

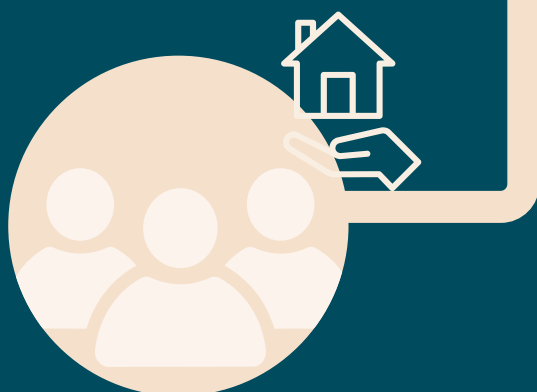


Government of Western Australia
Department of Treasury and Finance



Western Australian Procurement Professionalisation Strategy

2026–2030





Acknowledgement of Country

This report was prepared by the Department of Treasury and Finance on the traditional Country of the Wadjuk people of the Noongar Nation.

The Department of Treasury and Finance respectfully acknowledges the Traditional Custodians of Country throughout Western Australia and their continuing connection to Country, Culture and Community.

We pay our respects to all members of Western Australia’s Aboriginal communities and their cultures and to Elders past and present.

We acknowledge and pay tribute to the strength and stewardship of Aboriginal people in sustaining the world’s oldest living culture and value the contribution Aboriginal people make to Western Australia’s communities and economy.

We recognise our responsibility as an organisation to work with Aboriginal people, families, communities, and organisations to make a difference and to deliver improved economic, social and cultural outcomes for Aboriginal people.

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Minister's foreword

Procurement is essential to delivering services and infrastructure the Western Australian community relies upon. In 2024–25, the WA Government spent more than \$25.3 billion on goods, services, works and community services. Effective procurement directly influences public value, social and economic outcomes, and community trust in government.

The introduction of the *Procurement Act 2020* and the Western Australian Procurement Rules established a unified, modern framework to strengthen procurement practice across all State agencies.

At the same time, the then Department of Finance led the WA Procurement Capability Development Strategy 2022–2025. This was the first whole-of-government approach to systematically improve procurement capability.

These reforms set the foundation for the Western Australian Procurement Professionalisation Strategy 2026–2030 (the Professionalisation Strategy) now led by the Department of Treasury and Finance (DTF).

The Professionalisation Strategy supports the Public Sector Commission's Agency Capability Review Program. The capability reviews assess how effectively agencies manage important areas such as procurement, contract management, and governance. Reviews have shown the need for a system-wide, coordinated approach to strengthen procurement capability and leadership across the public sector.

This strategy sets out a long-term, structured approach to embedding procurement capability across the WA public sector. It builds on recent reforms, creates professional pathways and positions procurement as a recognised career.

Importantly, the Professionalisation Strategy moves beyond traditional training programs to create a system of shared responsibility. Procurement capability building will be embedded within the wider ecosystem of workforce planning, professional recognition, leadership development and continuous improvement.

These efforts align with the WA Government's broader commitment to building public sector capability, including through the WA Government's The Skills Academy. Together, these initiatives help create a modern, capable and future-ready public service.

The Professionalisation Strategy will play a key role in delivering on the WA Government Priorities 2025–2029. A skilled, professional and outcomes-oriented public sector procurement workforce will be critical to realising a strong and diversified economy, accessible healthcare and housing, quality services and infrastructure, safe and inclusive communities and a healthy environment.

I endorse this strategy. It sets a clear path to elevate procurement practice, employ, upskill and retain talented professionals in the public service, and deliver greater value for Western Australians.

Hon. David Michael MLA
Minister for Finance



Under Treasurer's message

The Western Australian Procurement Professionalisation Strategy 2026–2030 (the Professionalisation Strategy) sets a bold vision for a skilled, strategic, and professional procurement workforce across the Western Australian public sector.

Procurement is no longer just a transactional function – it is a critical enabler of value, innovation, and trust in government. By lifting capability, we strengthen governance, reduce risk, and deliver better outcomes for our community.

This Professionalisation Strategy is built on three core elements:

- 1. Laying the foundation** – Developing a pipeline of skilled professionals through structured pathways, strong professional identity and role clarity, and strategic education partnerships.
- 2. Strengthening capability** – Lifting capability through targeted training, continuous development and professional recognition.
- 3. Achieving strategic impact** – Elevating procurement leadership to be a trusted partner in achieving agency objectives and whole-of-government priorities.

Every agency has a role to play. Whether in the managing of complex contracts or delivering frontline services, procurement decisions shape the quality and sustainability of public outcomes. By aligning workforce planning, governance, and systems with these core elements, we create a sector that is future-ready and resilient.

I encourage agencies to start with the basics: understand your current capability, identify priority areas, and take practical steps toward a professionalised procurement function. Continuous improvement – not perfection – is the goal.

Together, we can build a procurement workforce that is respected, future-focused, and equipped to deliver for Western Australians.

Thank you for your commitment to this important work.

Joann Wilkie PSM
Under Treasurer

Background

Western Australia’s procurement system has changed significantly in the past five years. The *Procurement Act 2020* and Western Australian Procurement Rules (the Rules) created a unified framework to modernise and strengthen procurement practice across State agencies.

As the functional lead for procurement, the then Department of Finance released the WA Procurement Capability Development Strategy 2022–2025. This was the first whole-of-government approach to systematically uplift the Western Australian public sector’s procurement capability, laying the foundation for a more professional and consistent sector.

As part of the 2025 Public Sector Reform, functional leadership for procurement is now vested in the DTF. Building on the foundation of the previous strategy, DTF has led the development of the Western Australian Procurement Professionalisation Strategy 2026–2030 (the Professionalisation Strategy). This new strategy reflects the lessons learned since the release of the previous one and positions the procurement workforce for the future by focusing on professional pathways, capability frameworks, and stronger system enablers.

The Professionalisation Strategy is closely aligned with the State Commissioning Strategy for Community Services, which positions commissioning as a central enabler of outcomes-focused, person-centred community services across Western Australia. By improving procurement practice throughout the commissioning cycle, through capability building, co-design with service users and providers, outcomes-based approaches, and stronger data systems, this professionalisation agenda supports the broader reform goal of delivering more sustainable, impactful community services.

Significant progress has been made

Over the past five years, agencies and DTF have worked together to lift procurement capability across the sector. The first sector-wide Procurement Capability Benchmarking Survey conducted in 2025 and broader participation in the Procurement Capability Indicator have given agencies clearer visibility of their strengths and development needs, creating a shared evidence base for action. The Procurement Capability Matrix (PCM), developed with agency input, now supports teams to plan and track capability growth.

The Procurement Leadership Steering Group was reset as the Procurement and Contract Managers Network, a community of practice where State Government agencies share knowledge and strengthen collaboration. The launch of the Thought Leadership Series has given senior leaders access to perspectives from outside the WA public sector, sparking new approaches and constructively challenging established thinking.

This professionalisation agenda supports the broader reform goal of **delivering more sustainable, impactful community services.**

Practical tools such as the Measuring Contract Management Performance Guide are helping agencies set clearer standards and improve outcomes. New training products, co-designed with subject matter experts, are equipping both procurement specialists and staff who buy as part of their role. These training offerings will be enhanced by the training programs being launched from 2026 as part of the new The Skills Academy, being led by the Public Sector Commission and which includes procurement as a core capability required by agencies. In the community services sector, a specialist Community of Practice and a seven-part Commissioning Toolkit are embedding outcomes-focused approaches.

The unified framework introduced under the *Procurement Act 2020* and the Rules has also enabled a more coordinated approach to capability development across both goods and services and works procurement.

Building capability in the works space remains an important part of DTF’s functional leadership role, though it presents unique challenges given the scale, complexity and specialisation of major works agencies. Many operate with bespoke contract forms, technical standards, and project delivery models, meaning capability uplift is most effective when tailored and led in partnership with those agencies. DTF will continue to play a central role in supporting this by setting clear foundations, providing shared tools and training, and facilitating knowledge transfer across the sector.

While these initiatives are building momentum, insights from benchmarking, sector feedback and global and national procurement capability frameworks confirm that further transformation is needed to make procurement a profession of choice across WA Government agencies.

Western Australian public sector procurement – at a glance

Procurement in the WA public sector operates under a unified system, combining a single legislative framework with a centre-led, agency-delivered model that balances consistency with agency accountability:

- **One system:** The *Procurement Act 2020* and the Rules provide a single, consistent framework for goods, services, works, and community services across government.
- **Centre-led, agency-delivered:** DTF sets the rules, manages Common Use Arrangements, and provides templates, guidance, and tools. Agencies are accountable for their procurements and responsible for their procurement capability.
- **Why it matters:** A shared framework promotes consistency, probity, and value for money. Building agency capability ensures procurement is strategic, transparent, and delivers better outcomes for the Western Australian community.



The case for change



The 2025 Procurement Capability Benchmarking Survey (Benchmarking Survey) and 2025 Workforce Survey (Workforce Survey), shows uneven capability across the sector.

What the data tells us

While agencies perform well in planning, governance and supplier engagement, maturity levels remain concentrated in the 'Foundation' and 'Emerging' tiers. Only 35% of agencies self-assessed at the 'Established' level, with none operating at the top tiers of 'Strategically Executed' or 'Fully Integrated' maturity.

This distribution is broadly consistent with other Australian public sector benchmarks, indicating that Western Australia's opportunity lies in lifting the floor and raising the ceiling by supporting foundational capability in smaller agencies – while accelerating strategic maturity across those with larger, high-value portfolios.

Together, these insights demonstrate the need for a long-term, coordinated approach to professionalising the procurement workforce.

The Professionalisation Strategy addresses these challenges by embedding capability uplift within:

- workforce planning,
- leadership accountability, and;
- system enablers.

This creates a skilled, connected, and strategic procurement profession that delivers greater value for Western Australia.

Systemic challenges identified

Inconsistent workforce capability



Contract management, data literacy, and strategic alignment capability

Fragmented professional identity



Inconsistent job titles, role expectations, and development pathways

Limited entry and mobility pathways



63.6% of new hires were recruited internally, with few graduate or entry-level roles.

Ad hoc professional development



CPD and mentoring remain largely unstructured.

Underdeveloped systems and data enablers



Inconsistent use of procurement technology and limited workforce visibility hinder evidence-based decision-making.

Strategy context

About the 2025 Procurement Capability Benchmarking Survey



The Benchmarking Survey provided the first comprehensive picture of procurement capability across the WA public sector.

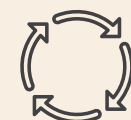
Led by the Department of Treasury and Finance, the survey assessed 31 agencies.

Three domains were assessed



Management of procurement as a function

Leadership, governance and business engagement



Procurement lifecycle

Procurement processes and activities



Enabling procurement

People, systems and business intelligence

Key results

- 35% of agencies were rated at 'Established' or above, while none achieved the highest maturity levels.
- Larger agencies with dedicated procurement functions demonstrated higher levels of strategic alignment and planning capability.
- Smaller procuring agencies showed strong foundational compliance but limited ability to build advanced capability.

What makes WA different?

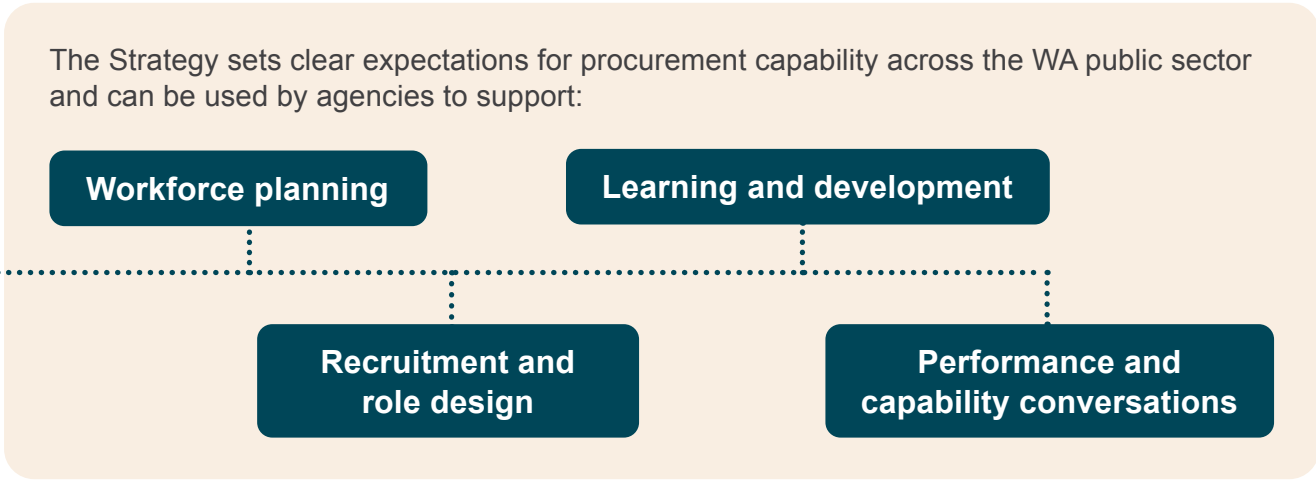
In WA, many procurements above thresholds determined by the Western Australian Procurement Rules are undertaken by the Department of Housing and Works (DoHW). While this model supports consistency and assurance, it also reduces agency-based procurement teams compared to other Australian jurisdictions, creating capability and workforce planning challenges.

These contextual differences reinforce that not all agencies need – or are expected to – reach the same level of maturity.

Positioning for the future

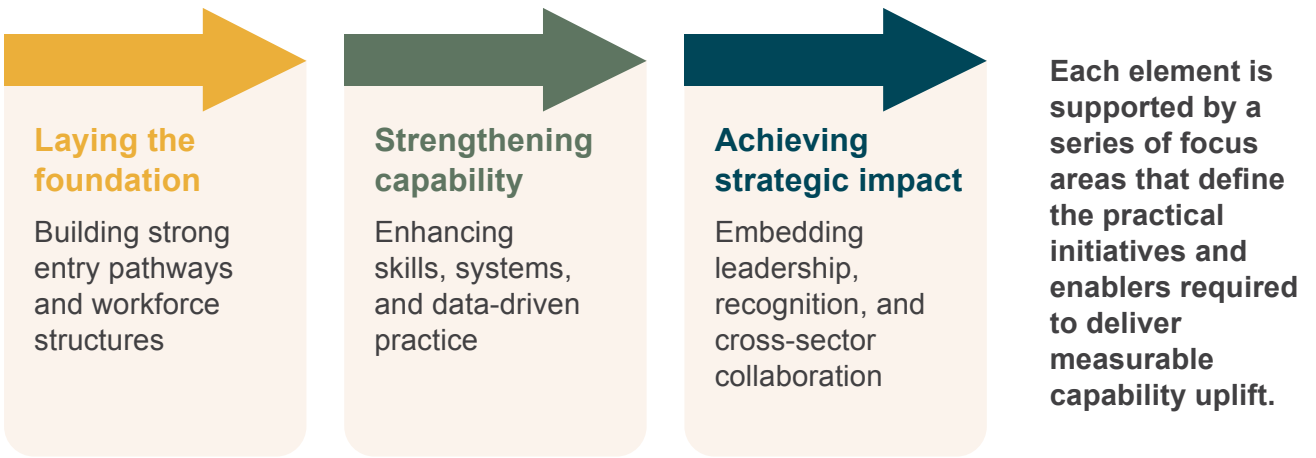
How the strategy sets direction and enables action

The Professionalisation Strategy responds to the WA context by adopting a model of proportionate uplift – strengthening foundational capability where required, while supporting agencies with larger, more complex portfolios to progress toward strategic, fully integrated procurement capability.



Strategy elements

The Professionalisation Strategy is structured around three core Strategy Elements:



Together, the Strategy Elements provide a clear roadmap for agencies and the State to advance procurement as a profession of choice and a driver of value for Western Australians.

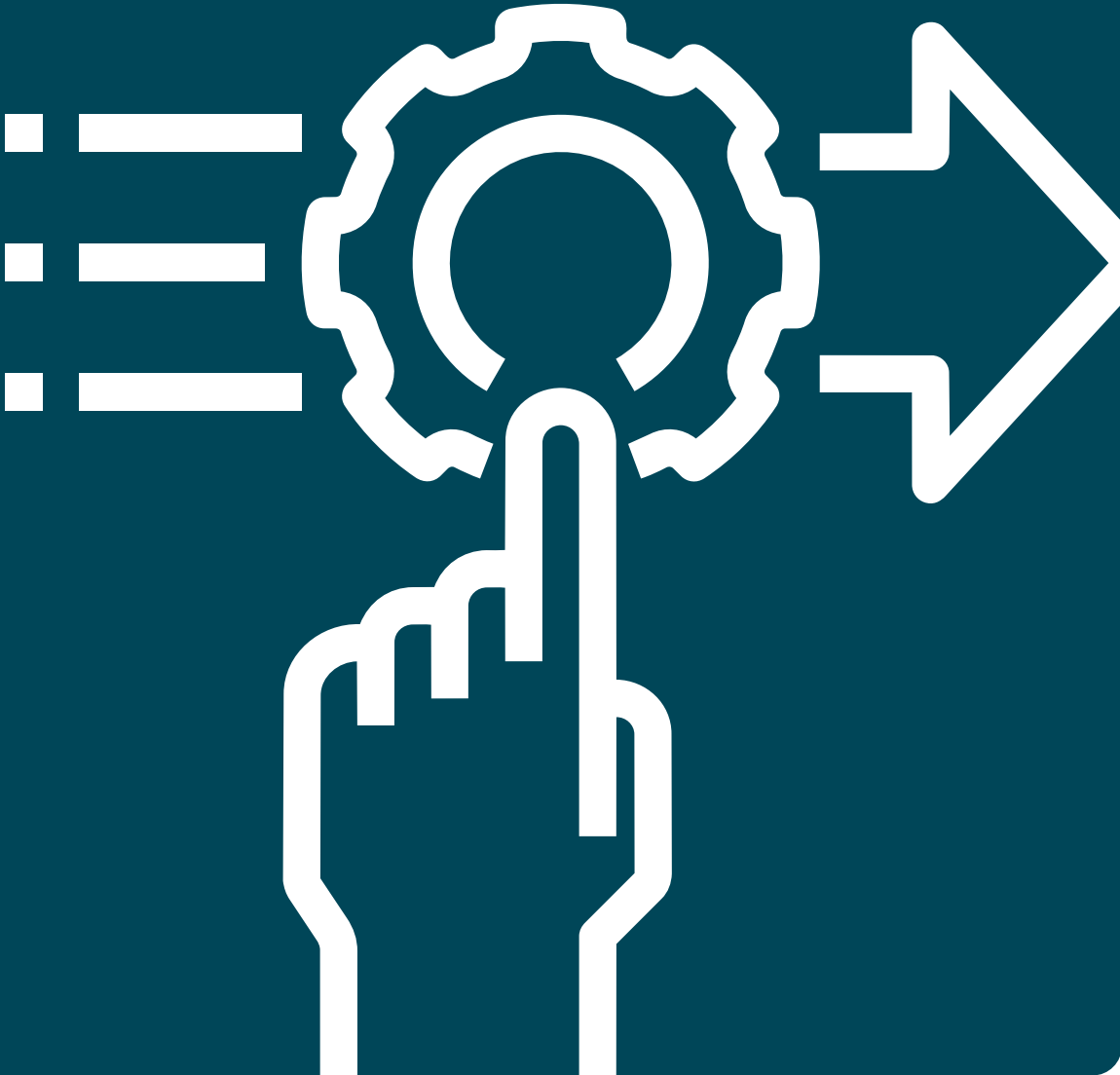
The following sections outline each Strategy Element and its Focus Areas in detail, setting out the actions that will bring the Strategy to life across the sector.

Turning strategy into action

While the Professionalisation Strategy sets the direction and intent, the Agency Implementation Guide supports agencies to translate this direction into practice.

The Guide provides a step-by-step approach to assessing current capability, prioritising focus areas and implementing actions across seven capability levels. It complements the Strategy by offering clear guidance, maturity levels and role-specific actions that agencies can tailor to their context.

Together, the Professionalisation Strategy and Agency Implementation Guide form a cohesive roadmap to build consistency, lift performance and strengthen procurement capability across the Western Australian public sector.



Vision

By 2030, procurement in the WA public sector will be a recognised profession that drives public value through capability, consistency and credibility.

The WA public sector's procurement workforce will:



Deliver strategically

Procurement is embedded as a central lever for achieving the State's economic diversification, social inclusion, and environmental sustainability outcomes goals.



Be skilled and mobile

Procurement professionals have clear pathways for development, supported by recognised qualifications, capability frameworks, and structured career opportunities, contributing to a more skilled and productive public sector workforce.



Be connected and engaged

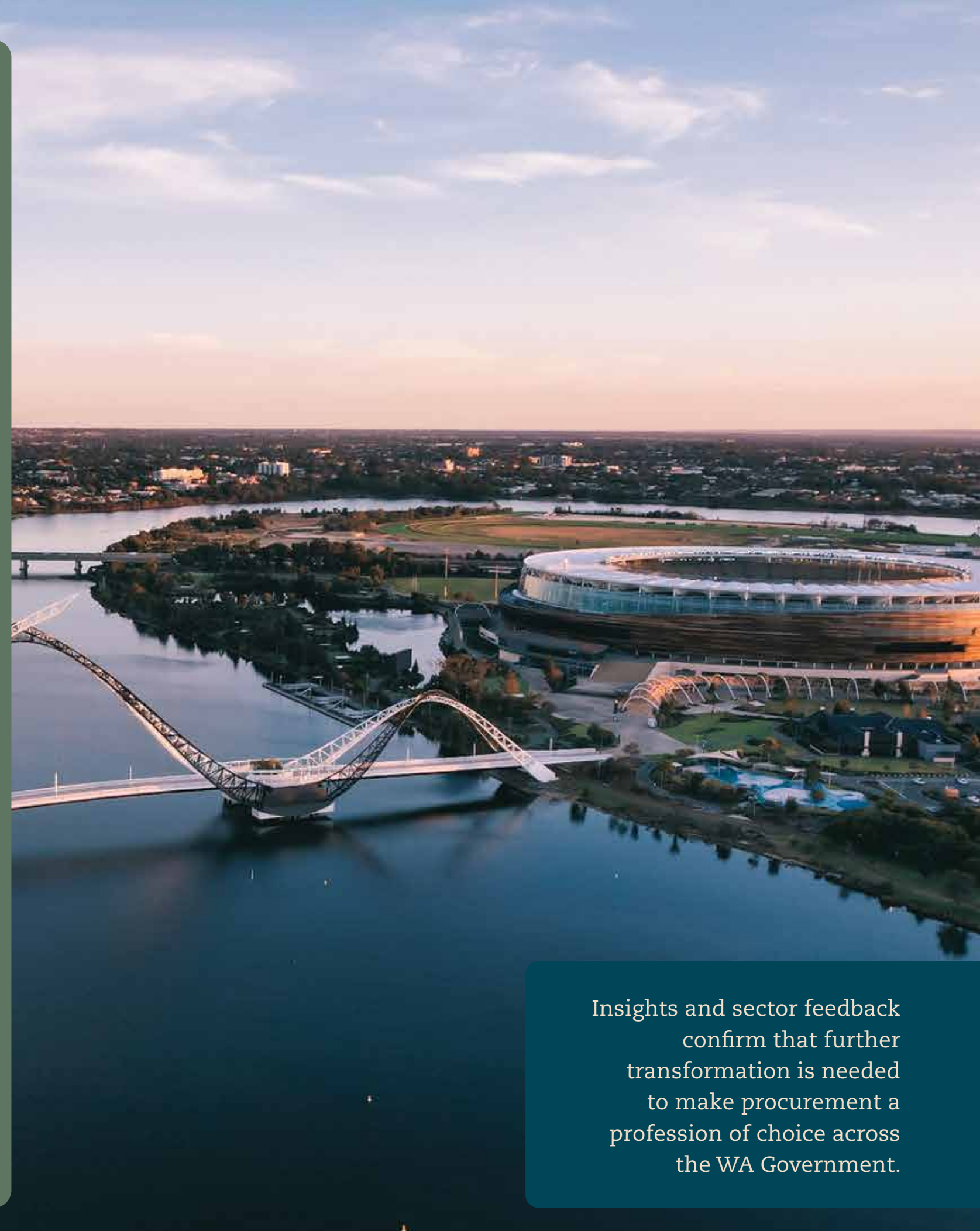
Agencies, industry, education providers, and professional bodies collaborate as partners to strengthen capability, innovation, and local participation.



Be trusted and recognised

Procurement professionals are valued for their expertise, and contribution to efficient, transparent, and responsible government delivery.

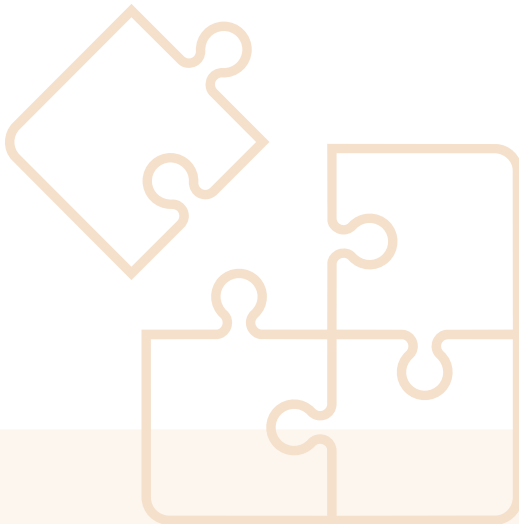
This vision reflects a shift from compliance-based procurement to a professionalised strategic function essential to government's ability to deliver sustainable services and infrastructure for the people of Western Australia.



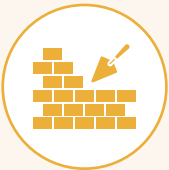
Insights and sector feedback confirm that further transformation is needed to make procurement a profession of choice across the WA Government.

The core elements of the strategy

The Professionalisation Strategy is built around three interconnected elements – Attraction, Development, and Professionalisation – that together create a clear pathway for building and sustaining procurement capability across the WA public sector.



Western Australian Procurement Professionalisation Strategy 2026–2030



Element 1

Laying the foundation

Attraction, recruitment and induction

Focus areas

Entry Pathways

Role Clarity

Partnerships

Indicative Initiatives

Central Talent Pool

Pathways to Procurement

Attraction Initiatives

Onboarding Sessions

Career Switch Program

Procurement Competency Matrix

Standardised JDFs

Progression Pathways



Element 2

Strengthening capability

Skills, tools, and continuous improvement

Focus areas

Capability Uplift

Professional Development

Indicative Initiatives

Targeted Training

Digital Learning Hub

CPD Framework

Specialised CoPs

Advanced Procurement Qualification

Micro-credentials

Data Literacy Initiative

Tools and Resources



Element 3

Achieving strategic impact

Leadership, influence and visibility

Focus areas

Executive Exposure

Leadership Capability

Profile and Influence

Indicative Initiatives

Executive Shadowing

Leadership Forums

Executive Briefings

Excellence Award

Regular Benchmarking

State of Profession Report

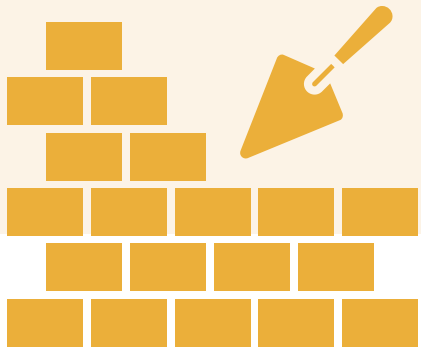
Engagement Strategy

Thought Leadership

CPO Success Profile

Element 1:

Laying the foundation

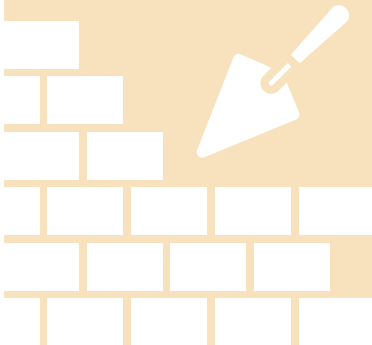


Attraction, recruitment and induction

Case for action

Attracting and developing new talent into government procurement remains a key challenge. The Workforce Survey shows that 63.6% of new hires were recruited internally, with limited graduate or entry-level roles available. Career changers and mid-career professionals also face inconsistent job classifications and unclear expectations, which reduce the visibility of procurement as a career of choice.

Addressing these structural barriers will ensure a sustainable and diverse workforce pipeline, one that brings new perspectives, supports mobility across agencies, and establishes procurement as a professional career path.



1

Focus area

Professional identity and role clarity

Role titles, expectations and progression differ across agencies, making it harder to recruit, develop and retain talent. A shared identity and clear role architecture create mobility, consistency and a common language for capability.

Indicative initiatives

- **Refresh core capability tools:** update the PCM, template procurement Job Description Forms and the Chief Procurement Officer (CPO) Success Profile to reflect future skills.
- **Central talent pool:** create a sector-wide pool mapped to the PCM levels to allow broader marketing of opportunities, accelerate hiring and improve candidate experience.
- **Role clarity toolkit:** guidance on job design, classification, and progression pathways to support agency consistency.

2

Focus area

Entry pathways and lateral recruitment

The talent pipeline is narrow and over-reliant on internal hires. Structured pathways for graduates, career switchers and experienced external procurement practitioners will diversify and deepen capability.

Indicative initiatives

- **Pathway to Procurement – Entry Pathway:** For vocational education and training graduates. Provides structured induction, rotations, and mentoring to build foundational procurement skills and open clear entry-level opportunities.
- **Pathway to Procurement – Career Switch:** For mid-career changers, digital/data professionals, and those returning to work. Offers tailored training and placements, with a focus on Digital-First and Return-to-Work streams to address critical capability gaps.
- **Pathway to Procurement – Lateral Recruitment Pathway:** For experienced external procurement professionals. Supports sector-wide attraction campaigns, accelerated onboarding, and induction to fast-track integration and strengthen senior capability.

3

Focus area

Education partnerships

Strong links with universities and TAFEs help seed future talent, raise the profession's profile and shape fit-for-purpose qualifications.

Indicative initiatives

- **University and TAFE partnerships:** industry advisory input on skill needs; promote procurement as a career; facilitate internships/placements; encourage the offering and promotion of procurement qualifications.

Element 2: Strengthening capability



Skills, tools, and continuous improvement

Case for action

The Benchmarking Survey identified gaps in contract management, data and analytics capability, and strategic alignment across agencies. While many demonstrate solid foundational practice, capability uplift remains inconsistent, and training opportunities are largely unstructured or dependent on budget availability.

To meet growing expectations for evidence-based, outcomes-focused procurement, agencies need structured pathways for professional learning, mentoring, and accreditation, supported by shared tools and consistent frameworks. Strengthening data systems and analytics capability will also enable smarter, more transparent decision-making and improved reporting of value and impact.



1 Focus area Targeted capability uplift

Address development needs in priority areas, such as contract management, supplier performance, data literacy, and strategic procurement. Together, these initiatives will lift the floor of capability across agencies and provide targeted, structured development opportunities.

Indicative initiatives

- **Develop the Learning Hub:** Establish a centralised online platform hosting procurement learning, tools, guidance and career resources, aligned with existing and new programs including The Skills Academy. The Hub will act as the anchor point for sector-wide capability development.
- **Enhance data driven planning and analytics:** Provide practical training, adaptable templates and reporting guides to strengthen data literacy and support evidence-based decision-making. These supports will help agencies analyse spend, forecast demand and align procurement strategies with agency and State Government objectives.
- **Strengthen contract management and oversight:** Deliver targeted training and promote lifecycle tools to improve risk management and benefits realisation, addressing the sector's lowest-performing capability area.
- **Launch advanced qualification in procurement:** Introduce a structured mid-career program to deepen technical and strategic expertise and support progression into specialist and leadership roles.

2 Focus area Continuous professional development and recognition

Embed continuous professional development and recognition to lift capability across the sector, ensuring procurement is recognised as a profession with clear standards, structured learning, and visible pathways for growth.

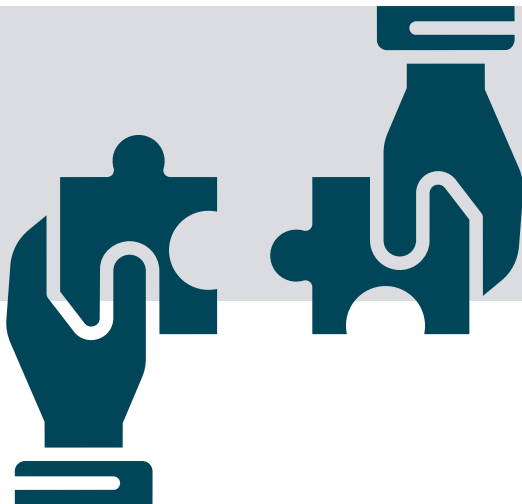
Indicative initiatives

- **Pilot a Compulsory Professional Development (CPD) framework:** A structured CPD model that sets out minimum expectations for professional learning, aligned with the PCM. The pilot will provide a baseline for agencies to embed CPD into induction, workforce planning, and performance discussions.
- **Introduce micro-credentials:** Recognition of key procurement skills through portable, stackable credentials. These will provide visibility of individual capabilities and encourage targeted development in priority areas such as contract management and data literacy.
- **Establish specialist communities of practice:** Practitioner-led forums focused on priority areas such as information and communication technology procurement, contract management, and data analytics. These communities will enable agencies to share expertise, address common challenges, and accelerate the transfer of good practice across the sector.

Sector-wide surveys have given agencies **clearer visibility of strengths and development needs**, creating a shared evidence base for action.

Element 3:

Achieving strategic impact

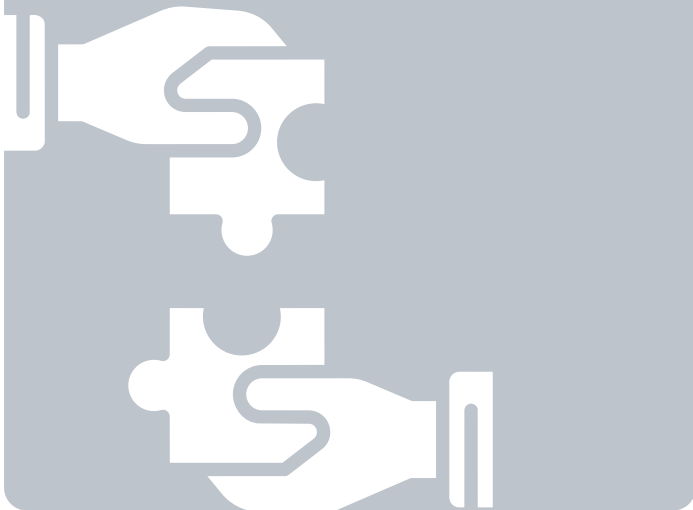


Leadership, influence and visibility

Case for action

Procurement maturity varies widely across the sector, but the Benchmarking Survey highlights a common theme – procurement is not yet consistently embedded as a strategic enabler in agency planning and decision making. Leadership visibility, professional recognition, and collaboration across agencies and industry remain underdeveloped.

By strengthening executive sponsorship, recognising procurement excellence, and fostering communities of practice, this element positions procurement as a trusted partner in achieving government outcomes. Embedding professional recognition and leadership accountability will ensure that capability uplift translates into lasting cultural and organisational change.



1 Focus area Executive alignment and exposure

Build executive buy-in and grow strategic acumen by connecting practitioners with leaders and lifting non-procurement executives' procurement literacy and recognition.

Indicative initiatives

- **Executive shadowing program:** Expose high-potential practitioners to executive decision-making and leadership approaches by pairing them with senior executives. This will provide unique insight into how decisions are made, build confidence in engaging with leaders, and accelerate the development of future procurement leaders.
- **Procurement for executives briefings:** Deliver short, targeted sessions for non-procurement executives to demonstrate how procurement can be leveraged strategically to deliver agency and whole-of-government objectives. These briefings will build executive understanding, create stronger sponsorship and ensure procurement is visible at the decision-making table.

2 Focus area Leadership capability

Develop the strategic, commercial, and change-leadership skills of current and emerging procurement leaders.

Indicative initiatives

- **Leadership engagement forum:** Facilitate a structured peer-to-peer forum where senior procurement executives across agencies share approaches, test ideas, and collectively address systemic challenges. This will drive consistency of practice and promote collaborative solutions to sector-wide issues.
- **Thought Leadership speaker series:** Continue to bring in perspectives from academia, industry, and other jurisdictions through a rolling program of talks and masterclasses. By exposing the sector to cutting-edge ideas and international best practice, these sessions will challenge current thinking, stimulate innovation, and connect Western Australian Government procurement leaders with the broader procurement profession.

3 Focus area Sector profile and influence

Increase the visibility of procurement's role in delivering agency and government priorities.

Indicative initiatives

- **Communications and engagement strategy:** Develop and implement a whole-of-profession communications strategy to raise the profile of procurement, promote it as a career of choice, and build sector identity through storytelling, campaigns, and outreach.
- **Biennial state of Western Australian public sector procurement profession report:** Develop a sector-wide report that tracks workforce demographics, capability development and benchmarking trends.
- **Procurement capability benchmarking survey (Cycle 2 and Cycle 3):** Deliver subsequent biennial surveys to provide transparency on progress, track workforce development, and support evidence-based planning.

What success looks like by 2030

The Professionalisation Strategy aims to embed procurement as a recognised and respected profession and key driver of public value across the WA public sector.

Markers of success

Professional recognition

Procurement recognised as a strategic profession within the WA public sector, with a clear identity, standards and expectations.

Leadership presence

Procurement leaders are empowered to influence strategic decisions within their agency, commensurate with the size, risk, and complexity of their procurement profile.

Capability uplift

Demonstrated improvement in agency procurement maturity over time, measured through biennial benchmarking. Success will be reflected by the top 25 agencies by spend progressing beyond the Foundation level, and an overall increase in the proportion of agencies assessed as Established or higher.

Professional development

High participation in CPD, professional memberships, and communities of practice.

Insights and sector feedback confirm that further transformation is needed to make procurement a profession of choice across the WA Government.

Measuring success

Progress under the Professionalisation Strategy will be tracked through a set of targeted, practical measures designed to provide a clear indication of system-wide capability uplift, without placing unnecessary reporting burdens on agencies. These measures align to the Professionalisation Strategy's focus areas and will help assess how well procurement is being embedded as a professional and strategic function across the sector. Data will be drawn from existing surveys, program participation records, and engagement monitoring conducted by DTF.

System level indicators

Procurement maturity uplift



Capability matures across the sector

Tracked through biennial capability benchmarking showing more agencies operating at 'Established' or above.

Biennial

Workforce and leadership presence



High engagement in learning and knowledge sharing

Measured through workforce data collections. Indicators include workforce size, team structure, and the presence of senior procurement leadership roles appropriate to agency context.

Annual

Participation and engagement



High engagement in learning and knowledge sharing

Measured participation in sector-wide programs, communities of practice and working groups, supplemented by qualitative feedback on program effectiveness.

Annual

Uptake of capability tools and frameworks



Shared standards embedded across agencies

Measured through agency adoption of strategy-aligned tools for workforce planning, development and performance.

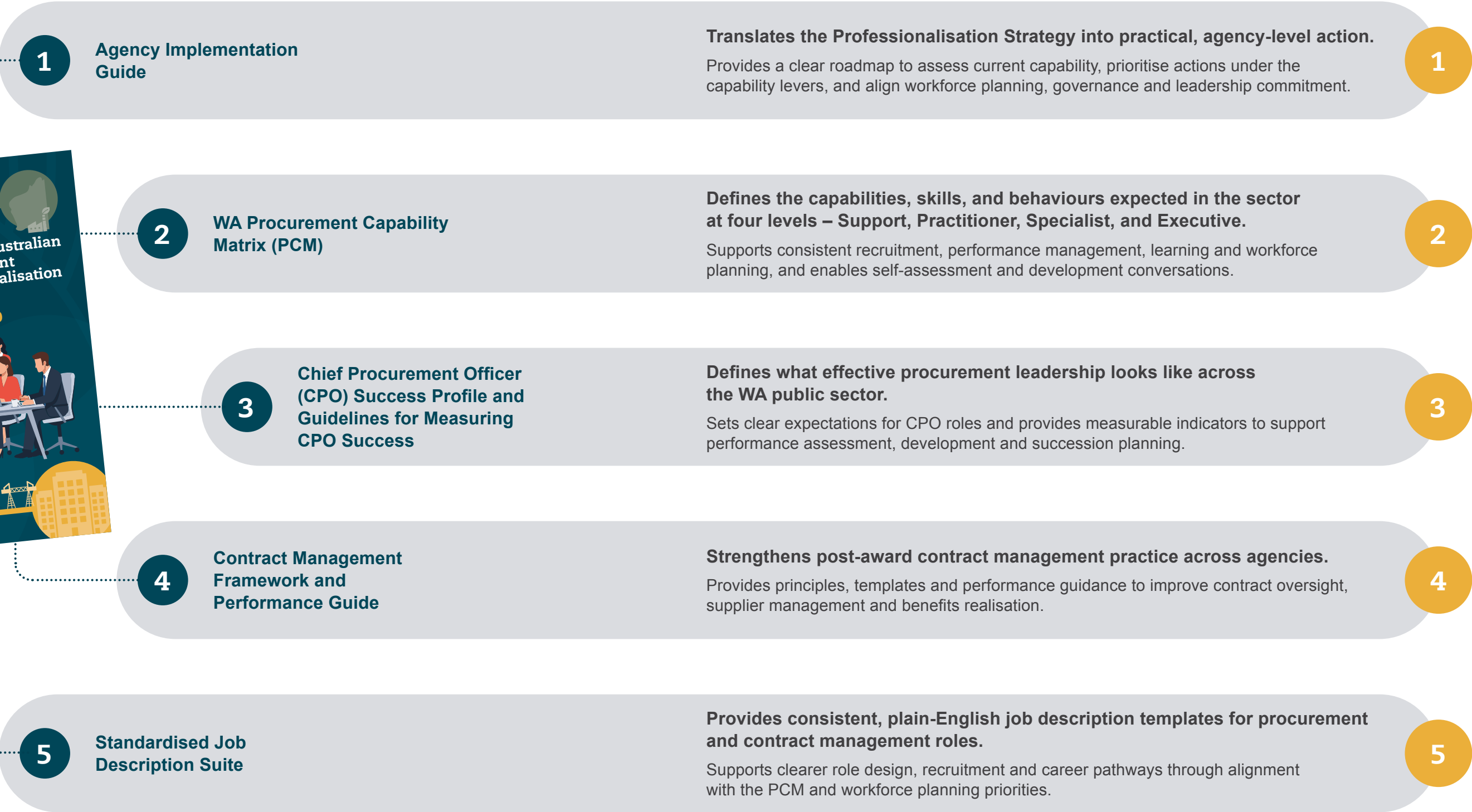
Biennial

Supporting tools and documents

The Professionalisation Strategy is supported by a suite of practical tools and companion documents designed to help agencies embed capability uplift and professionalisation at every level.



Together, these tools provide agencies with practical guidance to translate the Strategy into action, support workforce planning and development, and strengthen procurement capability and leadership across the sector.



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