

Your Training Needs Analysis Report

Prepared for:

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Procurement

Training Needs Analysis

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www.criticalskillsboost.com

Introduction

Congratulations! You have completed your Training Needs Analysis. The aim of the assessment is to provide a systematic self-analysis of your skill-set as it stands today. The assessment focused on the skills required to perform the eight phases of end-to-end procurement.

YOUR PERSONALISED REPORT

This report is intended to help you navigate the Critical Skills Boost program based on your needs and requirements. It is tailored especially for you and in it you will find suggestions and recommendations that will help you develop skills and knowledge in the areas identified for you.

Section 1 is an overview of your self assessment results as they relate to each of the eight distinct phases of the procurement process.

Section 2 details your learning plan recommendations. Here you will see the e-Learning modules assigned to support you in your current role. You will also see the training workshops that have been prioritised for you. Together with your manager use these suggestions to decide which training workshops you should attend throughout the year.

DISCUSS WITH YOUR MANAGER

The Queensland public sector is focused on building sustainable procurement capability across agencies and government. It is important to address skill gaps across the entire public sector, and as individuals we should also be aware and focused on our specific development needs.

Part of this process needs to involve discussions with your line manager to ensure the training you are receiving aligns to your organisation's objectives, the previous conversations about your personal learning and development needs along with your career aspirations.

APPLY THE 70:20:10 MODEL

The recommendations throughout this report are based on the 70:20:10 Model of Learning. The impact of your formal training increases significantly when it is applied to your work and is discussed with mentors, coaches and colleagues. For each phase of the procurement process you will receive learning and development recommendations that align with this Model of Learning.

10%	Structured training	10% of learning is through structured training, workshops and theory.
20%	Social learning	20% of learning is enhanced by coaching, mentoring and accessing your professional work networks.
70%	Structured training	70% of learning comes through applying our knowledge in 'on-the-job' workplace tasks and projects.

Your organisation and you

During your registration process at criticalskillsboost.com you provided information to us. This information is displayed below for your reference.

YOUR REGISTRATION INFORMATION

First Name	Debbie
Last Name	Tattersall
Email Address	Deborah.tattersall@dcs.qld.gov.au
Manager's First Name	Peter
Manager's Last Name	Oxlade
Manager's Email Address	Peter.oxlade@dcs.qld.gov.au

YOUR DETAILS

Organisation	Justice and Attorney-General
Division	Division
Location	Brisbane
Role	Procurement Advisor
Level	Senior advisor
Position	Senior advisor finance and contracts
The nature of the goods/services that you most commonly procure, or manage contracts for?	General Goods and Services
Phone number	30064162

Your assessment summary

This summary provides you with an overview of your assessment results.

Your overall score is **271.00** out of a maximum score of 504.

This represents an average score of **33.88** per phase of the process.

The table below details your assessment results for each step of the Training Needs Analysis.

This is calculated as an average of your rating.

ASSESSMENT TABLE

Phase	Average	Level
Opportunity Analysis	3.67	Understanding
Market Analysis	3.44	Understanding
Strategy Development	3.78	Understanding
Market Engagement	4.22	Understanding
Negotiate	3.33	Understanding
Contract Implementation	3.33	Understanding
Supplier Relationship Management	4.11	Understanding
Refresh Strategy	4.22	Understanding

Note

The level column describes the average rating received and aligns to the wording of the assessment scale below

SCORING GUIDE

Novice		Awareness		Understanding		Practitioner		Expert							
0	No awareness.	1	Some awareness, never practiced.	2	Starter knowledge, novice in practice.	3	Some knowledge, occasional practice.	4	Intermediate knowledge, intermittent practice.	5	Specialist knowledge, recurrent repeated practice	6	Expert knowledge, frequent practice.	7	Master knowledge, constant practice.

1. Opportunity Analysis

Opportunity analysis is a detailed review of the prospects for a product within a potential market. For example, the marketing manager of a product might request a detailed opportunity analysis to help them forecast whether market demand conditions will support launching into that market.

The skills demonstrated in this step include:

- Collecting internal and external data
- Engaging internal customers
- Conducting needs analysis
- Conducting spend analysis
- Identifying 'quick wins'
- Alignment of other/existing initiatives
- Analysing and summarising data

In this step you assessed yourself at the **Understanding** level. Based on your assessment the accumulated average across the nine self-assessment questions is **3.67**.

RECOMMENDATIONS

10% Structured training	<p>Attend a workshop: Procurement Essentials</p> <p>Attendance will help raise awareness of the sourcing process and the tools that may be used.</p> <p>Benefits include:</p> <ul style="list-style-type: none">> More appreciation of the importance of planning to deliver better outcomes> More appreciation of the tools and other resources available to support strategic sourcing> Awareness of 'tips and traps' of how to deliver a procurement process that drives outcomes and value for money <p><u>Please note:</u> your e-Learning recommendations are in your e-Learning plan (pg 15 of this document).</p>
20% Social learning	<ul style="list-style-type: none">• Facilitate a gathering of stakeholders to brainstorm ideas to secure potential improvements to a category. How well did the idea generation process work?• Model the total cost of a category and identify what proportion of the the total cost is price related. What does this mean for your opportunity analysis?• Consider some potential opportunities that are 'hard to implement' because of weak market power, or internal challenges. What could you do to reduce the degree of difficulty?
70% Practical application	<ul style="list-style-type: none">• Facilitate an opportunity analysis session for a category or a project. What factors did you use to profile the most appropriate initiatives to adopt first?• Benchmark the terms that your organisation uses to acquire a category against the terms achieved by another organisation. How do the two sets of terms compare?• Evaluate your ability to assess the 'ease of implementation' of a category. What factors drive ease of implementation?

2. Market Analysis

Market Analysis is the application of forecasting techniques to the supply market factors that influence the demand for a product identified as a market opportunity. Understanding the dynamics and trends of the supply market equip professionals to proactively surface and extract unlocked value.

The skills demonstrated in this step include:

- Determining research objectives
- Collecting and analysing supply market data
- Understanding supply market risks
- Understanding competitive landscapes
- Researching pricing & total cost drivers
- Cost versus benefit analysis
- Summarising data and findings

In this step you assessed yourself at the **Understanding** level. Based on your assessment the accumulated average across the nine self-assessment questions is **3.44**.

RECOMMENDATIONS

10% Structured training	<p>Attend a workshop: Strategic Sourcing</p> <p>Attendance will help build understanding of the strategic sourcing process and the tools that may be used. Benefits include:</p> <ul style="list-style-type: none">> More appreciation of the importance of planning to deliver better outcomes> More appreciation of the tools and other resources available to support strategic sourcing> Less likelihood of the sourcing process failing to realise the planned benefits <p><u>Please note:</u> your e-Learning recommendations are in your e-Learning plan (pg 15 of this document).</p>
20% Social learning	<ul style="list-style-type: none">• Try to assess the balance of power between your organisation and a supplier. Who has the power and why?• Review the other buyers in a supply market. How large is your organisation, and how does this affect your bargaining power?• Select a category and consider how you might increase your bargaining power.
70% Practical application	<ul style="list-style-type: none">• Select a market that is changing quickly. Try to identify at least two key trends that are shaping the market dynamics.• Identify a tool of market analysis that you have not previously used. Try to implement the tool, and evaluate how useful the tool may be• Prepare to visit a supplier or reference site, with a list of questions designed to focus on the 'road map' of how the market may change in the next eighteen months. What did you learn?

3. Strategy Development

Strategy Development is an approach by which an organisation aims to develop and market products for different customer segments. Having identified the aims of the sourcing program it is essential that a detailed and achievable strategy, integrating a range of professional tools, be established.

The skills demonstrated in this step include:

- Distinguishing between tactical and strategic approaches
- Scaling potential benefits
- Defining category objectives
- Facilitating Stakeholders to develop/refine a range of potential market approaches
- Modeling scenarios to aid risk identification
- Utilising and configuring Comprara tools and technology
- Alternatives to rules based management routines

In this step you assessed yourself at the **Understanding** level. Based on your assessment the accumulated average across the nine self-assessment questions is **3.78**.

RECOMMENDATIONS

10% Structured training	<p>Attend a workshop: Category Management Essentials</p> <p>Attendance will help raise awareness of the category management process and the tools that may be used. Benefits include:</p> <ul style="list-style-type: none">> More appreciation of what category management involves, and the importance of category management to deliver better outcomes> More appreciation of the tools and other resources available to support category managers> Less likelihood of the category management process failing to realise the planned benefits <p><u>Please note:</u> your e-Learning recommendations are in your e-Learning plan (pg 15 of this document).</p>
20% Social learning	<ul style="list-style-type: none">• Ask an experienced manager how they went about transforming an unfavourable market situation, for example, by sponsoring a new entrant or reducing dependence on a monopoly supplier. What conclusions can you draw from the process?• Observe a governance review of a proposed strategy and consider which factors were taken into account and what contents the review panel relied on in reaching a decision. What conclusions can you draw from the process?• Ask a supplier to describe the most innovative procurement strategy that they have encountered. What did you learn?
70% Practical application	<ul style="list-style-type: none">• Review an activity that is currently outsourced, and consider what the benefits of insourcing would be.• Consider the factors that review panels and governance groups evaluate when making recommendations regarding the adoption of different strategies. Which factors do they take into account?• Discuss with your peers the appetite for risk in your organisation. How does that affect the selection of procurement strategies?

4. Market Engagement

Market Engagement describes all those processes involved in contacting and interacting with potential suppliers. There are two broad types; firstly, interactions with the market that have no impact on market structure or the attitude of the participants, e.g. Requests for Information (RFI), Quotations (RFQ) and Proposals (RFP). The second involves market interventions such as conditioning, negotiation, reverse marketing and supplier development which may have a transformative effect on the market.

The skills demonstrated in this step include:

- Defining quality levels for services
- Defining unique standards
- Managing the bidding and evaluation process
- Driving out the procurement objectives
- Assembling the bid package
- Designing the bid evaluation mechanism
- Managing probity during the process

In this step you assessed yourself at the **Understanding** level. Based on your assessment the accumulated average across the nine self-assessment questions is **4.22**.

RECOMMENDATIONS

10% Structured training	<p>Attend a workshop: Driving Strategic Sourcing Initiatives and Tender Evaluation</p> <p>The workshop will benefit experienced sourcing practitioners, particularly those involved in complex, high value and/or high risk sourcing activities, who wish to develop their existing capability in managing sourcing projects.</p> <p>Attendance will help develop existing capability in the sourcing process, and in the tools and techniques that may be used to achieve value for money outcomes that meet the customer's needs. Benefits include:</p> <ul style="list-style-type: none">> More appreciation of when to match the market and when to develop unique solutions> More capability in managing project teams to reach the 'right' decision> Less likelihood of the sourcing process becoming derailed by conflict and disagreement <p><u>Please note:</u> your e-Learning recommendations are in your e-Learning plan (pg 15 of this document).</p>
20% Social learning	<ul style="list-style-type: none">• Ask a supplier what their success rate is in bidding for work that is competitively tendered. What are the implications of their answer?• Observe an experienced category manager facilitate a bid evaluation meeting. What did they do to promote a better outcome?• Ask an experienced manager how they know when competition is adequate in the market.
70% Practical application	<ul style="list-style-type: none">• Plan to evaluate an RFP or RFx, and prior to engaging with the stakeholders, try to anticipate the issues they may raise during the evaluation process.• Review an RFP exercise that resulted in questions for 'bid clarification', or queries from potential tenderers. What were the questions, and what did the experience teach you about drafting bid documents?• Investigate what procurement governance exists around bid management and evaluation. How do you both ensure a compliant process and contribute towards a better outcome?

5. Negotiate

Negotiation is a process through which each party aims to achieve their goals in the context of their relationship with the other party. Our approach may be different in each case, for example, between dealing with a long-term supplier as opposed to short-term supplier. However, in every negotiation we need to be clear around our objectives, and decide how we plan to achieve our goals. The common elements are clear objectives that are consistent with the relationship we want to create.

The skills demonstrated in this step include:

- Strategic selling and buying facilitation
- Negotiating tactics and ploys
- Concessional behaviour in win/win negotiations
- Dealing with cultural issues in negotiation
- Neutralising negotiation tactics
- Resolving impasses in negotiation
- Needs identification; between explicit and latent needs

In this step you assessed yourself at the **Understanding** level. Based on your assessment the accumulated average across the nine self-assessment questions is **3.33**.

RECOMMENDATIONS

10% Structured training	<p>Attend a workshop: Legal Aspects of Establishing and Managing Contracts</p> <p>Attendance will help raise awareness of the legal framework for establishing and managing contracts and the principles and issues raised by poor or non-performance. Benefits include:</p> <ul style="list-style-type: none">> More appreciation of the legal context of contract management> More awareness of how contract managers may deal with poor or non-performance> Less likelihood of the contract manager unintentionally exposing their organisation to risk of litigation <p><u>Please note:</u> your e-Learning recommendations are in your e-Learning plan (pg 15 of this document).</p>
20% Social learning	<ul style="list-style-type: none">• Ask an experienced category manager to describe various negotiation tactics adopted by suppliers. How did your colleague deal with them?• Observe a negotiation and focus on how each party tried to persuade the other. What methods of persuasion were used?• Ask an experienced negotiator to describe how they have avoided an impasse. What did and didn't work?
70% Practical application	<ul style="list-style-type: none">• Facilitate a small team preparing for a negotiation with a supplier. How will you ensure that each person knows their role?• Execute a negotiation with a supplier where the balance of power is in the supplier's favour. Review what did and didn't work.• Review a negotiation that you have been involved in. What are the transferable learning points?

6. Contract Implementation

Procurement contracts can take many forms depending on the duration of the agreement, the number of participants, the pricing basis and the scope of work. In terms of duration, contracts may be spot, short term, long term, or evergreen. In terms of sourcing strategy, they may feature a single provider or be a panel contract consisting of multiple providers. In terms of pricing basis the contract may be a fixed price, unit rate or cost-plus contract. It is in the implementation stage of the cycle where the organisation captures the value identified during the developing strategy phase.

The skills demonstrated in this step include:

- Reducing complexity in contracting
- Detecting and dealing with malpractice
- Risk management in practice
- Levers of performance management
- Problem solving, resolution and support, escalate or terminate
- Prioritising improvement opportunities and governance structures
- Defining dimensions to measure

In this step you assessed yourself at the **Understanding** level. Based on your assessment the accumulated average across the nine self-assessment questions is **3.33**.

RECOMMENDATIONS

10% Structured training	Attend a workshop: Intermediate Contract Management Attendance will help build understanding of the role and contribution of effective performance measures and contract management plans in contract management. Benefits include: > More capability in developing and applying effective contract management plans > More understanding of how effective performance measures and contract management plans enable better contractual outputs > Less likelihood of the contract manager becoming reactive and being overtaken by events <u>Please note:</u> your e-Learning recommendations are in your e-Learning plan (pg 15 of this document).
20% Social learning	<ul style="list-style-type: none">• Ask an experienced category manager what they do to make contract implementation streamlined.• Ask a supplier what helps make contracts successful from their point of view.• Ask an experienced manager how many KPIs is enough. How do they answer that question for different categories?
70% Practical application	<ul style="list-style-type: none">• Read your organisation's standard terms on liability, indemnity and risk. What do the clauses say and what do they mean?• Prepare a change management program associated with realising potential contract benefits. What needs to change, when and how?• Prepare the agenda for a kick off meeting. What needs to happen to make the contract more likely to be a success?

7. Supplier Relationship Management

Supplier Relationship Management [SRM] is the segmentation by buyers of the business relationships with their suppliers. The process involves reviewing the portfolio of suppliers, categorising supply relationships by their significance, devoting resources in proportion to the relationship's significance and managing processes between the parties to realise the relationship objectives. **Supplier Performance Management (SPM)** is a business practice that is used to measure, analyse, and manage the performance of a supplier in an effort to cut costs, alleviate risk, and drive continuous improvement.

The skills demonstrated in this step include:

- Segmenting supplier relationships
- Developing joint cost and value initiatives
- Customer of choice and 180 degree feedback
- Improving delinquent supplier performance
- Developing supplier relationship plans
- Building resilience, preventing and resolving problems
- Improving supplier capability

In this step you assessed yourself at the **Understanding** level. Based on your assessment the accumulated average across the nine self-assessment questions is **4.11**.

RECOMMENDATIONS

10% Structured training	Attend a workshop: Supplier Relationship Management Attendance will build capability in managing strategic suppliers and contracts, and designing and managing effective improvement programs. Benefits include: > More capability in aligning suppliers to work co-operatively on joint projects with shared goals > Less likelihood of the contract outcomes failing to meet expectations or forecast benefits > Greater understanding of influencing and interpersonal skills required to build effective relationships. <u>Please note:</u> your e-Learning recommendations are in your e-Learning plan (pg 15 of this document).
20% Social learning	<ul style="list-style-type: none">• Ask a category manager to show you a KPI report for a key supplier. What are the issues being measured and why?• Ask a supplier to describe what does and doesn't work well in performance review meetings. What conclusions can you draw from their answers?• Ask an experienced manager what makes a good relationship with a supplier. What are the 'do's and don'ts' of supplier relationship management?
70% Practical application	<ul style="list-style-type: none">• Give a supplier feedback on an issue where they need to improve. What was their response?• Explore how your organisation motivates supplier performance. Are there incentives alongside sanctions?• Ask a supplier how your organisation could improve as a client. How many of the responses are in your gift to influence or change?

8. Refresh Strategy

A refresh strategy aims to grow volumes, increase savings and value by focusing on emerging markets and products to meet growing consumer demand. It includes embedding principles of sustainability within aspects of procurement to ensure minimisation of waste, avoidance of green wash and aligning procurement with the strategic and ethical direction of the organisation.

The skills demonstrated in this step include:

- Evaluating the procurement against the original objectives
- Comparing actual and expected benefits
- Understanding and review business needs and drivers
- Capturing critical incidents for continuous improvement
- Interpreting contracts
- Breaking constraints
- Re-engineering processes for simplification

In this step you assessed yourself at the **Understanding** level. Based on your assessment the accumulated average across the nine self-assessment questions is **4.22**.

RECOMMENDATIONS

10% Structured training	<p>Attend a workshop: Developing Category Strategy</p> <p>Attendance will help raise capability in developing category strategies and the tools that may be used. Benefits include:</p> <ul style="list-style-type: none">> More selectivity about which tools are most relevant to which categories> More appreciation about making decisions when we do not possess all the facts or we encounter conflicting information> Less likelihood of the category management planning and strategy development failing to realise the planned benefits <p><u>Please note:</u> your e-Learning recommendations are in your e-Learning plan (pg 15 of this document).</p>
20% Social learning	<ul style="list-style-type: none">• Ask a supplier to describe to you a contract that was not a success from their perspective. What factors contributed to the less than successful outcome?• Ask an experienced contract manager how they capture transferable learning points from one contract to then use on another.• Ask an experienced manager how they know what duration extension periods should be on contracts. Why are some one year, some two years, etc?
70% Practical application	<ul style="list-style-type: none">• Review a recurring contract at a key milestone. Has the contract realised its objectives?• Explore how suppliers who are active across multiple categories and/or multiple procurement arrangements are assessed. How do you know how they are performing?• Review supplier performance on a panel contract/agreement where there is more than one supplier. What data do you have and how is it used?



Debbie Tattersall

*Get ready to embark on
your 2015-2016
skills boost program!*

This program has been specifically designed for you
and includes an e-Learning Plan together with
workshops that will suit your role and your skills.



Welcome to the
**Critical Skills
Boost Program**



Your e-Learning Plan

Use your e-Learning plan to navigate and work your way through your tailored program of learning.

Your online learning plan is designed specifically around the competencies required to perform in your role of:
Procurement Advisor.

With this in mind, your focus is likely to be:

Procurement that is of a low value and/or low risk nature. This may include engaging with internal customers, conducting request for quote process, establishing and negotiating contracts with suppliers, and potentially some management of routine contracts.

The activities you are involved in are likely to include:

Stakeholder need analysis, challenge specifications, running the RFQ, offer comparison, negotiation and contracting.

The world's leading resource in procurement online e-Learning will be made available for you to advance your knowledge across a range of competencies. Here you will have access to:

- ✓ High-impact videos for you to watch
- ✓ Recognisable situations for you to think about
- ✓ Interactive quizzes for you to test your understanding as you go
- ✓ Course notes for you to download
- ✓ Hundreds of articles for you to read
- ✓ Scores of templates for you to use.

How to gain access to your e-Learning curriculum.

1

Receive details.

You will receive an email with your login details. You may not receive this immediately – it may take up to a fortnight for you to receive it.

2

Follow the link.

Once you have received this email follow the link inside the email to access your skills boost e-Learning platform.

3

Login.

Using your login credentials, login to the site.

4

Access.

You can now gain access to your learning plan, which has been uploaded for you together with hundreds of articles and templates.

5

Begin your learning program as soon as you can.

Make learning a habit and ensure you watch your videos, review your course work and where application tasks have been provided, make certain that you complete them. '

This will increase your rate of learning and give you a highly beneficial experience.

YOUR E-LEARNING PLAN IS AS FOLLOWS:

Competencies	Topics:	Time (h:m)	Level
Sourcing	Influencing Specifications Strategic Sourcing Strategic Sourcing Simulations	6:50	Practitioner
Negotiation	Winning Negotiations Advanced Negotiation Techniques Winning Negotiations Simulations Advanced Negotiation Techniques Simulations	9:25	Practitioner
Legal	Legal issues in Procurement Incoterms Legal Issues in Procurement Simulations	4:35	Practitioner
Finance	Introduction to Finance	0:40	Awareness
Cost Mgmt.	Cost Management Essentials	1:30	Understanding
Operational Procurement	Procure to Pay Management Procure to Pay Simulations	3:45	Understanding
Contract Mgmt.	Contract or Supplier Performance Management Essentials	1:30	Understanding
Category Mgmt.	Spend Analysis and Introduction to Category Management	1:50	Awareness
Strategy	Vision Mission and Strategy Corporate Fraud Prevention	1:20	Awareness
Project Mgmt.	Introduction to Project Management	0:30	Awareness

Your high priority workshops

There are a range of courses available in the program.

Note: This summary is intended to be used as a guide only and all recommendations are intended to be discussed with your line manager to ensure alignment with organisational, team and individual requirements.

Workshops will help you build your procurement contacts across government. You will receive:

- ✓ Learning content that is directly aligned to your needs
- ✓ Tuition from an industry expert
- ✓ A practical and interactive space to learn
- ✓ Course notes to learn and remember
- ✓ Pre-workshop tasks ... to get you thinking!
- ✓ Post-workshop tasks... to help you remember!
- ✓ An opportunity to network with your colleagues in other agencies and to share experiences.

These are your high-priority training workshops.

Note: This summary is intended to be used as a guide only and all recommendations are intended to be discussed with your line manager to ensure alignment with organisational, team and individual requirements

LEGAL ASPECTS OF ESTABLISHING AND MANAGING CONTRACTS

The workshop will benefit those who undertake contract management or establish contracts with suppliers as part of their duties - in particular people who are new to contract management or sourcing, or those who require a 'refresher'. Attendance will help raise awareness of the legal framework for establishing and managing contracts and the principles and issues raised by poor or non-performance. Benefits include:

- > More appreciation of the legal context of contract management
- > More awareness of how contract managers may deal with poor or non-performance
- > Less likelihood of the contract manager unintentionally exposing their organisation to risk of litigation.

YOUR KEY LEARNING OUTCOMES

1. Describe the principles of contract formation and relate that to the procurement process
2. Identify a selection of terms found in contracts and describe their significance in the event of poor performance causing breach of the contract
3. Describe the circumstances and processes appropriate to contract termination and relate the principles to their own contracts
4. Describe alternative ways of resolving disputes other than litigation or termination

[CLICK HERE TO LEARN MORE ABOUT THIS WORKSHOP >](#)

INTERMEDIATE CONTRACT MANAGEMENT

The workshop will benefit those who are responsible for developing performance measures (e.g. KPIs, service levels) in contracts, and for developing contract management plans. Attendance will help build understanding of the role and contribution of effective performance measures and contract management plans in contract management. Benefits include:

- > More capability in developing and applying effective contract management plans
- > More understanding of how effective performance measures and contract management plans enable better contractual outputs
- > Less likelihood of the contract manager becoming reactive and being overtaken by events.

YOUR KEY LEARNING OUTCOMES

1. Develop smart KPI's that are effective and relevant to achieving outcomes
2. Develop contract management plans so that the plan is consistent with the risk, value and complexity of a variety of contracts
3. Manage the contract in accordance with the contract management plan

[CLICK HERE TO LEARN MORE ABOUT THIS WORKSHOP >](#)

STRATEGIC SOURCING

The workshop will benefit those who are involved in the procurement/sourcing process and who perform activities that are part of the sourcing process. In particular this course will benefit people that are seeking a better understanding of strategic sourcing (e.g. to improve capability to undertake more complex sourcing), and those who may require a 'refresher'.

Attendance will help build understanding of the strategic sourcing process and the tools that may be used.

Benefits include:

- > More appreciation of the importance of planning to deliver better outcomes
- > More appreciation of the tools and other resources available to support strategic sourcing
- > Less likelihood of the sourcing process failing to realise the planned benefits

YOUR KEY LEARNING OUTCOMES

1. Describe the strategic sourcing process and identify the ways in which value may be created (or lost) through effective (or ineffective) management of the sourcing process
2. Identify the relationships that the sourcing team need to establish with internal and external stakeholders, including category managers.
3. Identify the tools and resources that are appropriate at each phase of the strategic sourcing process
4. Relate strategic sourcing and category management to the end-to-end procurement process

[CLICK HERE TO LEARN MORE ABOUT THIS WORKSHOP >](#)

How to gain access to your Critical Skills Boost Workshops.

OPTION ONE

Using the booking calendar, you can go ahead and **book yourself** onto your recommended workshop!

- Select the workshop you want to attend
- Input your details and corporate credit card (secure payment)
- Receive your receipt of payment
- You are now registered and your seat is reserved at the training event.

I WANT TO BOOK NOW! >

OPTION TWO

Your manager will book the entire team on a particular workshop.

If this is the case, wait to receive your event registration email from your manager.

It will contain all of the information you require to attend your workshop.



The skills boost you've been waiting for is here.

Now it is up to you.

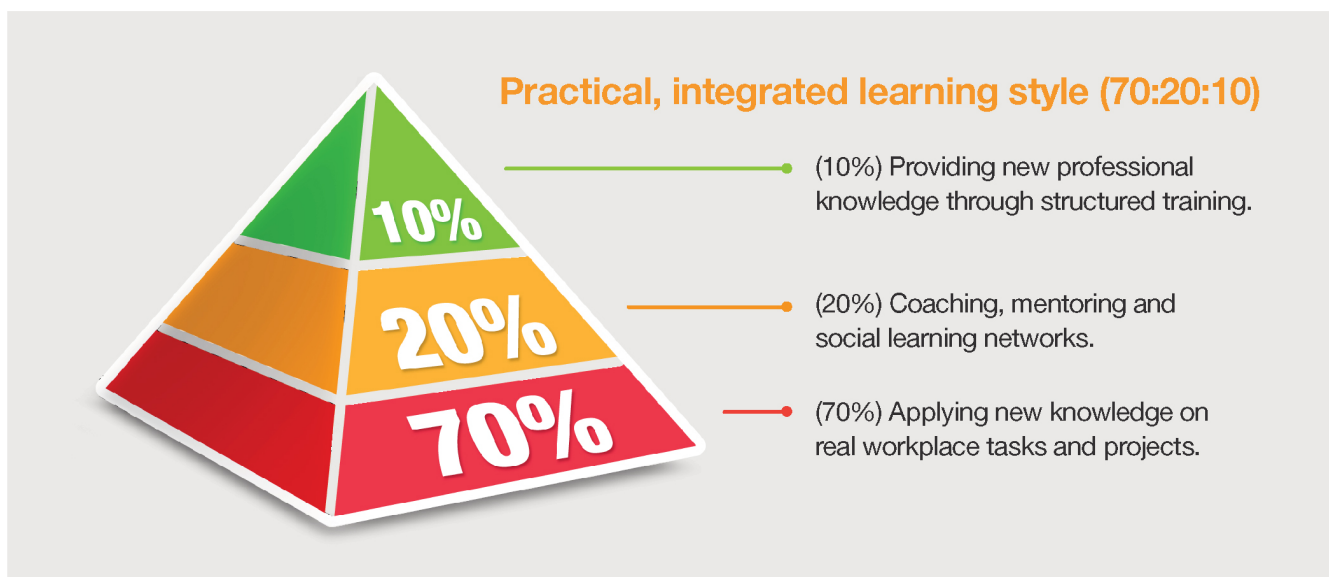
This is your opportunity to access the world's leading resource in procurement e-Learning together with industry-leading workshops. With access to a rich tapestry of information you can thread learning into your every day work life.

- ✓ Each focus area has been aligned with agency priorities to complement existing training and continue building procurement capability across three levels – for individuals, agencies, and Queensland Government.
- ✓ No matter what you're looking for, there's something for everyone – individual training recommendations, access to a wide range of resources through an eLearning platform, practical workshops giving you targeted skills development and opportunities to connect with other procurement professionals across government and resources that will further your career .
- ✓ The flexible nature of the program allows you to learn at your own pace and at a time that's convenient for you.
- ✓ Workshops will provide opportunities for cross-agency networking, allowing you to share experiences and learning's, and build your procurement contacts across government.
- ✓ The learning doesn't stop here, with post-workshop activities and resources available via the e- Learning platform you can continue your skills boost when it's convenient for you.

Integrate your learning into your everyday tasks.

The impact of your formal training increases significantly when:

- ✓ You engage with your manager before and after your training workshops to gain their advice on the application of the material in your environment.
- ✓ You use your e-Learning resources regularly and make learning part of your working environment.
- ✓ You apply what you have learnt in a practical context.
- ✓ You discuss what you have learnt with colleagues who have performed similar work and can offer practical advice.



The Critical Skills Boost Program.

is delivered to you by Comprara

Comprara work with ASX 200 companies including some of the largest organisations in Australia and New Zealand in Telecommunications, Health, Energy, Financial Services, Retail Banking, Aviation, Manufacturing, Utilities, Transport, FMCG, Resources as well as the Public Sector including water authorities, local government and not-for-profit organisations.

PROCUREMENT SOLUTIONS THAT HELP YOU GAIN MORE GROUND

Typically Comprara is appointed by the Chief Procurement Officer to deliver quick results, minimise supply risks, review and transform processes, recover delinquent projects, build capabilities and tackle tough spend categories. You can lean on us to help you reduce the overall cost of acquisition through best practice sourcing and purchasing strategies, processes and technologies.



Strategy

By taking the unbeaten road, our clients make discoveries they had never seen before.



Solutions

Toolkits packed with smarts. We've done the thinking for you.



Services

From operational to mission critical, it's our job to secure supply.



Training

Achieve better pricing, lower risks and unlock greater value.



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