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INFORMATION ON TRAINING MODULES
RUN BY NSW PROCUREMENT

Procurement Certification Training Program



NSW Procurement

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"The program has helped my career development. It has enhanced my ability to go further in procurement. I took back ideas from the program to introduce back into the workplace. The networking with other procurement practitioners was also very valuable."

Adam Cranney, RTA.





NATIONALLY RECOGNISED QUALIFICATIONS

The Procurement Certification Training Program run by NSW Procurement aims to develop procurement capability throughout government in New South Wales by providing a foundation platform that carries national recognition and leads to tertiary qualifications.

The program incorporates current national competencies in procurement, contract management and negotiations with a focus on supply chain management issues, from analysing the need through to delivery of the purchased goods or services.

Over 180 agencies have now used the NSW Procurement Certification Training Program to train their procurement staff. Courses are tailored to NSW Government legislation and practice, and meet Australian Qualifications Framework standards, carrying Statements of Attainment from Certificate III to Advanced Diploma levels.

The Program is facilitated by a team of procurement specialist assessors using practical assessment tasks and workplace related projects to consolidate learning, translating into tangible benefits for participating agencies.

THE GROWTH PROFESSION

There are estimated some 18,000 positions in the NSW public sector, from administrative assistants to senior management positions, which involve procurement activities.

To enhance their procurement capability, state and local government agencies, statutory authorities, universities, not for profit and private sector organisations are sending their administrators and procurement specialists to the Procurement Certification Training Program.

Procurement is the growth profession and the Australian Procurement & Construction Council (APCC) has developed a guide on developing public sector procurement capability and professionalism. The APCC is the principal council responsible for procurement and construction policy for the Australian Commonwealth, State and Territory Governments.

For further information about plans to develop the procurement profession, please refer to the APCC website: www.apcc.gov.au

MEMBERSHIP OF CIPSA

NSW Procurement's Certification Training Program is now recognised as one of Australia's leading training programs in procurement. The program has the formal endorsement of the Chartered Institute of Purchasing and Supply Australia and on completion of the Advanced Diploma, students are eligible for membership of CIPSA.

FURTHER INFORMATION

Please visit www.nswbuy.com.au to view the course schedule and find out more about the Program. To register your interest in the training courses, obtain course costs or additional information, please call **1800 NSW BUY (679 289)** or **02 9372 7624** or email procurement.training@commerce.nsw.gov.au.



Level 1

PURCHASING AWARENESS

This is a 2-day interactive and practical program guiding participants through the process of ordering easily secured, low value items using purchase orders, petty cash or government credit cards according to government procurement policy.

This course introduces the New South Wales Legislative Framework and NSW Government Procurement Policy. Participants complete a series of assessment tasks throughout the course, designed to consolidate learning by applying their knowledge to practical, workplace exercises.

The Program satisfies the following competencies from the Australian Qualifications Framework guidelines at Certificate III level:

- › PSPGOV305B - Access and Use Resources and Financial Systems
- › PSPPROC302A - Undertake Basic Procurement
- › PSPLEGN301B - Comply with legislation in the public sector
- › PSPETHC301B - Uphold the values and principles of public service

CONTENT INCLUDES:

- › NSW Government Procurement Framework
- › Probity and Ethics in Procurement
- › Roles and Responsibilities within the NSW Government
- › Financial and Administrative Control Requirements
- › Delegations
- › Purchase Orders, Content and Format
- › Petty Cash and Credit Card Purchases
- › Placing, amending or cancelling an order
- › State Contracts Control Board Whole of Government contracts, Standing Offers and Preferred Supplier Arrangements

- › Introduction to Contract Law
- › Market Research and Supplier Selection
- › Expediting and Follow up
- › Receiving and Processing Supplies
- › Maintenance of Purchasing Records
- › Purchasing objectives
- › Fundamental Risk Planning and Assessment

TARGET AUDIENCE:

This course is for everyone new to the NSW government, or for those already working in government at any level who are not familiar with the NSW Government Procurement Framework and related legislation.

Level 1 purchasing is generally conducted using established methods and procedures to purchase a range of items from established sources such as smartbuy®.

CERTIFICATE ACHIEVEMENT:

On completion of training, a Statement of Attainment under the Australian Qualifications Framework at Certificate III level is available on application from TAFE NSW.

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Level 2

BASIC PURCHASING CAPABILITIES

This 3-day program develops procurement capability, guiding participants through specifications, methods of procurement and sources of supply, obtaining and evaluating offers, the contract award process, and supplier management.

Participants complete a series of assessment tasks throughout the course, designed to consolidate learning by applying their knowledge to practical, workplace exercises.

Participants complete a Workplace Assessment Project, designed to further consolidate learning and provide benefits to Agencies.

Level 2 carries credit points to AQF Certificate IV level for the following competencies, and enables progression to the Level 3 Program:

- > PSPPROC406A - Procure Goods and Services
- > PSPPROC407A - Establish Procurement Need
- > PSPPROC408A - Develop Requests for Offers
- > PSPPROC409A - Receive and Select Offers
- > PSPETHC401A - Uphold and support the values and principles of the Public Service
- > PSPGOV418A - Develop Internal and External Networks

CONTENT INCLUDES:

- > Networking, Planning and Risk Assessment
- > Planning at a personal level - Consequences versus probability
- > Specifications and Quality Management
- > Methods of analysing and defining requirements
- > Service and consultancy specifications
- > Methods of purchasing: State Contracts Control Board Whole of government contracts, standing offers, preferred supplier agreements, pre-qualified suppliers
- > Sources of Supply: Good Suppliers, basic market research, locating and assessing suppliers

- > Obtaining offers - invitation to quote, commercial risk considerations, quality assurance, basic contract law, developing evaluation criteria, inviting quotations for services and consultancies, developing a procurement plan
- > Evaluation and Contract Award Processes.
- > Evaluation and negotiation - the contract award process, ethical considerations
- > Supplier Management - counselling unsuccessful suppliers, contract administration and supplier management

TARGET AUDIENCE:

This course will enable cost-effective purchasing of easily secured, low value goods and services and is intended for managers and procurement practitioners.

Those seeking certification and progression to Level 3 must achieve a satisfactory result in a Workplace Assessment Project.

CERTIFICATE ACHIEVEMENT:

On completion of training, a Statement of Attainment at Certificate IV level under the Australian Qualifications Framework is available from TAFE NSW.



Level 3 Program

The Level 3 Program comprises three courses, designed to build capability and confidence in the key procurement areas of planning, communications, contract negotiations and contract management:

Each Level 3 course is of 3 days' duration.

- > Level 3A Intermediate Procurement Planning
- > Level 3B Communication and Negotiation in Procurement
- > Level 3C Intermediate Procurement Contract Management

Assessment tasks contained in each course are designed to consolidate learning by providing participants with the opportunity to apply their knowledge to activities they would encounter in the workplace.

Workplace Assessment Projects translate theory into practice, providing benefits to both agencies and their personnel who participate in the program. Those seeking certification must achieve a satisfactory result in a Workplace Assessment Project for each course.

TARGET AUDIENCE:

This Program is designed for procurement practitioners and professionals who wish to enhance their capability in these three key areas and to gain qualifications that lead to career progression.

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“The program is very interesting. The course is designed for the public sector and relevant to everything we do. The course presenter was very knowledgeable in procurement.”



Nick Alfieris, Department of Juvenile Justice



Level 3A

INTERMEDIATE PROCUREMENT PLANNING:

This course is designed to provide participants with the knowledge and confidence to carry out Intermediate Procurement Planning activities for easily secured high value and difficult to secure low value items for agencies in the NSW Government sector.

The focus of this course is to develop Procurement Planning and Risk Management skills, to identify and manage risk, and develop contingency and risk recovery plans.

The Level 3A course contains the following Competency Units from the Public Sector Package, PSP04.

- › BSBPUR501A - Develop, implement and review purchasing strategies
- › PSPGOV417A - Identify and Treat Risks
- › PSPGOV517A - Coordinate Risk Management
- › PSPETHC501B - Promote the Values and Ethos of the Public Service
- › PSPGOV504B - Undertake Research and Analysis

CONTENT INCLUDES:

- › Procurement systems and procedures
- › Procurement Planning
- › Risk Management Planning
- › Major Risk Management Considerations
- › Contingency Plans and Risk Recovery
- › Risk management plans and risk reporting
- › Specifications - development process, policies affecting specifications and responsibilities, specification planning process, analysing and defining requirements
- › Supplier research and market analysis
- › Market research techniques
- › Value analysis, techniques and implementation
- › Make or buy decisions and outsourcing, supplier development - supply chain management

Participants in this program are encouraged to continue developing their skills in Procurement Planning by enrolling in the Level 4A course - Strategic Procurement Planning.

CERTIFICATE ACHIEVEMENT:

On completion of the Level 3 Program, a Statement of Attainment at Diploma Level under the Australian Qualifications Framework is available from TAFE NSW.



Level 3B

COMMUNICATION AND NEGOTIATION IN PROCUREMENT

A comprehensive best-practice guide to Negotiation is the focus of this 3-day course where participants develop capability and learn how to negotiate as part of a team.

Effective negotiation is supported by sound communications skills. Participants are introduced to the concepts and principles that underpin effective communications, and learn about the importance of establishing internal and external networks.

The course provides practical guidance about how to handle and resolve disputes with suppliers or in the workplace.

The Level 3B course contains the following Competency Units from the Public Sector Package, PSP04.

- > PSPGOV516A - Develop and Use Emotional Intelligence
- > BSBFLM501B - Manage Personal Work Priorities and Professional Development
- > PSPGOV512A - Use Complex Workplace Communication Strategies
- > PSPGOV508A - Manage Conflict
- > PSPGOV507A - Undertake Negotiations

CONTENT INCLUDES:

- > Personal and professional development, goal setting and prioritising
- > Emotional intelligence - what is it, how is it used?
- > Introduction to Negotiation: no holds barred negotiation, negotiation challenges, supplier negotiation tactics, assessing negotiating power, negotiating styles
- > The negotiation plan
- > Internal and external networks
- > Communication and Conflict Management
- > Listening skills, non-verbal communication
- > Communicating with clients and suppliers
- > Conflict and dispute resolution
- > Supplier Communications and Counselling

Participants in this program are encouraged to further develop their skills in Procurement Negotiations by enrolling in the Level 4B course - Strategic Procurement Negotiations.

CERTIFICATE ACHIEVEMENT:

On completion of the Level 3 Program, a Statement of Attainment at Diploma level under the Australian Qualifications Framework is available from TAFE NSW.

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Level 3C

INTERMEDIATE PROCUREMENT CONTRACT MANAGEMENT

This course is designed to develop capability and knowledge in Contract Management.

The course content includes planning, developing and managing contracts, various forms of invitation for a range of procurement types.

Bid evaluation techniques and methodologies are reviewed. Risk management and contract administration and management principles and practice are incorporated into this course.

The following national competencies provide credit points at AQF Diploma level with the addition of further national competencies:

- > PSPPROC405B - Dispose of Assets
- > PSPPROC501A - Manage Contract Risk
- > PSPPROC410A - Administer Contracts
- > PSPPROC502A - Establish Contract Management Arrangements
- > PSPPROC503A - Manage Contract Performance
- > PSPPROC504A - Finalise Contracts

CONTENT INCLUDES:

- > Contract Development - plan to develop a contract, roles and responsibilities, managing the process, tender box procedures, managing contract risk - SWOT analysis
- > Buying strategy in contract development
- > Contracting strategy in contract development
- > Types of contracts and arrangements
- > Contract length and contract term
- > Forms of invitation
- > Legal issues in contract development - liquidated damages
- > Developing construction, civil works and minor works contracts
- > Developing service contracts
- > Developing consultancy contracts

- > Disposal of assets
- > Vendor performance considerations in contracts- intellectual property
- > Bid evaluation - planning and developing of criteria, evaluation methodologies, evaluation criteria and weightings
- > Financial analysis principles and tools, cost analysis, life-cycle costing and documenting the evaluation process
- > Contract administration, monitoring and controlling progress and managing contract relationships
- > Key performance indicators, supplier reporting systems and supplier evaluation methods
- > Claims and disputes, warranties and corrective action
- > Probity audits and contract management improvement

Participants in this program are encouraged to further develop their skills in Procurement Contract Management by enrolling in the Level 4C course - Strategic Procurement Contract Management.

CERTIFICATE ACHIEVEMENT:

On completion of the Level 3 Program, a Statement of Attainment at Diploma level under the Australian Qualifications Framework is available from TAFE NSW.

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Level 4 Program

The Level 4 Program follows on from the Level 3 Program, building capability from an intermediate to a strategic level in Procurement Planning, Negotiations and Contract Management.

Each course is designed to test understanding and enhance capability in key procurement areas such as planning, negotiation and contract management at a strategic level.

Each Level 4 course is of 3 days' duration:

- > Level 4A Strategic Procurement Planning
 - > Level 4B Strategic Procurement Negotiations
 - > Level 4C Strategic Procurement Contract Management
-

Assessment tasks contained in each course are designed to consolidate learning by providing participants with the opportunity to apply their newly acquired knowledge to activities they would normally encounter in the workplace.

Workshop Assessment Projects translate theory into practice, consolidate learning and provide benefits to agencies and participants alike.

Those seeking certification must achieve a satisfactory result in a Workplace Assessment Project for each course.

On completion of the Level 4 Program, a Statement of Attainment at Advanced Diploma Level under the Australian Qualifications Framework is available from TAFE NSW.

Specialist procurement facilitators lead these courses, providing guidance and insights from their knowledge and experience gained over many years. Feedback about the benefits of this training from participants is very positive, and reinforces the value of the Program to employers and of the career aspirations of participants.

TARGET AUDIENCE:

This Program is designed for procurement practitioners and professionals wishing to further develop their procurement capability and knowledge.

Level 4A

STRATEGIC PROCUREMENT PLANNING

The aim of this course is to build knowledge and capability in developing and implementing corporate procurement plans, evaluating and improving procurement performance, assessing contemporary approaches and planning for those significant purchases identified in annual procurement plans.

The following national competencies provide credit points at AQF Advanced Diploma level with the addition of further national competencies:

- › PSPPROC604A - Plan for strategic procurement
- › PSPPROC605A - Coordinate strategic procurement
- › PSPPROC701B - Establish strategic procurement directions
- › PSPPROC702B - Establish the procurement context
- › PSPPROC703B - Evaluate and improve procurement performance
- › PSPMNGT608B - Manage risk

CONTENT INCLUDES:

- › Strategic Procurement Planning - context, components, purpose and use of the corporate procurement plan
- › Risk management for Strategic Procurement and integrating risk management into the corporate procurement planning process
- › Contingency planning
- › Develop, implement and review the corporate procurement plan
- › Develop the annual buying plan
- › Integrating buying plans with procurement objectives
- › Planning for Significant Procurement
- › Cost analysis and financial planning
- › Organising and Managing Procurement Activities
- › Centralised versus decentralised procurement
- › Appraising and controlling

CERTIFICATE ACHIEVEMENT:

On completion of Level 4 Program, a Statement of Attainment at Advanced Diploma level under the Australian Qualifications Framework is available from TAFE NSW.

“The program has benefited me in many areas especially on tendering and procurement procedures. It identified how things should be done and it has helped to clarify the processes. The assignment component was also beneficial and enjoyable”



Neil Smith, Ballina Shire Council.

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Level 4B

STRATEGIC PROCUREMENT NEGOTIATIONS

This course develops capability in Strategic Procurement Negotiations with a series of dynamic team negotiations. Participants learn a variety of tools and strategies used in high level negotiations, how to work in teams, the roles of each team member during the negotiations, the tactics used and the planning and preparation necessary in reaching a successful outcome. The commercial and legal considerations that apply to negotiations are a key focus of this course.

The following national competency provides credit points at AQF Advanced Diploma level with the addition of further national competencies:

- > PSPPROC606A - Negotiate strategic procurement

CONTENT INCLUDES:

- > Commercial & Legal Considerations in Negotiation: the process, negotiable issues, strategies that win, commercial and legal considerations to Strategic Procurement Negotiations
- > The Use of Power & Persuasion in the Procurement Negotiation Process - key sources, long term agreements, art of persuasion, open communication, effective listening and identifying options
- > Conflict and Deadlock Resolution Process in Procurement Negotiation - conflict management, implications of mindfulness and emotional quotient for conflict management, Aikido approach and Novaco approach, useful winning strategies and overcoming common negotiation strategies: key techniques, win/lose tactics including countering

- > Plan and Prepare for Strategic Procurement Negotiations: negotiation and market research, identifying supplier objectives, concessions and negotiating limits, pre-negotiation plans and issues-based plans
- > Bargaining for Success in Strategic Procurement Negotiations: opening negotiations, getting down to bargaining, making offers, breaking deadlocks and reaching closure
- > Making Team Negotiations Work: team negotiations, team building and bonding

CERTIFICATE ACHIEVEMENT:

On completion of the Level 4 Program, a Statement of Attainment at Advanced Diploma level under the Australian Qualifications Framework is available from TAFE NSW.

"The training provided in the program is very informative, well structured and the workbook is a useful reference back at the workplace. I have found the program very helpful. I would now like to undertake further study to obtain a degree in this field."



Mark Hewson, Wagga Wagga City Council.

Level 4C

STRATEGIC PROCUREMENT CONTRACT MANAGEMENT

The course is designed to develop capability at a strategic level in Procurement Contract Management.

The focus of this course is on Strategic Procurement Contract Management, with particular emphasis on contract management objectives and risks, administering major contract types, advanced bid evaluation, and divesting strategic assets.

The following national competencies provide credit points at AQF Advanced Diploma level with the addition of further national competencies:

- › PSPPROC602B - Direct the management of contracts
- › PSPPROC603B - Divest strategic asset

CONTENT INCLUDES:

- › Contract Management Objectives and Risks
- › Characteristics of successful contracts, objectives, contract types and associated risks, assigning responsibility and common failures
- › Advanced Bid Evaluation: evaluation process, risk management and cost analysis including activity-based costing
- › Administration of Major Contracts: performance monitoring
- › Contract Management plan, managing relationships, maintaining an audit trail, financial issues, contract variations, contract completion and performance measurement
- › Supply Contracts: scope and objectives, common causes of failure, risks and insurance, price variation issues, importing and differing legal systems

- › Services and Consultancy Contracts: promote value for money, statement of work, risks, project management techniques including critical path method and PERT, cost reimbursement and finance issues and measuring service performance, quality, end user satisfaction and non-conformance
- › Divesting Strategic Assets: identifying assets for divesting, business case for disposal, resources required for disposal, method of sale, disposal plan implementation and evaluation of asset divestment.

CERTIFICATE ACHIEVEMENT:

On completion of the Level 4 Program, a Statement of Attainment at Advanced Diploma level under the Australian Qualifications Framework is available from TAFE NSW.

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LEVEL 1

PURCHASING AWARENESS

- PSPGOV305B Access and Use Resources and Financial Systems
- PSPPROC302A Undertake Basic Procurement
- PSPLEGN301B Comply with legislation in the public sector
- PSPETHC301B Uphold the values and principles of public service

LEVEL 2

BASIC PURCHASING CAPABILITIES

- PSPPROC406A Procure Goods and Services
- PSPPROC407A Establish Procurement Need
- PSPPROC408A Develop Requests for Offers
- PSPPROC409A Receive and Select Offers
- PSPETHC401A Uphold and support the values and principles of the Public Service
- PSPGOV418A Develop Internal and External Networks

LEVEL 3

INTERMEDIATE PROCUREMENT PLANNING

- BSBPUR501A Develop, implement and review purchasing strategies
- PSPGOV417A Identify and Treat Risks
- PSPGOV517A Coordinate Risk Management
- PSPETHC501B Promote the Values and Ethos of the Public Service
- PSPGOV504B Undertake Research and Analysis

COMMUNICATION AND NEGOTIATION IN PROCUREMENT

- PSPGOV516A Develop and Use Emotional Intelligence
- BSBFLM501B Manage Personal Work Priorities and Professional Development
- PSPGOV512A Use Complex Workplace Communication Strategies

- PSPGOV508A Manage Conflict
- PSPGOV507A Undertake Negotiations

INTERMEDIATE PROCUREMENT CONTRACT MANAGEMENT

- PSPPROC405B Dispose of Assets
- PSPPROC501A Manage Contract Risk
- PSPPROC410A Administer Contracts
- PSPPROC502A Establish Contract Management Arrangements
- PSPPROC503A Manage Contract Performance
- PSPPROC504A Finalise Contracts

LEVEL 4

STRATEGIC PROCUREMENT PLANNING

- PSPPROC604A Plan for strategic procurement
- PSPPROC605A Coordinate strategic procurement
- PSPPROC701B Establish strategic procurement directions
- PSPPROC702B Establish the procurement context
- PSPPROC703B Evaluate and improve procurement performance
- PSPMNGT608B Manage risk

STRATEGIC PROCUREMENT NEGOTIATIONS

- PSPPROC606A Negotiate strategic procurement

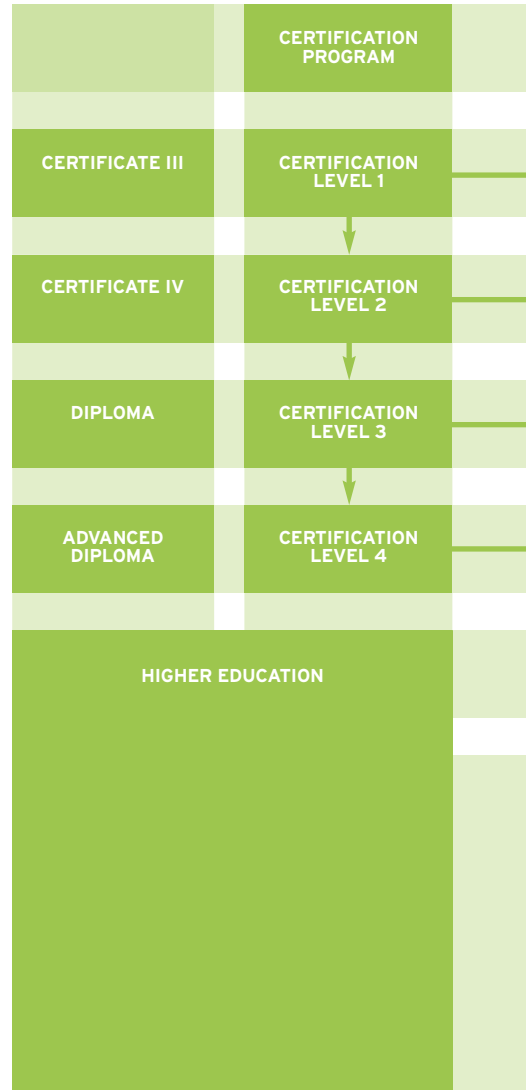
STRATEGIC PROCUREMENT CONTRACT MANAGEMENT

- PSPPROC602B Direct the management of contracts
- PSPPROC603B Divest strategic asset

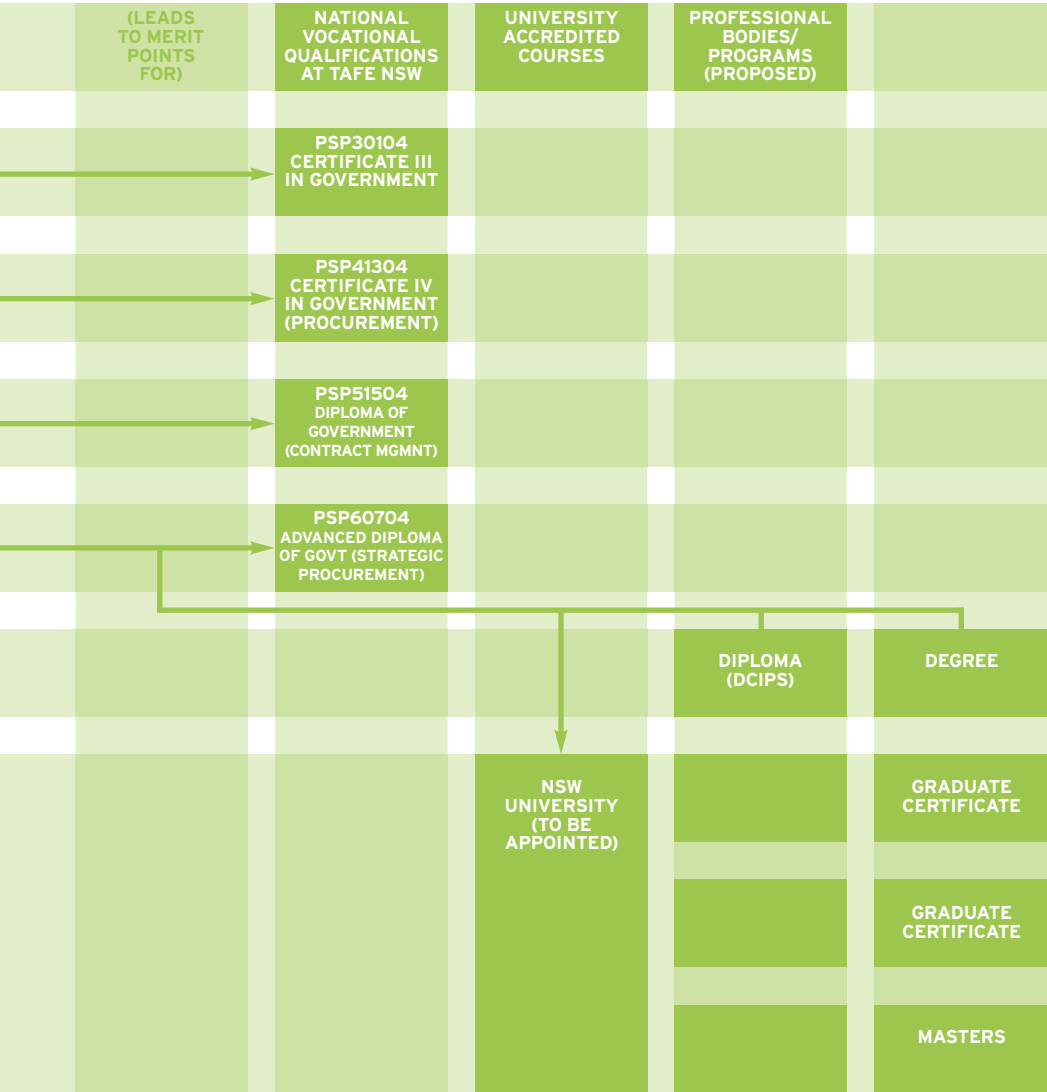
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NSW DEPARTMENT OF COMMERCE PROCUREMENT CERTIFICATION TRAINING PROGRAM



Proposed Articulation Pathways





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