

HOW ORGANIZATIONS DEVELOP PROCUREMENT TALENT

The skills needed by procurement professionals are evolving as the field evolves.

There is a need for a new type of procurement professional: one who has relationship-building skills but is also data savvy, technologically literate, and comfortable with a more strategic and analytical role.

Organizations have made it a priority to address gaps between the skills professionals need and the ones they have.



In fact, 63% of organizations strongly agree that talent management initiatives are a top priority in procurement.

COMPONENTS AND APPROACHES

Organizations adopt a variety of **components** that make up their **talent development** programs. The **most common** are traditional components such as:



PERFORMANCE MANAGEMENT

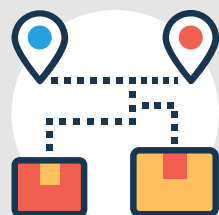


COMPETENCY MODELS

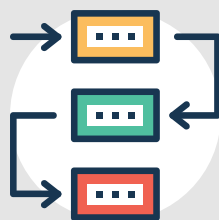


SKILLS FRAMEWORKS

Less common are components that consider the skill development needs of employees, such as:



WORKFORCE PLANS



JOB ARCHITECTURES



LEARNING PROFILES/RESUMES

Organizations **deliver training** to procurement professionals in a variety of ways. The **most common** approaches are:



INTERNALLY PROVIDED COACHING



INTERNAL AND EXTERNAL
CONFERENCES AND EVENTS



PROFESSIONAL DEVELOPMENT PLANS

Less commonly adopted are approaches that look outside of the procurement function, such as:



REQUIRED PARTICIPATION IN
ENTERPRISE SOCIAL
NETWORKING PLATFORMS



JOB ROTATIONS OUTSIDE OF
PROCUREMENT, OUTSIDE
OF SUPPLY CHAIN

WHAT EFFECTIVE ORGANIZATIONS DO

APQC asked organizations that are very or extremely effective at talent development in procurement which components and approaches they use.

For both program components and training approaches, they tend to adopt practices not widely used by other organizations.

They have program components that focus more on individual employee needs, such as workforce plans and learning profiles.

They adopt approaches like requiring participation in enterprise social networking platforms and job rotations outside of procurement and supply chain.

APQC recommends organizations focus on effective program components and training approaches that benefit *both* employer and employee.