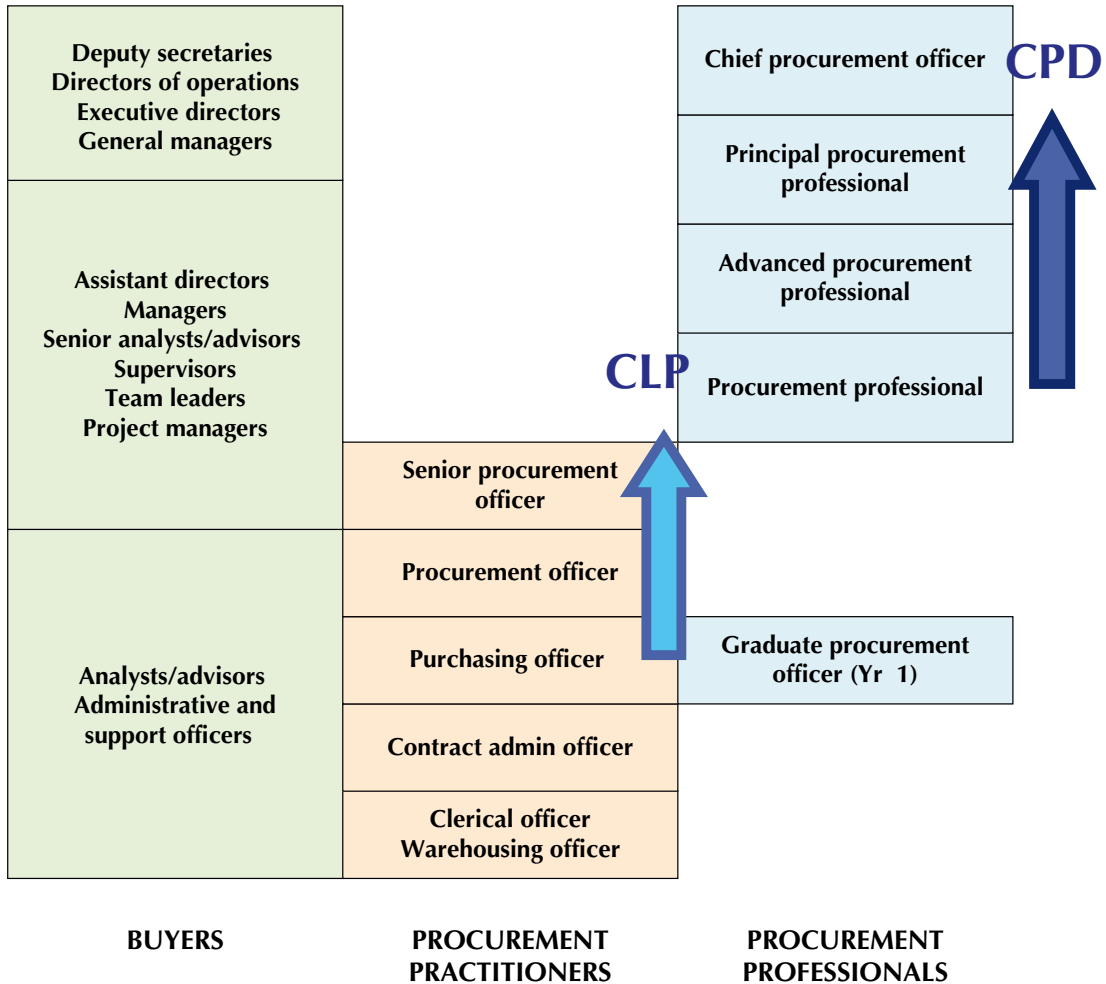
Objective: To develop the procurement university-level education model that will meet both government and private sector needs at the MCIPS standard.

Target: A degree level 'strategic procurement' programme suitable for the public sector will be delivered by a university in at least four jurisdictions in 2010 and in at least six jurisdictions by 2012.

The working group will:

1. develop a partnership model between APCC and CIPS (Australasia) for communicating with selected universities
2. develop the value proposition for presentation to universities
3. establish a visitation programme and a presentation pack for discussion with universities
4. support and encourage a model of collaboration across universities that have strategic procurement programmes.

Project 2: Continuous Professional Development



Note: The CPD should not be confused with the Continuing Learning Programme (CLP) that is used by CIPS to advance the skills and accreditation of procurement practitioners. The CLP focuses on the pathway to full membership of CIPS.

The CPD focuses on professional development *beyond* MCIPS.

Continuous Professional Development

Vision: Project 2 aims to establish a structured Continuing Professional Development programme (CPD) that supports an individual's standing and progress as a professional in government procurement.

As in other professions (eg accounting and engineering), CPD initiatives and benchmarks are designed to maintain the necessary professional competence to enable the continued provision of high-quality services to clients as an individual advances in his/her professional career.

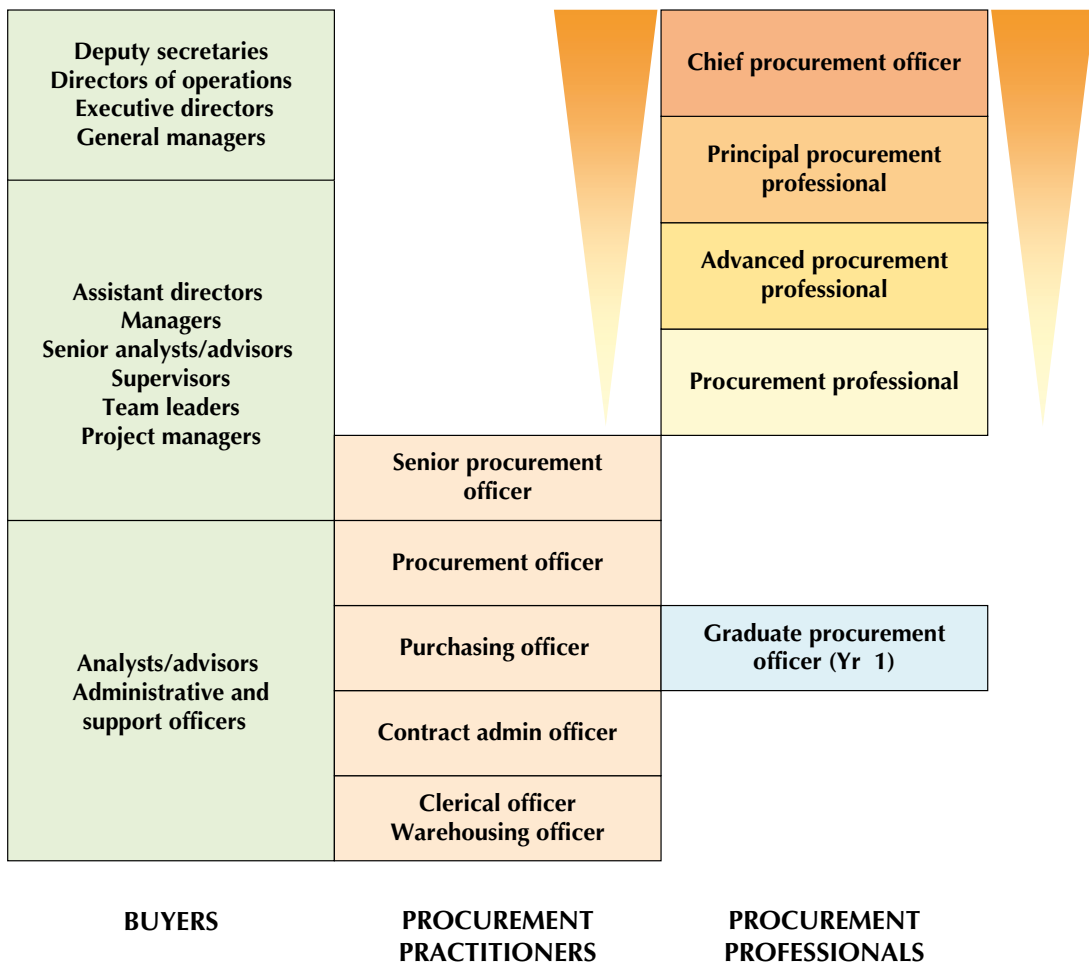
Objective: To develop an enhanced CPD programme for the government procurement profession. The CPD programme is to operate from the entry level of the profession through to the most senior position of the government procurement profession. The public sector programme should have flow-on possibilities for procurement professionals in the private sector.

The working group will:

1. compare the CPD programmes of CIPS with that of other professions and seek to develop an appropriate CPD model for the procurement profession
2. establish appropriate benchmarks for maintaining and developing competencies in the government procurement profession
3. pilot an enhanced CPD programme with CIPS, including an appropriate recording mechanism for professional development undertaken, and then seek to establish a viable, ongoing CPD programme suitable for both the public and private sectors.



Project 3: Retro-fit MCIPS to Existing Government Professionals



Retro-fit MCIPS to Existing Government Professionals

Vision: A key anticipated outcome for the APCC working with CIPS is to help develop the procurement profession in Australia and New Zealand. The goal of Project 3 is for the APCC to seek recognition of the status of existing procurement staff – by seeking a new pathway to MCIPS.

With CIPS still only a fairly new organisation in the Australian and New Zealand contexts, there is a unique opportunity to retro-fit the MCIPS accreditation standard for established procurement professionals.

If leaders of procurement across Australasia proudly promote the MCIPS status, their developing staff should aspire to the same status. This will help CIPS establish itself as the recognised professional body in Australia and New Zealand for procurement. This window of opportunity will only last for a few years.

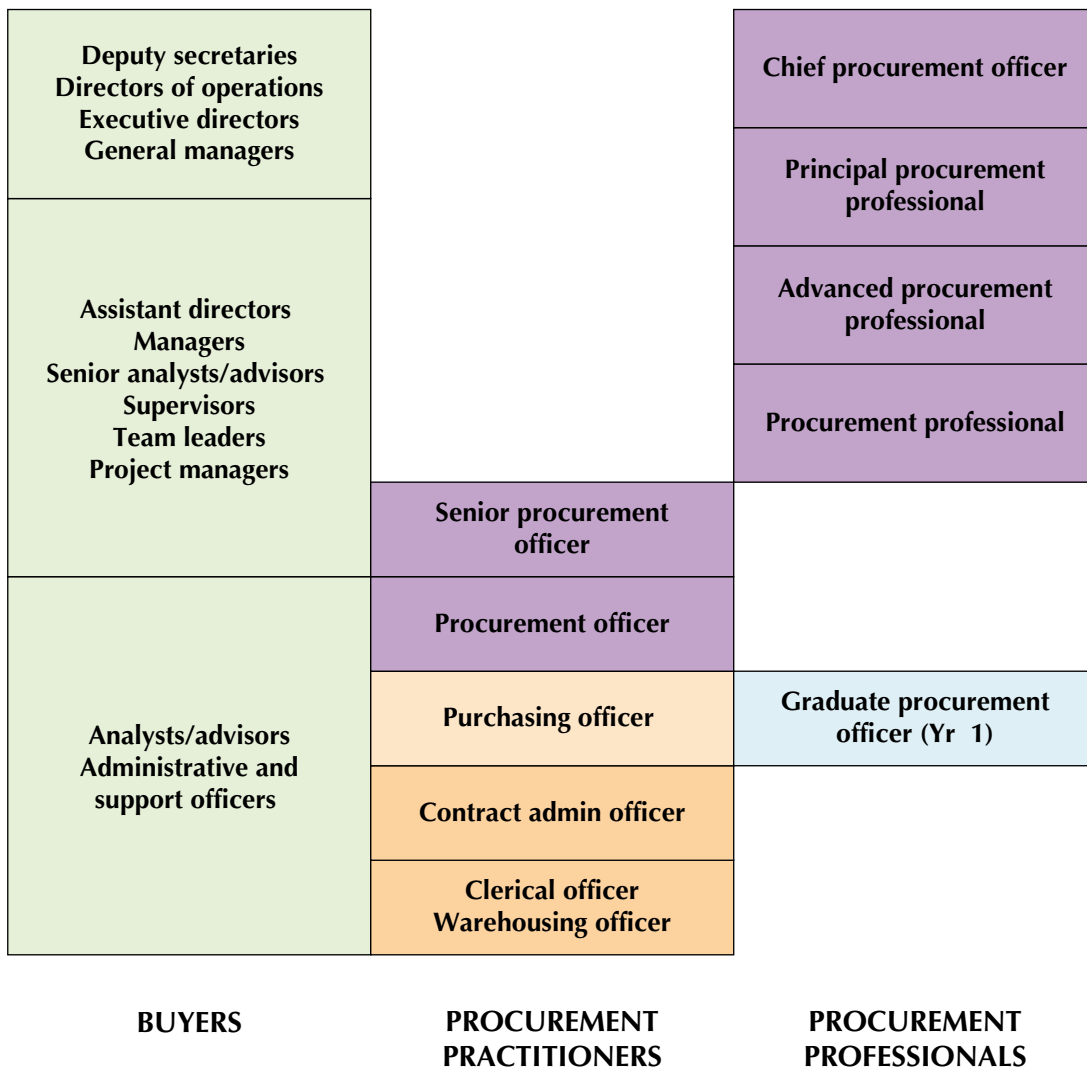
Objective: To streamline the CIPS Professional Development route to MCIPS accreditation for senior government staff with substantial management and procurement experience. This would see key leaders apply for, be accredited, and then proudly sponsor the MCIPS status.

The approach should have similar flow-on possibilities for key procurement leaders in major private sector agencies.

The working group will:

1. pilot a group approach to the PDP application process and investigate opportunities to streamline this pathway to MCIPS
2. encourage CIPS to consider a new pathway to MCIPS that recognises the benefits of a ‘retro-fit’ for key procurement leaders in Australia and New Zealand
3. promote the sponsorship of MCIPS status among senior government procurement leaders
4. promote a similar approach among private sector agencies.

Project 4: Core Competencies and Role Statements



In this project we are focusing on both procurement practitioners and procurement professionals (the positions are shaded in purple).

Core Competencies and Role Statements

Vision: In Project 4 the APCC is working towards developing a generic set of core competencies for the top two levels of procurement practitioners and all four levels of the procurement professional. Establishing benchmark competencies and attributes expected for the various roles will help define the structure of the government procurement profession and further develop the career pathways and development programmes.

Objective: To develop a framework of core competencies for procurement roles that will facilitate the comparison of procurement positions between agencies and across jurisdictions. The framework should also support training and development programme planning. The framework will address technical and non-technical competencies and will seek to provide national consistency and comparability. These can also be used within the jurisdictions to develop their own role statements.

The working group have:

1. reviewed the existing arrangements across the jurisdictions
2. identified procurement technical and non-technical competencies
3. published a guide setting out the agreed standard.

The first edition of the guide is shown in the supplement. As APCC state and territory members implement the guide, it will be updated by the working group. Please refer to the APCC website for the most current edition.



ABOUT THE APCC

Founded in 1967 the Australian Procurement and Construction Council Inc (APCC) is the peak council of departments responsible for procurement, construction and asset management policy for the Australian, state and territory governments and the New Zealand Government. Papua New Guinea is an associate member. The APCC reports to the Australian Procurement and Construction Ministerial Council (APCMC), comprising Ministers with direct responsibilities for procurement and construction matters.

The APCC has established itself as a national reference point for both government and industry on best practices, principles and emerging issues in procurement, construction and asset management disciplines.

The Council provides leadership in these disciplines to improve and implement new and evolving procurement practices in ways that will deliver service benefits to the Australian community.

The APCC forum is a catalyst for knowledge sharing, intelligence gathering and has the information networks to draw on for formulating solutions. The APCC collective continues to strengthen relationships with government partners and other stakeholders to promote a consistent and coordinated national approach to government procurement.

ACKNOWLEDGEMENT

This document is the outcome from the work of the Australian Procurement and Construction Council’s Procurement Professionalisation Action Team, which comprises representatives from the following APCC member authorities:

New South Wales	Department of Services, Technology and Administration
Victoria	Department of Treasury and Finance
Queensland	Department of Public Works
South Australia	Department of Treasury and Finance
Western Australia	Department of Treasury and Finance
Northern Territory	Department of Business and Employment
Australian Capital Territory	Department of Territory and Municipal Services
New Zealand	Ministry of Economic Development

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Australian Procurement and Construction Council

Unit 6, 42 Geils Court, DEAKIN ACT 2600

PO Box 106, DEAKIN WEST ACT 2600

Phone: +61 02 6285 2255

Fax: +61 02 6282 3787

Email: info@apcc.gov.au

Web: <http://www.apcc.gov.au>