

December 2012

*Australasian Procurement and Construction Council*

**Procurement Capability  
Development Working Group  
Communication Strategy**

[www.apcc.gov.au](http://www.apcc.gov.au)





# AUSTRALASIAN **PROCUREMENT CONSTRUCTION** AND COUNCIL

## **PROCUREMENT CAPABILITY DEVELOPMENT WORKING GROUP**

### **OUR VISION**

The achievement of a coordinated and coherent framework to build the breadth and depth of the procurement profession in Australia and New Zealand.

### **OUR PURPOSE**

To assist the APCC to enhance the professionalism of procurement officers and to support the growth of the procurement profession.

### **OUR VALUES**

- High levels of confidentiality and integrity in the management of group information.
- A coordinated approach to sharing information.
- An increased level of knowledge transfer across membership.
- Development of innovative collaborative approaches.

### **APCC CONTACT DETAILS**

The APCC is an association incorporated under the *Associations Incorporation Act 1991 (ACT)*

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## STATEMENT OF PURPOSE

The objective of this Communication Strategy (strategy) is to provide a flexible guide to assist APCC partners establish consistent communications in dealing with key stakeholders, especially among those partners with a significant ability and opportunity to influence the professionalisation of government procurement officers.

The development of the procurement professionalisation agenda is part of a broader APCC program aimed at elevating the professional standing, skills and behaviour of government procurement officers.

## INTRODUCTION

The Australasian Procurement and Construction Council (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.

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 APCC together with the Chartered Institute of Purchasing and Supply Australasia (CIPSA), are working together to improve the level of professionalism in procurement across Australia and New Zealand to meet current and future procurement capability requirements.

In partnering with CIPSA, the APCC endorses the internationally recognised standard that a Member of CIPS (MCIPS) or a CIPS Accreditation provides for those undertaking professional development training and education in both the private and public sectors.

Among other strategic objectives the APCC Procurement Capability Development Working Group (Working Group) facilitates the communication with stakeholders with a view to promoting and encouraging greater support and contribution to the professional development of public sector procurement officers.

The Working Group's Strategic Plan for 2012-2014 sets out a number of aims and objectives underpinned by specific projects. One of the objectives of the Plan is:

***“Effective Communication and Promotion of the Procurement Profession”***

This objective is underpinned by a project to develop and implement a multi layered Communication Strategy that addresses key messages; communication tools; and key stakeholders.

The strategy has now been developed and is described in this document. The implementation of the strategy is the next phase of the project and will assist members of the Working Group and other stakeholders to present a 'united front' using best practice phrases and examples when delivering the key messages.

## ROLES AND RESPONSIBILITIES

- ❖ **The Procurement Capability Development Working Group will:-**
  - Sponsor communication in support of the strategy; and
  - Together with the APCC Directorate draft and develop plans, promotional campaigns and materials.
- ❖ **APCC Leadership Group –**
  - Assist to refine and approve plans, promotional campaigns and materials.
- ❖ **APCC Directorate –**
  - Manage the information flow and service as a communication channel to appropriate stakeholders;
  - Drive continued communication across members of the Working Group and with the stakeholders; and
  - Draft and develop communication tools including information kits and briefings.

## THE WORKING GROUP'S OBJECTIVES (STREAMS)

- Enhance government procurement capability;
- Share resources to assist member jurisdictions to build government procurement capability;
- Communicate at every appropriate opportunity the positive benefits to be gained from professional procurement;
- Support for the procurement global standard and governing professional body;
- Promote government procurement as a career particularly among career-starters;
- Foster sustainability of strategic procurement university programs;
- Support and promote the value of education and training, and develop initiatives to maintain the momentum to professionalise procurement;
- Raise awareness of the APCC procurement professionalisation agenda and opportunities available for training and education;
- Devise and implement strategies to promote procurement career opportunities;
- Develop and share agreed reference materials for use by professional bodies, universities, registered training organisations (RTOs) and industry training organisations (ITOs);

## COMMUNICATION OBJECTIVES

The purpose of this strategy is to “elevate the professional standing, skills and behaviour of government procurement officers and encourage update of the profession in government”.

This is essentially about awareness and recognition of the value of professional procurement practices (standing), enhancing the professionalism of procurement officers (knowledge and skills), and making it easier and attractive to acquire and apply those skills (behaviour through experience).

So the objective of this strategy is to garner support where it is currently lacking; and to generate proactive action by appropriate decision makers (those message receivers) to achieve the desired outcome.

**What do we want message receivers to do?** Facilitate the professional development of existing and future procurement officers in the public sector.

**Why do we want them to do that?** So Australia and New Zealand can benefit from the positive outcomes that professional procurement can bring.

**How do we want them to do this?** Facilitate professional training and development to the recognised international standard and participation by suitable candidates.

The goal is to have:

- Governments of all tiers achieving better bottom-line ‘business’ benefits while meeting their corporate social responsibilities; and
- Public Sector employees achieving greater personal satisfaction and career benefits.

The strategy is designed to concentrate on general procurement through the principles, concepts and fundamentals of general procurement, construction procurement and project management shared.

## COMMUNICATION STAKEHOLDERS

Stakeholders are both internal and external groups that are either directly or indirectly impacted by the change embodied in this strategy.

Stakeholders can include groups that have the ability to directly impact the change.

Key Stakeholders are:-

Internal	External
Existing and potential procurement officers and professionals	Existing and potential procurement officers and professionals
Executive management at all levels of Australian governments (Federal, state/territory and local)	Educational organisations, including universities, vocational training providers and Industry training organisations.
Members of the New Zealand Procurement Reform Group (governance group of the New Zealand Government Procurement Reform Programme)	Procurement professional bodies, including the: <ul style="list-style-type: none"> <li>• Chartered Institute of Purchasing and Supply Australasia (CIPSA);</li> <li>• Australian Association of Procurement and Contract Management (AAPCM);</li> <li>• Supply Chain ;and Logistics Association of Australia (SCLAA),</li> <li>• Australian Institute of Management (AIM);</li> <li>• Institute of Public Administration Australia (IPAA); and</li> <li>• Australian Institute of Business (AIB)</li> </ul>
Government Human Resource departments (lateral recruitment)	Industry Associations
APCC Leadership Group	Media (traditional and social)
APCC Membership	Public sector union bodies.
The Procurement Capability Development Working Group	Government Skills Australia (GSA)

## THEMES, MESSAGE AND INFORMATION

The strategy recognises that there is a hierarchy of information needed to support the promotion and value of procurement capabilities.

The information must be tailored, but the core concepts, intent and implications must always be consistent.

### Key Messages

- Procurement is an important and highly attractive career option;
- It is important to invest in ongoing learning and development for procurement career professionals;
- The procurement professionalisation agenda is contributing to the realisation of business outcomes; and
- Formal membership of the peak professional body, CIPS, is highly valued by employers as a risk mitigation strategy and membership can be achieved by many ways including through tertiary study.

## COMMUNICATION CHANNELS AND TOOLS

Communication channels are the *manner of delivery* for sending messages to and receiving feedback from stakeholders.

To effectively achieve the desired outcome from the strategy a variety of appropriate communication channels are required to reach different stakeholders.

Channels available to the Working Group include:-

- Teleconferences
- Working Group and APCC Website
- Speakers at Conferences
- Video
- Internal Progress reports
- Email updates
- Fact Sheets/publications/flyers/newsletters/slides
- Presence at Career Expos
- Distribution of material at conferences and seminars (eg CIPSA)
- LinkedIn Discussion Forum

## EVALUATION

Fundamental to the effectiveness of the strategy is the process of measuring, monitoring, adjusting and adapting it throughout the life of the strategy.

Informal, ongoing monitoring of the communication process will be undertaken by members of the Working Group and discussed through teleconferences and progress reports at periodic Working Group meetings.

In particular, Working Group members will be asked to gauge levels of media coverage, feedback and response from those targeted by the strategy.

Stakeholders may also be asked to comment on the scope for improving the effectiveness of the communication actions, and how they can contribute to a broad promotional campaign for the professionalisation agenda.

## APPENDIX 1 – COMMUNICATION STRATEGY ACTION PLAN

The purpose of the table below is to outline the key strategies, actions and audience for elements in the Communication Strategy Action Plan which will be progressively updated and refined by the Working Group in consultation with stakeholders.

Strategy	Key Actions	Audience
<p>Raise awareness of the APCC procurement professionalisation agenda.</p>	<ol style="list-style-type: none"> <li>1. Wide circulation of promotional material on the value of applying professional procurement practices and engaging professional procurement officers for achieving public sector operational and policy outcomes.</li> <li>2. Develop and promulgate information about government's desire to develop and attract procurement professionals.</li> <li>3. Identify new government stakeholders for engagement through the Working Group.</li> <li>4. Write articles for relevant external publications.</li> <li>5. Regular updates on APCC Website and member websites where appropriate.</li> </ol>	<p>Executive management at all levels of APCC Member governments.</p> <p>Recruitment organisations. Government HR departments (lateral recruitment) Government agencies</p> <p>Publishers – Procurement today; Government News; Procurement Existing and potential procurement officers and professionals All stakeholders as identified in this strategy.</p>
<p>Foster common messages through the use of agreed reference materials for use by professional bodies, universities and RTOs and ITOs.</p>	<ol style="list-style-type: none"> <li>1. Develop and maintain a Key Messages Register</li> <li>2. Develop online and printed material designed to attract and retain people into the procurement (and construction) professions in Australia and New Zealand</li> <li>3. Correspond with target audience proving brochures and other information (eg PowerPoint slides and flyer) for their use and wider dissemination.</li> </ol>	<p>Professional and professional bodies; universities; and RTOs/ITOs.</p> <p>Existing and potential procurement officers and professionals, including school leavers.</p>
<p>Foster collaboration to promote the value proposition of procurement as a career path.</p>	<ol style="list-style-type: none"> <li>1. Liaise with interested stakeholders about developing joint plans and activities (a) to promote the value proposition of procurement and construction as a career paths; and (b) to promote investment in professionalisation of procurement officers in the public sector (eg using teleconferences, email and discussion for a).</li> </ol>	<p>Existing and potential procurement officers and professionals, including school leavers.</p>