NIGP FORUM ‘19 SHOW ISSUE
A preview of the industry’s best sessions, speakers and expo

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- Professional Refreshments
- Energy Aggregation Mistakes
- Eleven Words to Use to Build a More Professional Vocabulary
- Co-opting Medical Supplies
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We’re Stronger as a Team

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Curbing Undue Influence on Public Procurement

In the United States and Canada, the laws, ordinances, rules, trade agreements, and regulations that provide the tedious legal framework for public procurement can be traced to needs at multiple times in the nations’ histories to assure integrity in governmental purchasing and contracting. In an ideal world, all the participants and stakeholders in public procurement would be people of integrity who both value the need to promote the common good and share a commitment to preserving free and open competition. Alas, we do not live and work in an ideal world.

Efforts to “reform” public procurement almost always have taken the form of legal and/or structural changes. But, those of us who have worked inside the procurement programs of federal, provincial, territorial, state, or local entities know that such reforms have not and cannot address the principal cause of malfeasance in our field – the values and personal traits of the participants and stakeholders in public procurement.

Improvement of those values and personal traits will require a multi-faceted effort focused on all participants and stakeholders except in most cases, to be realistic, elected officials. Current staff in procurement departments, client departments, and other support departments with which procurement interacts, such as accounting and budgeting, will need to be educated, trained, and held accountable. On a parallel track, procurement departments will have to work with human resources departments to create and implement hiring strategies to assure that new staff (to the extent practicable) have the necessary values and personal traits. I believe most of us will agree that bringing the right people on board will likely be simpler and more effective than “fixing” existing staff. Of course, we must continue to counsel elected officials, as the opportunities present themselves, on the need for procurement programs to reflect a commitment to the common good and to free and open competition.

As for suppliers, procurement and other officials involved in source selection will have to consider strongly the integrity of the companies and individuals who bid and propose on their contracts or hold a third-party contract they are considering for use.

In closing, I want you to know that what I suggest here will require the will and ability to lead and the will and ability to collaborate. You will need to be like my late father, who throughout his 93 years, courageously and unapologetically sought to achieve what needed to be achieved, no matter the risk to his career. As a pastor in the Deep South for 70 years, he consistently stood firmly for social justice and the dignity of all persons, working hand-in-hand with others.
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While we say that “Every day is different in our profession,” we often spend all day with our noses in our “productivity devices” trying to solve everyone’s problems using our current knowledge.

In this service profession, a rookie or a seasoned professional should make time for “Professional Refreshments” so we can offer better outcomes for our clients. For two days, Friday, Aug., 23 – Saturday, August 24, prior to the 2019 NIGP Forum in Austin, Texas, you can enrich yourself with a healthy glass of public procurement strategy and policy. Even better, you can do this with colleagues that are seeking the same opportunity to improve their practical knowledge and skills.

Attending a Pre-Forum course is one of the best ways to interact and network with greater diversity! Participants from across North America and beyond will be in attendance. Already, 2019 Forum registration is at record levels.

NEW STRATEGY AND POLICY CORE CERTIFICATE COURSE

As the Instructor for the Pre-Forum Strategy and Policy Core Certificate Course at Forum, I look forward to serving you. This coursework is part of the innovative “Pathways” approach to building competencies in significant areas of our profession. The development of this course included a combination of enhanced, updated content with a strategic mix of the Public Procurement body of knowledge practices from the existing Introduction, Legal, Strategic Procurement Planning and Ethics NIGP courses. The result of this combination of content is a stimulating, well thought-out approach to succeeding in our profession.

The Strategy & Policy Course provides learners with a holistic, introductory focus, using practical examples, discussions, group exercises, and case studies to promote application-ready experiences. As a career orientation or refreshing source detailing basic tenants of the public procurement function, NIGP’s Strategy & Policy Course promotes targeted activities and implementable concepts designed to:

- Enhance the mission and strategic value of your entity
- Develop strategies to better manage your workload
- Promote confidence in learners’ roles as they perform the public procurement function in line with commonplace legal requirements and ethical standards.
- Improve critical thinking to develop the best solutions for your client and you!

“Money is of no value; it cannot spend itself. All depends on the skill of the spender.”

—Ralph Waldo Emerson

This is still true today! Spend your time wisely — improve or refresh your skills and competence!

I hope you will join us by registering NOW for the Pre-Forum Strategy and Policy Core Certificate Course. To learn more or to register, visit nigp.org/forum.

BARBARA R. JOHNSON CPPO CPPB MPA is the former Agency Procurement Officer for the State of Ohio Department of Rehabilitation and Correction. She also served as the Procurement Manager for the Columbus Regional Airport Authority and the City of Columbus. Barb has instructed courses and workshops for The Ohio State University, NIGP-The Institute for Public Procurement, ISM – Institute for Supply Management, and many others upon request.
Get a Jump-Start on Keeping Your Breakroom Clean and Healthy

Your agency breakroom is a place to relax and recharge. Germs and grime resist going away — so to create a healthy environment, make sure your agency’s supply closet includes:

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- **Personal Protective Equipment (PPE)**
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- **Disinfectant Sprays**
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A study regarding kitchen components found:

- 82% of study participants left contamination on the sink faucet, refrigerator, oven and trash container.
- More than 32% of countertops tested harbored coliform bacteria.

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everybody makes mistakes. The key, as they say, is to learn from our mistakes. In this spirit, we are presenting this series of articles to help you identify some of the errors you might be making so you can break the cycle.

The first four articles discussed the mistakes of not procuring proactively, missing the most competitive rates, developing an inappropriate procurement strategy for your specific needs and not having a pre-determined goal of what you want to achieve. In this fifth installment, we’ll examine some common mistakes associated with energy aggregations – and share strategies for avoiding them.

WHAT IS AN ENERGY AGGREGATION?

An energy aggregation is a type of cooperative purchasing strategy. Because of the efficiency it brings to procurement, cooperative purchasing has grown tremendously over the years. There are now plenty of cooperative programs available, ranging from the General Services Administration (GSA’s) schedule contracts to group purchasing organizations (GPOs) made up of members from particular industries such as healthcare and manufacturing. Within each state, there are local, regional, and statewide cooperative purchasing groups and GPOs, where many organizations seek to purchase goods and services. The draw to these cooperative programs is that they save time and they save money: Time-consuming contracts have already been “pre-procured,” and pricing is based on the leverage of the whole membership.

Sure, this strategy sounds enticing to apply to energy procurement by “aggregating” multiple entities together. However, upon closer inspection, we often find this is not the best option for procuring energy. In many cases, organizations jump into aggregation without fully understanding the how this approach can cost them more for energy and tie them up in a contract that doesn’t really fit their needs.

THE MISTAKE: USING AN ENERGY AGGREGATION WHEN YOU DON’T HAVE TO

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extend this rationale to the use of energy aggregations for procuring energy. In almost every circumstance, the decision to use an aggregation is made without first establishing the mechanism for logically determining whether this is, in fact, the best course of action for the organization.

WHY IT HAPPENS: YOU THINK YOU WILL GET A BETTER PRICE WITH A GROUP

The thought is that “the aggregation will take care of the procurement process for me, and we will get better pricing because it will leverage the size of the group.” So in an effort to save time and money, many entities jump into popular energy aggregations designed around their industry or their region. Unfortunately, many organizations hear of the potential benefits in cost-savings and decide to move forward, only to forget to follow up to determine if it was really the best direction to go.

HOW TO FIX IT: UNDERSTAND YOUR SITUATION

By default, energy aggregations create contracts that are geared toward the “average” member of the group – which means that the particular terms and conditions may or may not be a good fit for you individually. If you are an organization with very particular needs or goals, and one that likes to make sure contracts are designed specifically for you, then an energy aggregation may not be the best choice.

Only by understanding your individual situation, can you best determine if an energy aggregation is the way for you to go. A good start to any energy procurement strategy is understanding your goals and objectives, along with your risk tolerance. This will lead you to focus on what types of contracts are best for your organization (fixed price or index? long- or short-term?) and the particular terms and conditions you may need.

Below are two key questions to ask that will further guide you to the right decision regarding use of an energy aggregation:

IS MY ENERGY LOAD CONducIVE TO AN AGGREGATION APPROACH?

In general, an energy aggregation is getting better pricing for smaller entities by lumping them in with larger entities – creating an aggregate price that may be higher than what that larger entity would get on its own. However, energy suppliers often offer their best pricing by having greater certainty around your usage of energy (when and how you use it). While creating larger load, an aggregation can also create greater uncertainty around when that energy is used, leading to higher pricing. In practice, if your organization is a significant user of energy, you will receive better pricing by approaching energy suppliers directly – not as part of an aggregate group.

HOW DO I STILL SAVE TIME WITHOUT COMMITTING TO AN AGGREGATION?

We talked about how taking an individual approach to procuring energy is, in most instances, the best method to use that will save you the most money. The other question now is how do you save time?

Saving time can be just as important as saving money in an organizational operation. Using an energy aggregation saves time – so if you decide not to use it, you must spend all your time focusing on the procurement process, right? This is where engaging the services of a quality energy advisor can be crucial to your energy procurement process. A good advisor will help analyze the best process for your organization to use and then coordinate the process. The best energy advisors use their size and scale to create greater competition for your organization, while also identifying the best times in the market to procure. The end result saves you time and money by taking an individualized approach tailored to your organizational needs.

CONCLUSION: DO THE BEST THING FOR YOUR ORGANIZATION

Remember, it’s not always the lowest price that makes an energy plan the best value. The use of an energy aggregation works for some organizations and not for others.

The key take-away is that you need to really analyze and understand your situation so you can make an educated decision about whether an aggregation is the best decision for you. If you are working with an energy advisor, ask them their thoughts about a particular aggregation and its pros and cons. There is a lot of value to steering your own ship, and for this reason alone, many organizations forgo the allure of the aggregation. Once you’ve made a decision, you can then move forward with implementing the best strategy for your organization.

BOB WOOTEN, C.P.M., CEP, is Director of National Accounts for Tradition Energy, and has over 20 years of experience managing commercial, industrial and governmental procurement programs for a wide variety of clients. Bob holds professional certifications from the Association of Energy Engineers and the Institute for Supply Management, as well as a B.A. from Texas A&M University, and a Master’s degree in Public Administration from the University of Houston.
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picture is worth a thousand words, but one word can elicit a thousand pictures. Take, for example, Sandro Botticelli’s famous painting, “The Birth of Venus.” This masterpiece shows the goddess of love and beauty standing modestly on a giant scallop shell. Juxtapose this image with one conjured up by the title “Venus on the Half Shell,” the brazen nickname that young, stressed art history students proffered to relieve the pressure of the course. Instead of sea foam and mystery, our reverential visions modulate to fast food and cheap marketing. What’s in a name, indeed?

The language of the procurement profession is no less vulnerable. Images for the word “solicitation,” for example, engender images from the distinguished solicitor general arguing cases before the U.S. Supreme Court to intrusive phone calls that invade family dinners. “No Soliciting” and “Beware of Dog” signs may also come to mind as well as continual snail mail entreaties from nonprofit organizations to solicit needed funds. A solicitation often involves funds requested in exchange for services, services sometimes associated with prostitution. How can we lift our language? What term might we use instead?

It is slow going indeed to change a language and even slower for people to use new terms, let alone incorporate the terms into policies and procedures manuals. This lag between the recognition, use, and integration of language compels us to start now with eleven terms toward a professional language.

1. **BID:** The response submitted by a bidder to an Invitation for Bids (IFB).
2. **PROPOSAL:** An offer to provide goods or services in response to a Request for Proposals (RFP). A proposal may be made orally or in writing and may or may not be in response to a solicitation distributed by a public agency.
3. **SOLICITATION:** An Invitation for Bids, a Request for Proposals, telephone calls, or any document used to obtain bids or proposals for the purpose of entering into a contract.
4. **OFFER:** A response to a solicitation, e.g., IFB or RFP, that, if accepted, would bind the offeror to honor what was submitted.
5. **PROPOSER:** A person or entity who submits a proposal in response to a Request for Proposals (RFP).
6. **SUPPLIER:** A person or entity that provides goods and/or services.
7. **VENDOR:** A person or entity that provides goods and/or services, usually for low-cost, low-risk, and short-term engagements.
8. **CLIENT:** An individual, department, or entity with whom procurement professionals consult and collaborate in procuring a desired or required good or service. The client may also be the end user.
9. **SCOPE OF WORK:** Developed at the beginning of the procurement cycle and is a written description of the entity’s needs and desired outcomes for the procurement and becomes the basis for any resulting solicitation. The scope of work helps to ensure that the product or service meets the stated outcome and establishes the parameters of the resulting contract.
10. **STATEMENT OF WORK:** A written description in the contract detailing performance
expectations and deliverables between the contracting parties. After a supplier has been selected, the statement of work becomes the basis for the contract and must provide sufficient information to meet the entity’s needs and achieve successful outcomes, describe and define the expectations of the parties, set price and payment schedules, and mitigate or avoid disputes.

11. COMMODITY: A marketable item produced to fulfill a need or want, and references both goods and services. Clarity and care emerge as overall concepts as we distinguish between terms. “Bid” is associated with an Invitation for Bids (IFB) and a bidder while “Proposal” is associated with a Request for Proposals (RFP) and a proposer. A “solicitation,” whether an IFB or RFP, is the general term for the competitive document issued by the entity and an “offer,” whether bid or proposal, is the response. To lift our language, we have designated “supplier” as the preferred term, recognizing that “vendor” implies a more transactional relationship. We have addressed the negative associations of “user,” whether drug-related or a person who “uses” others, through the modified term “end user.” The person that operates the procured item can also be a client, but the client is not always the end user. A Scope of Work forms the basis for any resulting solicitation whereas a Statement of Work becomes the basis for the contract. The term commodity still refers to raw materials such as wheat, copper, or coffee. However, the definition has evolved to mean an item of trade. Both products and services are feasible for trading as well as being marketable items.

Communication is key. Application of a consistent, accurate professional language reduces confusion and leads to better outcomes. A well-written, clear scope of work, for example, allows the supplier to determine whether the solicitation aligns with the supplier’s business, decide whether responding to the solicitation is profitable and worth the effort, and determine whether the supplier is responsible and can submit a responsive offer. It increases competition and attracts offers that are appropriate, effective, concise, and relevant. What pictures are your words creating and what outcomes are they achieving?

LISA PREMO, NIGP Global Practices Manager; collaborates with public procurement practitioners and academics to conduct research and develop useful guidance on public procurement topics.

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Have you ever thought to yourself, “it would be so much easier to pick the right product if there weren’t so many options?” I know I have, both personally and professionally.

As public procurement professionals, we’re charged with choosing the “right” goods and services every day, even though we may not always know a lot about the goods and services we’re buying.

While we may have a focus on commodities or services, construction or systems, it is rare for us to become true category experts in every category in the course of our career. Even if we become category specialists – meaning we have a strong understanding of the computing technologies or medical supplies on the market today, for example – we are not deeply engrained in the day-to-day product applications in the same capacity as our customers. We may have a high-level grasp on the features and benefits of each company’s offering, current pricing ranges and quality ratings, but we certainly aren’t engineers, certified IT experts, project managers or degreed healthcare professionals with deep domain expertise. Plus, determining what may be the “right” selection in any given scenario can be subjective.

That is why we rely so heavily on subject matter experts, such as those internal domain experts I just mentioned, to develop a requirements document to help guide our market research for each procurement, no matter how big or small. By detailing desired product features, and sometimes requesting specific products for priority evaluation based on assumed capabilities or known outcomes based on past experience with requested products, these requirements documents can help expedite the product evaluation and selection process. Then again, sometimes they don’t.

If you’ve ever been asked to buy a laptop computer for a customer, you know that there are hundreds, if not thousands, of configurations available today. Unless you are given the exact requirements for every potential feature option – from the screen size to the hard drive, memory size to I/O ports, wireless cards to security tools, accessories and more – then it can be very easy to become overwhelmed when scoping out options. It can be even easier to opt for the “wrong” product, which leads to waste. Technology is evolving every day, and the exorbitant amount of product options makes it very challenging to quickly identify the most viable and value-driven product today.

The same holds true when it comes to healthcare procurements.

ACHIEVING BETTER PUBLIC HEALTHCARE

The key to better public healthcare outcomes is relying on government procurement organizations that understand how to buy for healthcare. New pharmaceuticals and medical supplies come to the market every day. Vaccine requirements and strain recommendations can change seasonally. New technologies and treatments are implemented each year to improve patient care in both acute and non-acute settings.

Even healthcare professionals who are attuned to these rapid changes can find it challenging to make well-informed recommendations on which products and services that their facilities need at any given time. Asking a public procurement professional who, at best, maintains surface visibility into the exorbitant number of prescription drug and medical equipment options to make a buying decision based on their limited knowledge and market research is unfair to them. It’s equally unfair to healthcare providers and to the ultimate end customer – the patients.

Each purchasing decision directly impacts whether or not a potentially life-saving product, the right product, is available when and where it is needed.

That is why group purchasing organizations (GPO), such as MMCAP Infuse, have become so valuable to public procurement. And to patients under the care of public healthcare providers.

Organizations such as MMCAP Infuse boast a team of skilled buyers who have, collectively, become trusted domain experts in specific sectors (i.e. healthcare, technology, etc.) for specific customer groups (i.e. state versus local governments). MMCAP Infuse, in particular, has become the trusted GPO for state agencies, counties, cities, school districts, correctional facilities and public higher education institutes that operate healthcare facilities or offer medical services.

Similar to other co-ops, MMCAP Infuse handles...
the solicitation, contract award and negotiation processes for pharmaceuticals and healthcare products and services on behalf of its public sector members in every U.S. state. It also handles all contract lifecycle management activities across multiple healthcare-related categories so that its members don’t have to carry that burden. This is a huge benefit of GPOs in general.

In many instances, resource-constrained public procurement teams find it difficult enough to manage basic commodity and service solicitations. It can be even more challenging to find the time needed to properly execute and oversee contracts, monitor performance and ensure contractor or supplier compliance – especially on complex healthcare contracts that require some level of domain expertise, and a more comprehensive understanding of quality and regulatory standards.

Public sector entities know that when they buy off of an MMCAP Infuse contract they are going to receive the quality goods and services that their internal customers (the healthcare providers and administrators) expect in a timely manner. That is because MMCAP Infuse has the resources to hold contractors/vendors accountable if there is a quality or delivery issue, although one of the known strengths of GPOs and co-ops is their thorough vetting of sources prior to contract awards. They extensively evaluate vendor offerings, verify the quality and performance, conduct risk analyses (which is mission-critical in healthcare) and conduct compliance audits. MMCAP Infuse is also known to participate in, and often convene their own, advisory meetings to ensure they are sourcing goods and services that meet the latest healthcare and government standards.

In other words, a GPO or co-op boasts that exceptional category expertise, and the highly-valued supplier relationships, that improve the accuracy of sourcing actions and ensure the “right” product or service is selected for each customer each time.

Another benefit of tapping a GPO for healthcare (or other complex category) procurements? The customized sourcing services. MMCAP Infuse works with you and your customers to build custom formulary lists, which makes it easy to quickly and accurately restock commonly-prescribed drugs and supplies. By reducing the risk that the wrong dose, quantity or brand of an NSAID, or wrong type of dental hygienist tools are ordered during the procurement process, MMCAP Infuse helps its members reduce waste – which we know is a priority in public procurement.

GPOs and co-ops also offer volume buying power, which helps public sector agencies maximize their spend – another procurement priority. MMCAP Infuse, for example, is uniquely able to secure discount pricing on pharmaceuticals, which is hard to come by for most healthcare providers. They also have well-optimized processes in place to manage complex rebate programs, as well as insurance claims and more. And since MMCAP Infuse is a state government procurement organization (administered through the State of Minnesota’s Office of State Procurement), they understand and abide by public procurement rules, regulations and policies. They utilize fair and open procurement practices to secure the lowest price, highest quality and best value for customers. Think of MMCAP Infuse as a government-run wholesaler for pharmaceuticals and other healthcare products. A wholesaler that is easy to buy from, thanks to its online eProcurement-delivered catalog, which I’ll talk more about in the next issue.

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NIGP
Introduces Pathways

A new integrated professional development and credentialing program for public procurement professionals.

The public procurement landscape is undergoing dramatic changes. Major technological advancements have driven monumental shifts in how we conduct our lives, our relationships to our jobs and the approaches we take to learning and professional growth. At NIGP professional development is being reimagined through competency-based learning to better equip members to meet the challenges of the modern workforce and thrive in this fast paced and technology-driven world.

Pathways, NIGP’s most innovative offering, integrates professional development and credentialing into one program. NIGP CEO Rick Grimm explains, “Pathways enables professionals to create their own highly individualized learning experience based on what is critical for their development at different stages of their careers.”

WHAT IS PATHWAYS

It’s personalized competency-based learning pathways for every phase and every stage of your career in public procurement.

With Pathways, learners have many more options to custom design unique professional development to focus on what is needed for success in a current role, or to develop longer term strategic development plans based on future career aspirations. In addition, with Pathways, learners get instant recognition for their efforts.

PATHWAYS IS COMPRISED OF FOUR KEY COMPONENTS.

PUBLIC PROCUREMENT COMPETENCY FRAMEWORK

The foundation of the program is built on the Public Procurement Competency Framework (PPCF) which is comprised of 33 foundational competencies – the knowledge, skills and behaviors needed to excel in public procurement. This is a holistic approach to learning designed to bring out each learner’s full potential.

CERTIFICATES PROGRAM

NIGP is amplifying our offerings through a new Certificates program that will give members multiple paths for recognition of all their learning efforts. The Certificates Program is the second component of Pathways and offers three stackable certificates that allows learners to build knowledge and get recognition in structured tiers:

- **Level 1:** Competency Badges which learners can get after completing the associated training with any of the 33 competencies.
- **Level 2:** Core Certificates are based on learners getting foundational knowledge across a broader set of competencies which are bundled together.
- **Level 3:** Designations are based on learners having attained a pre-set number of Core Certificates and it showcases more breadth and depth across a greater number of competencies.

SPECIALIZATIONS PROGRAM

Specializations provide learners with even more options
CERTIFICATION PROGRAM

NIGP CERTIFIED PROCUREMENT PROFESSIONAL (NIGP-CPP)

As part of NIGP’s commitment to enhancing members’ learning and offering multiple paths to gain recognition, we are launching a new NIGP certification program. This new certification is based on the Public Procurement Competency Framework – competencies which focus not only on knowledge but also on skills and performance.

We designed our credentialing program to integrate into our learning management system so that learning and credentialing are tightly linked. The new NIGP-CPP requires a unified strategy that is best achieved under a single organizational structure. It is based on comprehensive learning and expands the areas of focus to include Strategy, Leadership and Business Principles & Operations, which are all critical to long-term success in public procurement.

WHAT MAKES PATHWAYS DIFFERENT

INTEGRATED LEARNING

It’s an all-in-one integrated and holistic program where learners can choose to attain a variety of certificates or get certification to show career progress.

COMPETENCY-BASED LEARNING

Pathways provides learning that is relevant, meaningful and more complete because it is based on gaining knowledge, learning skills and exhibiting specific behaviors to show mastery of a subject area critical to public procurement.

CUTTING EDGE

Pathways is innovative and forward thinking and designed to meet the needs of the modern public procurement workforce.

DRIVES RESULTS

Pathways is based on comprehensive research and the approach has been used and tested at leading, world-class companies and organizations with impactful results.
THE DURABILITY YOU NEED.
THE SEAMLESS PURCHASE YOU WANT.

With a variety of interchangeable implements and an easy way to buy, your productivity is realized in labor savings and Grasshopper durability all year round. Available on Federal, State and National Cooperative Contracts.
HOW PATHWAYS BENEFITS OUR MEMBERS

NIGP’s mission is to develop, support and promote the public procurement profession and our members. Our goal is to cultivate highly skilled, engaged and competent public procurement professionals who are always in-demand. Pathways enables us to further our mission by delivering on these six key benefits that our members want and need to thrive in the profession.

CAREER GUIDANCE
While members want ultimate control over their professional development, they do want guidance and a roadmap to help them navigate the many choices that will be available to them.

RELEVANT LEARNING
The Public Procurement Competency Framework is the foundation for Pathways. It is comprised of 33 competencies with all the critical foundational learning needed to being an effective public procurement professional. While no single learner needs all 33 competencies, all the learning in every competency is meaningful and relevant to public procurement.

AFFORDABLE PRICING
We know learning and professional development is crucial to every organization and individual, but we also know that budgets are often tight. With Pathways, we are amplifying learning and adding more choice and variety while reducing costs.

FLEXIBLE FORMATS
Professionals have multiple priorities, ways of learning and schedules that often have conflicting priorities. Pathways accounts for this by providing a variety of learning events from in-person to online and on-demand to suit a variety of learning styles and the most demanding schedules.

INSTANT RECOGNITION
Learners take pride in their achievements and they want recognition for the efforts they have put into their professional development. Pathways enables learners to get instant recognition for all their learning via multiple recognition paths which all lead to gaining digital badges upon completion of learning activities and passing of the required assessment. Digital badges can be showcased on an individual’s profile in their talent management or learning management system, or across any relevant social media platforms such as LinkedIn.

CREDIBLE BACKING
The new Pathways program is built on NIGP’s longstanding legacy of being a trusted source of support and development for public procurement professionals for more than 70 years. We have taken our knowledge and understanding of the broader trends in learning and development and deep insights into what matters most to our members to build this new program that will enable growth for the profession for generations to come.

HOW PATHWAYS BENEFITS THE PROFESSION

BUILD A STRONGER WORKFORCE
Pathways provides all the critical and relevant competencies needed to become a top-performing public procurement professional.

DEVELOP CAPABLE LEADERS
Pathways focuses on building critical soft skills and developing core leadership skills so that organizations have a robust pipeline of procurement leaders for more effective succession planning.

ELEVATE THE IMAGE OF PUBLIC PROCUREMENT
Pathways’ focus on competency-based learning will create more strategic and impactful learners who will value add greater value to their roles and organizations. It will ensure public procurement professionals are viewed as a value-added players and thought-leaders in every organization.

NIGP, the pioneer in workforce development for public procurement is transforming professional development for its members. Pathways, is our latest and most holistic member-centered learning innovation.
Our cooperative contracts offer the solutions you need.

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Achieve More, Learn More, Engage More

Forum. The largest educational conference exclusively for public procurement in North America is where peers share ideas, engage and inspire one another, develop strong connections and gain a better understanding of how to tackle challenges they face along the way. It’s a once-a-year opportunity to come together and rethink status quo, make ideas happen and leave empowered, ready to put these new ideas into practice and add value to your agencies.
Explore Innovative Ways to Procure Goods and Services

Whether you are new to the profession or a seasoned veteran, there is always knowledge to gain. Forum has over 70 workshop sessions with compelling content on Construction, Emergency Management/Disaster Planning, Cornerstones of Procurement, Procurement Case Studies and Technology.

Create a Better Tomorrow

Inspiring key note speakers, networking activities and a products expo with over 245 suppliers showcasing the latest government products and services complete this thought-provoking public procurement experience. The value gained personally as well as professionally is priceless.
KEYNOTE SPEAKERS

Roy Spence
Sunday, August 25, 9:00 AM
Plenary Session: The Power of Purpose in your Business, your Life and the Life of America
C-level utility leaders are on the front line of powering and delivering extraordinary customer service. This is where the power of Purpose comes in. Having a mighty Purpose to power your organization’s culture in today’s world of chaos and warp speed innovations is the key driver of extraordinary employee engagement, customer service and a positive “whatever it takes” attitude. Roy Spence is cofounder and chairman of GSD&M, a leading marketing communications and advertising company. Under Roy’s leadership, his agency has helped grow some of the world’s most successful brands. He is also cofounder and CEO of the Purpose Institute, a consulting firm that helps people and organizations discover and live their purpose.

Pete Smith
Monday, August 26, 8:00 AM
Plenary Session: Dare to Matter: How Procurement Professionals Rise to Significance
The most effective procurement professionals understand that significance is found not just within the job one has but within the person who performs the job. After years of research, Pete Smith reveals the Significance framework outlined in his best-selling book, Dare to Matter. This framework reveals the six major pillars of significance and how they can be incorporated into our daily lives and challenges traditional thinking of success and happiness and presents an alternative, possibly contrarian, approach that leaves you inspired, engaged, and committed to making a bigger impact in this world. Having a stroke at the age of 35, Pete has since used that experience to inspire, educate, and entertain audiences throughout the world on the importance of pursuing significance in their personal and professional lives.

Michelle Poler
Tuesday, August 27, 8:00 AM
Plenary Session: Fear Less, Do More: A talk that will change your perception on fear and inspire you to take action
Born and raised in Caracas, Venezuela to a family of holocaust survivors, Michelle was accustomed to living with fear. But when she moved to New York, Michelle quickly realized that NYC was not for the fearful. In efforts to re-write her definition of fear, Michelle set out to face 100 fears in 100 days. Half way into the journey, the project was discovered by the media, becoming an instant viral phenomenon. Michelle completed her 100th challenge on a TEDx’s stage. This helped her turn a personal project into a global movement. Michelle discovered that inspiring others to go after their fears was her new calling. She is also the Founder of Hello Fears, a platform aimed at making the world a braver place through a mix of live events, video series, podcast interviews, user-generated content, and daily inspirational posts.

Kevin McCarthy
Wednesday, August 28, 9:30 AM & 12:45 PM
Plenary Session: Welcome to the BlindSpot Zone
If you have ever said to yourself, “I didn’t see that coming!” then Welcome to the BlindSpot Zone™. Kevin McCarthy spent 33 months in a federal prison for a crime he didn’t knowingly commit because… he had blind spots. What are your blind spots doing to you? We all have numerous blind spots. They are nearly impossible to recognize if we are not looking for them. In fact, it is easier for us to identify blind spots in others than in ourselves. Through Kevin’s presentation you learn how to identify your own blind spots and mitigate their impact at work and at home. As a result, you can make better, more ethical decisions, enjoy better communications, deeper relationships and, ultimately, live your best life. Kevin McCarthy is a full-time Keynote speaker, Trainer and Coach for Making Better Happen, LLC – a Portland, Oregon based company that “helps professionals create lasting authentic change”.

Adam Smiley Poswolsky
Wednesday, August 28, 9:30 AM & 12:45 PM
Plenary Session: Creating a Purpose-Driven Workplace: How to Attract, Retain and Engage Your Employees
A thriving workplace begins with an engaged and collaborative workforce. Author and millennial workplace expert Adam Smiley Poswolsky shares how companies can attract top talent and empower the talent of the future by leading with purpose. Breakthrough common stereotypes about millennial employees, share case studies for increasing employee engagement, and learn proven strategies and tools to foster collaboration in the workplace. Smiley helps companies attract, retain, and empower millennial talent, and he’s inspired thousands of professionals to be more engaged at work. He’s a bestselling author of The Quarter-Life Breakthrough: Invent Your Own Path, Find Meaningful Work, and Build a Life That Matters (Penguin Random House, 2016).
Reducing fleet costs: the best feature of Toyota hybrids.

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Prototypes shown with options. 1. Prius AWD-e system operates at speeds up to 43 mph. 2. 2020 EPA-estimated 50 city/38 highway/33 combined mpg for Corolla L and LE. Actual mileage will vary. 3. 2020 EPA-estimated 53 city/52 highway/52 combined mpg for Corolla Hybrid LE. Actual mileage will vary. 4. 2019 RAV4 Hybrid preliminary 41 city/38 hwy/40 combined mpg estimate determined by Toyota. EPA ratings not available at time of printing. Actual mileage will vary. 5. Drivers are responsible for their own safe driving. Always pay attention to your surroundings and drive safely. System effectiveness is dependent on many factors including road, weather and vehicle conditions. See Owner’s Manual for additional limitations and details. 6. 2019 EPA-estimated 52 city/48 hwy/50 combined mpg estimates for Prius LE AWD-e and XLE AWD-e. Actual mileage will vary. ©2019 Toyota Motor Sales, U.S.A., Inc.
When we think of top performers; those excelling in their jobs and mastering their life, we tend to think of factors such as dedication, passion, persistence, and grit. While each is important, there is a third factor that few organizations or people are truly capitalizing on, and that is the power of recovery. The scientific evidence is indisputable; recharging brainpower, replenishing physical energy, and intentionally providing mental and emotional reprieve is crucial to excel, connect with those most important to us, and contribute to the world in a meaningful way. The happiest, healthiest and highest performing people of tomorrow will be those who practice and prioritize recovery by choice, not chance.

Sara Ross is a speaker, leadership strategist and researcher but is best described as a vitality advocate on a mission to redefine how we succeed at work and thrive in life; a pursuit earning her a reputation as a fresh and thought-provoking voice in the discussions of work-life balance, sustainable high performance and organizational health.

Attendees have the opportunity to hear two of the three speakers by attending each session and selecting a different speaker each time.
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Francis Hoar, Administrative Director, Miami-Dade County Public Schools
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TIPS Contract 190302 - Technology Solutions Products and Services.
how to leverage the power of group buying, and so much more in this case-study driven session that explores more efficient, alternative purchasing solutions for the construction-minded public procurement professional.

Presenters: Scott Smith, MBA, General Manager, Enterprise Business Group, Gordian, Greenville, SC and Tammy Rimes, MPA, Tammy Rimes Consulting, San Diego, CA.

**Track: Technology**

**Session: Trending in the Right Direction: The Procurement Process through Digital Eyes**

From enterprise software systems to website projects, technology procurements are increasingly becoming part of the procurement function’s responsibility. But with the industry changing annually, it can be difficult to stay up-to-date on the latest tech trends. Discuss common contract formation and management problems for technology procurements, exploring strategies and tools that can help mitigate even the trickiest risks.

Presenter: Bill Davison, CPPO, County of Stearns, MN

**Track: Emergency Management/Disaster Planning**

**Procuring Relief: What You Need to Know About FEMA Funding**

When disaster strikes, FEMA funding can be your jurisdiction’s saving grace, but does your procurement function know when, what, and how to ensure that your entity gets the funding you need when you need it? Understanding the procurement function’s timeline can help you land millions of dollars but missing or ignoring it could cost even more. Learn the phases and timing that your procurement entity needs to know in order to qualify for FEMA funds in this targeted session, exploring the nuances of federal regulation and discovering the surprising truths about FEMA deadlines.

Presenter: Vonda Melchior, CPPB, C.P.M., Hillsborough Community College, FL

**Track: Procurement Case Study**

**Session: Contract Compliance Program: The Lost Child of Procurement**

Recently, the City of Tucson implemented its CAMP (Contract Administration and Management Program) initiative on a city-wide level. Designed to close the gap between contract formation, contract management, and post-contract compliance, the program engages the cradle to grave procurement function across all department levels of the city, exploring how we as stewards of the public trust can better partner with the internal customers (departments) and external customers (suppliers) to reduce potential risks in post award contract management. Discover what market and entity-specific research is critical to the success of your procurement and compliance program, identifying real and potential challenges with pro-active resolutions, in this results-oriented, interactive lecture-styled session.

Presenter: Lloyd Windle II, C.P.M., CPPB, City of Tucson, AZ

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2 NEW Pathways Course Certificates Available

Technology Procurement Specialization Certificate – Level 1
3-Day Course: Thursday, August 22 – Saturday, August 24
Increasingly, governmental entities are embracing technology and IT infrastructure solutions in their desire to interact more strategically and beneficially with the communities they support. As a result, procurement professionals are expected to procure and negotiate contracts and agreements with more complex terms and conditions. Promoting an overview of technology procurements, the Procuring Technology Level 1 Certificate provides learners with an introduction to terminology, research practices and opinions, solicitation methods, strategies for risk identification, and common mistakes procurement professionals encounter when negotiating and managing awarded IT contracts.
Instructor: Stephanie Akerley, CPPB, Maryland National Capital Park & Planning Commission

Strategy and Policy Core Certificate
2-Day Course: Friday, August 23 – Saturday, August 24
The Strategy & Policy Course provides learners with a holistic, introductory focus on the profession, using practical examples, discussions, group exercises, and case studies to promote application-ready experiences. As a career orientation or refresher course detailing the basic tenants of the public procurement function, NIGP’s Strategy & Policy Course promotes targeted activities and implementable concepts designed to enhance the mission and strategic value of your entity, empowering learners to become more confident in their role as they perform the procurement function in line with commonplace legal requirements and ethical standards.
Instructor: Barbara Johnson, CPPO, CPPB, MPA, Maumee, OH

CPPB Prep – Instructor: Christine Weber, CPPB, C.P.M., Littleton, CO
CPPO Prep – Instructor: Mary “Jane” Lopez, CPPO, Golden, CO
2-Day Course: Friday, August 23 – Saturday, August 24
Prepares candidates for the computer-based CPPB exam containing 175 questions, this course provides a review that addresses key information on topics identified in the UPPCC Body of Knowledge. Considered as a tool to help the student in assessing their own strengths and weaknesses, as they relate to the subject matter, this course is only a part of the candidates overall study plan for preparation. Participation in this class does not guarantee success on the examination.

Ethics: A Survival Kit to Public Procurement
1-Day Course:
This course introduces the ethical practices needed during the procurement process. It empowers the learner with the ability to make distinctions between competing choices that face a procurement professional every day.

Being ethical is not always easy, but it is always important. The course focuses on discernment, discipline and effectiveness as vital elements of ethical decision-making.
Instructor: Edward Pabor, CPPO,CDT,C.P.M., Springfield, OR

Pre-registration is required for NIGP Courses.

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NIGP Virtual Conference

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For more information and to register, visit nigp.org/forum2019vcon

#NIGPForum2019

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NIGP’s Facebook fan page will be used throughout the conference to post announcements, photos, videos and more. Check the page often, post comments, share photos and special moments.

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Event hashtag: #NIGPForum2019. Like a speaker? Heard a great tip? Tweet about it! Also, be sure to follow @ OfficialNIGP for the latest updates and announcements. Don’t forget to tag your posts with the hashtag #NIGPForum2019. For more information or to register, visit nigp.org/forum.
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### AEPA

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AEPA is a 28 state non-profit organization of Educational Service Agencies and other political subdivisions organized through a Memorandum of Understanding between participating states. AEPA is a true “cooperative” who leverages our collective purchasing power to bid and issue product and service contracts for the benefit of all schools and public agencies, regardless of their size, with the ability for all to purchase at equal buying levels. For more information, please visit us at aepacoop.org

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NASPO ValuePoint is a nonprofit association dedicated to advancing and supporting the profession of public procurement through leadership, excellence and integrity. NASPO ValuePoint is a nonprofit division of NASPO offering more than 60 national cooperative purchasing portfolios covering a wide range of goods and services. These competitively bid contracts are developed and administered by a multi-state sourcing team comprised of state government procurement professionals, and solicited and awarded by a Lead State, making ValuePoint unique among cooperatives.

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Driven by a purpose to eradicate waste and maximize the value of every dollar spent, Periscope Holdings creates solutions and delivers software that transforms the entire procurement process for both buyers and suppliers. From consulting and eProcurement to bid notification and proposal writing, Periscope Holdings eliminates public procurement complexities for your organization – and all your local stakeholders. With Periscope, work is performed efficiently and intelligently. Transparency is achieved and competition increased. Everyone gains.
Recently I spent some time in The Netherlands and found this European country to be most impressive. We were awestruck by the wonderful architecture we observed in both Utrecht and Amsterdam, and were simply amazed at the number of bicycles we saw. Having lived in Portland, Ore., for many years, I really thought the title of “Bike Capitol” belonged there. But after seeing thousands of two-wheelers in Holland, I might have to rethink that position.

We also experienced excellent food and drink, and had the privilege of meeting many wonderful people. The majority of the locals speak English and have a nice way of making U.S. visitors feel welcome. From the train station attendants to the restaurant workers, they all treated us like royalty; the only exception was the guy that yelled at me for being in his bike lane.

Alright, let’s get to the procurement stuff. I was thoroughly impressed with how the Dutch deal with the art of public procurement. National legislation requires that all public entities engage in electronic bidding (or tendering). So even if an organization wanted to issue an ITB or RFP on paper, they would not be allowed to do so. Not only is this a highly sustainable practice, but it leverages leading procurement technology. One could argue that The Netherlands is leading the world in the area of electronic bidding.

Negometrix is a software company based in Utrecht that offers a robust solution for procurement and contract management. In fact, they have the largest market share of public entities in The Netherlands and provide services to over 350 procurement offices throughout the world. Several months ago I saw a system demonstration from Negometrix and was very impressed with its functionality.

In addition to the quality of its software offering, Negometrix delivers a collaborative approach to customer service that would be hard to top. Their support professionals are continually on the ready to support any need that a customer may have. In fact, the conference I spoke at when I was in The Netherlands was a day dedicated to Negometrix users. While I spoke on the state of public procurement in the US, other sessions included enhanced system capabilities being offered and customer case studies on best procurement practices.

As I have said in past columns, I consider myself extremely fortunate to be able to travel the world and talk about public procurement. I find that our NIGP member agencies have much in common with our international colleagues, and that we also have much to learn from them.

If someone were to ask for my advice on their public procurement practices, I might have to recommend, “Have you considered going Dutch?”
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