

Appendix C

Exam Content: NIGP-CPP Technical and Knowledge Statements

Module A

Focus Area 1: Strategy (8%)

Technical Competencies (Core Responsibilities)

1. Create procurement's strategic goals, objectives, and policies in alignment with the entity-wide strategic plan (A)
2. Manage efficiency and effectiveness in achievement of procurement's mission (A)

Key Skills and Abilities Needed

- Critical thinking
- Agility
- Advocacy
- Relationship management
- Building trust and credibility
- Data analysis
- Effective communications
- Strategic planning
- Business acumen

Key Knowledge Needed

- A. Organizational mission and vision and their relation to public procurement and its strategic management and planning (A)
- B. Principles and techniques of strategic planning (A)
- C. Procurement strategies based on forecast data, market factors, and economic trends (A)
- D. Contingency/continuity of operations (A)
- E. Succession planning (A)
- F. Roles, organizational placement, values, and functions of the procurement department as it relates to public entities as a whole (A)
- G. Techniques for measuring work requests for risk, level of expertise needed, and effort needed (A)
- H. Continuous business and other process improvement principles and techniques (A)
- I. Available training programs/opportunities (NIGP, higher education) (A)
- J. Statutory and rule interpretation (A)
- K. Where to find examples and other resources related to the focus area competencies (A)

Focus Area 2: Policy Legislation and Program Oversight (13%)

Technical Competencies (Core Responsibilities)

1. Engage the legislative process to further procurement interests (A)
2. Ensure compliance with applicable rules and regulations from the various branches and levels of government (A)
3. Create, implement, and maintain fair, accessible, and transparent policies and procedures that align organizational behaviors, priorities, and professional procurement values (A)

Key Skills and Abilities Needed

- Interpreting legal writing
- Advocacy
- Consensus building
- Legislative analysis and drafting
- Team building
- Effective communication
- Conflict resolution
- Leadership
- Educating stakeholders
- Understanding legislative impact
- Organizational change leadership
- Decision-making

Key Knowledge Needed

- A. Procurement values and objectives (A)
- B. Issue resolution techniques (A)
- C. Available industry resources (such as state statutes; arbitration directories; DBIA resources) (A)
- D. Relationship between various statutes and rules (A)
- E. Policy and procedure development (A)
- F. Compliance and risk assessment (A)
- G. Conflict resolution methods (A)

Focus Area 3: Planning and Analysis (17%)

Technical Competencies (Core Responsibilities)

1. Analyze information from multiple sources to create a procurement plan to meet the overall entity's goals. (A)
2. Analyze current market trends and the impact on procurement planning (A)
3. Use procurement priorities and best value considerations in addition to cost, price, and spend analysis methods to inform decisions (A)
4. Assess risk and implement appropriate risk management approaches (A)

Key Skills and Abilities Needed

- Critical thinking
- Data evaluation
- Effective communications
- Outreach
- Needs assessment
- Collaboration
- Forecasting
- Decision-making

Key Knowledge Needed

- A. Current market trends (A)
- B. Risk assessment and management approaches (A)
- C. Tools for price/cost analysis (A)

Focus Area 4: Sourcing and Solicitation (27%)

Technical Competencies (Core Responsibilities)

1. Determine most advantageous sourcing, solicitation, and award method (A)
2. Determine the most favorable contract structure and content (A)
3. Manage all stages of the selection process (from receipt to award) (A)
4. Develop a negotiation strategy that maximizes advantages for all involved (A)
5. Manage a protest consistent with the law and the entity's policy (A)

Key Skills and Abilities Needed

- Critical thinking
- Negotiations
- Effective communications
- Facilitation
- Educating end-users
- Collaboration
- Problem solving
- Creativity

Key Knowledge Needed

- A. Advantages and/or disadvantages that will provide best value of various solicitation methods for different needs (RFQ, RFP, ITB, etc.) (A)
- B. Functions of specific typical terms and conditions; implications and options for negotiating (A)
- C. Typical provisions for different categories of procurement (IT; construction; gov't to gov't) (A)
- D. Different bases for compensation; different types of payment delivery (A)
- E. Supplier costs and pricing strategies(A)
- F. Best practices for solicitation processes: Collection-of required documents, consistent evaluation process (A)
- G. Standardization process for specifications (A)
- H. Total cost of ownership assessment (A)
- I. Market research methods and sources (A)
- J. Impacts of choice of governing law for resolving disputes; other dispute options (A)

Focus Area 5: Contract Administration (17%)

Technical Competencies (Core Responsibilities)

1. Establish policies and procedures for contract administration (A)
2. Establish policies and procedures to promote acceptable contract performance (A)
3. Establish policies and procedures to address contract performance issues (A)

Key Skills and Abilities Needed

- Conflict resolution
- Collaborative engagement
- Effective communications
- Legal interpretation
- Contract management
- Performance measurement
- Records management

Key Knowledge Needed

- A. Practical implications of the terms and conditions, and options if any of them are breached (A)
- B. Effective training techniques (techniques for training staff on best practices in contract administration and contract management) (A)
- C. Principles and best practices of contract administration and management (prevention, documentation, performance monitoring, issue resolution, lessons learned) (A)
- D. Methods of vendor performance measurement (A)

Focus Area 6: Leadership (11%)

Technical Competencies (Core Responsibilities)

1. Create and foster a professional, ethical culture (A)
2. Recruit, hire, develop, retain, and promote procurement professionals (A)

Key Skills and Abilities Needed

- Visioning
- Mentoring
- Engagement
- Partnership
- Effective communications
- Advocacy
- Agility
- Motivation
- Relationship building
- Talent management
- Knowledge management
- Coaching
- Trustworthiness

Key Knowledge Needed

- A. Policies and procedures (e.g., confidentiality, code of conduct, etc.) (A)
- B. Comparative ethics and their application in the workplace (A)
- C. Applicable federal and state laws (A)
- D. Methods to assess customer needs, concerns, and satisfaction (A)

Focus Area 7: Business Principles and Operations (7%)

Technical Competencies (Core Responsibilities)

1. Select and implement technology to further procurement goals (A)

Key Skills and Abilities Needed

- Data analytics
- Organizational development
- Budget analysis and planning
- Human resource management
- Systems thinking
- Critical thinking
- Communications
- Relationship management
- Collaboration
- Creativity
- Marketing

Key Knowledge Needed

- A. Processes and techniques for continuous improvement (A)
- B. Application of technological innovations and best practices for procurement technology systems (like ERP, online bidding, etc.) (A)
- C. Market research methods (A)
- D. Techniques for building and maintaining teams (A)
- E. Budget process (A)

Appendix C

Exam Content: NIGP-CPP Technical and Knowledge Statements

Module B

Focus Area 1: Strategy (12%)

Technical Competencies (Core Responsibilities)

1. Choose and implement strategic improvements for the procurement function (B)
2. Identify, evaluate, and implement social and environmentally sustainable procurement policies and other procurement priorities (B)

Key Skills and Abilities Needed

- Critical thinking
- Agility
- Advocacy
- Relationship management
- Building trust and credibility
- Data analysis
- Effective communications
- Strategic planning
- Business acumen

Key Knowledge Needed

- A. Relationship of public procurement professionals' performance expectations to the overall organizational strategic plan (B)
- B. Strategic value of public procurement to the delivery of public commodities (B)
- C. Impact of local, state, and national priorities (B)
- D. Methods of organizational influence at all levels within the entity (B)
- E. Value of procurement (B)
- F. Effective business communication techniques (B)
- G. Principles and theories of leadership (B)
- H. Appropriate process for forming mission, vision, values, objectives, and strategies (B)
- I. Maturity model/framework (B)
- J. Risks and benefits of delegation (B)
- K. Best practices, knowledge, and "tools" to make available to clients/end users and managers/decision makers to elevate their level of understanding (B)
- L. Management theories and techniques (B)
- M. Internal and external options for mentoring and coaching (job shadowing, job rotations, peer reviews, learning events) (B)
- N. Where to find best practices related to the focus area competencies (B)

Focus Area 2: Policy Legislation and Program Oversight (17%)

Technical Competencies (Core Responsibilities)

1. Advise the entity on how to resolve procurement-related issues (B)
2. Manage stakeholder expectations by communicating requirements, responsibilities, and outcomes (B)
3. Create, lead, and provide holistic procurement program oversight (B)

Key Skills and Abilities Needed

- Interpreting legal writing
- Advocacy
- Consensus building
- Legislative analysis and drafting
- Team building
- Effective communication
- Conflict resolution
- Leadership
- Educating stakeholders
- Understanding legislative impact
- Organizational change leadership
- Decision-making

Key Knowledge Needed

- A. Principles of program oversight (B)
- B. Principles of persuasion (B)
- C. Industry terminology (B)
- D. Principles of policy analysis (B)
- E. Principles of fiscal analysis (B)
- F. Legislative process (B)
- G. Statutory and rule interpretation (B)
- H. Presentation techniques (to multiple audiences) (B)
- I. Theories of change management (B)
- J. Leadership models (B)
- K. Accounting best practices (B)
- L. Consensus building methods (B)
- M. Effective business communication techniques (B)
- N. Principles and theories of leadership (B)
- O. Management Strategies (B)
- P. Sources and impact of local, state, and national priorities (B)

Focus Area 3: Planning and Analysis (5%)

Technical Competencies (Core Responsibilities)

1. Identify opportunities for strategic contracting initiatives (B)

Key Skills and Abilities Needed

- Critical thinking
- Data evaluation
- Effective communications
- Outreach
- Needs assessment
- Collaboration
- Forecasting
- Decision-making

Key Knowledge Needed

- A. The entity's values, goals, and desired outcomes (B)
- B. Procurement's value and impact (B)
- C. Awareness of procurement capacity (B)
- D. Strategies for building capacity (B)
- E. Organization awareness (e.g., knowing decision makers and influencers) (B)
- F. Applicable procurement manual and code (B)
- G. Laws and statutes that govern procurement (B)
- H. Procurement best practices (B)
- I. Forecasting methods and considerations (B)
- J. Principles and techniques of strategic planning (B)

Focus Area 4: Sourcing and Solicitation (1%)

Technical Competencies (Core Responsibilities)

1. Manage the issues distinct to international business (B)

Key Skills and Abilities Needed

- Critical thinking
- Negotiations
- Effective communications
- Facilitation
- Educating end-users
- Collaboration
- Problem solving
- Creativity

Key Knowledge Needed

- A. Types of contracts that have historically been most successful for the entity (B)
- B. Range of business & contract arrangements (lease vs. purchase; concessions; P3 variations; alternate delivery methods; etc.) (B)
- C. Typical organization of a contract; sections and their purposes (B)
- D. Risk assessment process and the value that can be provided by legal review (low versus high risk contracts and when to partner with legal) (B)
- E. Appropriate use of Request For Information (RFI)(B)
- F. Noncompetitive selection, and contract award methods(B)
- G. Principles and issues regarding supplier relationship management (B)
- H. International trade agreements, embargoes, and restrictions; tariffs and import processes; delivery (B)

Focus Area 5: Contract Administration (5%)

Technical Competencies (Core Responsibilities)

- 1. Ensure the efficiency and effectiveness of asset management, warehousing, and logistics programs (B)
- 2. Recommend options to dispose of assets to maximize residual value (B)

Key Skills and Abilities Needed

- Conflict resolution
- Collaborative engagement
- Effective communications
- Legal interpretation
- Contract management
- Performance measurement
- Records management

Key Knowledge Needed

- A. Entity policy regarding roles and responsibilities (know how to partner with staff to administer contracts through the life of the contract) (B)
- B. Best practices regarding active contract administration (B)
- C. Differences between contract administration and contract management (B)
- D. Elements of a new contract supplier onboarding program (e.g., conducting kickoff meeting at start of contract) (B)
- E. Methods of supplier relationship management (B)
- F. Techniques for capturing and applying lessons learned (B)

Focus Area 6: Leadership (38%)

Technical Competencies (Core Responsibilities)

1. Create policies and procedures to support an ethical workplace (B)
2. Create a culture and system to foster continuous improvement (B)
3. Provide procurement professional development opportunities (B)
4. Provide educational opportunities related to procurement best practices to non-procurement professionals (B)
5. Engage stakeholders in development of entity key performance indicators to achieve change implementation (B)
6. Communicate programs, policies, and procedures in support of entity's continuous advancement (B)
7. Develop criteria for evaluation of internal and external relationships and procurement's performance (B)
8. Align procurement change with entity goals (B)
9. Identify and address challenges and conflicts (B)

Key Skills and Abilities Needed

- Visioning
- Mentoring
- Engagement
- Partnership
- Effective communications
- Advocacy
- Agility
- Motivation
- Relationship building
- Talent management
- Knowledge management
- Coaching
- Trustworthiness

Key Knowledge Needed

- A. Methods of developing an ethical culture (B)
- B. Methods of individual and professional development (B)
- C. Procurement activities constituting conflicts of interest (B)
- D. Theories of change management (B)
- E. Organizational theory (B)
- F. Succession planning (B)
- G. Effective business communication techniques (B)
- H. Methods to maintain a respectful workplace (B)
- I. Methods of communications (B)
- J. Coaching strategies (B)
- K. Best practices in transparency and public engagement (B)
- L. Team building techniques (B)
- M. Labor and employment legislation (B)

Focus Area 7: Business Principles and Operations (22%)

Technical Competencies (Core Responsibilities)

1. Establish a continuous improvement plan (B)
2. Identify how changes in global, national, and regional economies will affect operations (B)
3. Develop and manage a thriving and resilient workplace (B)
4. Obtain and manage budgetary resources to further procurement goals (B)
5. Develop and implement a communications plan to enhance the image of the procurement function (B)

Key Skills and Abilities Needed

- Data analytics
- Organizational development
- Budget analysis and planning
- Human resource management
- Systems thinking
- Critical thinking
- Communications
- Relationship management
- Collaboration
- Creativity
- Marketing

Key Knowledge Needed

- A. Characteristics and attributes of forward-thinking and innovative workplace culture (B)
- B. Elements of a thriving and resilient workplace (B)
- C. Effective business communication techniques (B)
- D. Nature and role of operational and financial controls (B)
- E. Descriptions and models for analysis of alternative revenue sources (B)
- F. Theories of change management (B)
- G. Business financial management practices (B)
- H. Supplier relationship management and supplier responsibility (B)
- I. Organizational development and employee engagement (B)
- J. Learning styles and communication styles (B)
- K. Available training programs/opportunities (NIGP; higher education) (B)
- L. Principles and theories of leadership (B)
- M. Principles and techniques of strategic planning (B)
- N. Principles of persuasion (B)
- O. Presentation techniques with executives and all audiences (B)