



NIGP

The Institute for
Public Procurement

NIGP CAREER DEVELOPMENT GUIDE

WELCOME

In the dynamic field of public procurement, career planning and lifelong learning are essential for success. This Career Development Guide for public procurement professionals gives you the tools to effectively navigate your career path. By emphasizing continuous learning, strategic development, and building key skills, you'll be empowered to reach your full potential. Whether you are just starting out or well into advancing in your career, this guide offers valuable insights and practical advice to help you achieve your professional goals and contribute meaningfully to the industry.

If I can be of any assistance during your journey, please don't hesitate to contact me.

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The NIGP Public Procurement Career Development Guide

Several years ago, we embarked on a mission to reimagine learning at NIGP. Our objective was clear: to completely transform our approach to learning and credentialing for the thousands of public procurement professionals who have trusted us with their professional development for over 80 years.

With the advent of NIGP Pathways and credentials, you now can design your own unique learning roadmap. This allows you to confidently gain the knowledge, skills, and competencies necessary to thrive and advance in your career.

Lifelong learning and proactive career planning are more important than ever in our rapidly evolving professional landscape. Staying current with industry trends, enhancing your technical, essential, and leadership skills, and strategically planning your career path are critical to long-term success. This is why continuous learning and thoughtful career development should be integral in your professional journey.

We are thrilled to introduce the next step in our learning evolution – the NIGP Public Procurement Career Development Guide. This guide is designed to help you navigate the process of lifelong learning and career planning. It offers easy and comprehensive guidance as you develop a plan tailored to your individual or organizational needs.

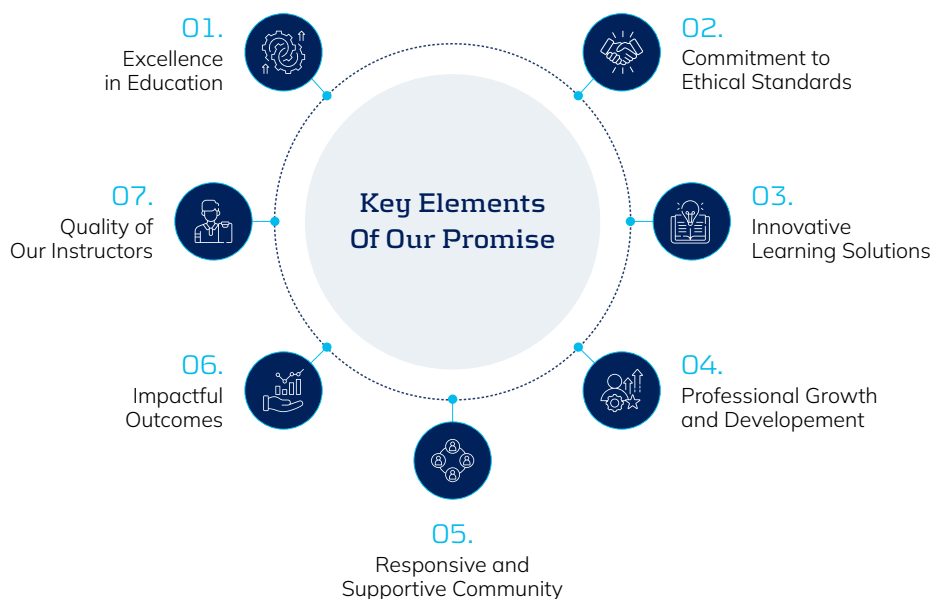
Embrace this new resource and let it guide you towards achieving your professional aspirations in public procurement. By investing in your growth and development or that of your team, you are enhancing your career and contributing to the advancement of the entire public procurement profession.



The NIGP Promise: Accelerating Excellence in Public Procurement

Our Promise to You

When you choose NIGP for your learning needs, you are choosing a trusted advisor committed to your success and the advancement of public procurement. We promise to deliver the highest quality learning experiences that meets, and ideally exceeds, your expectations, and prepares you to tackle the challenges within the profession today and tomorrow with excellence and confidence.



Core Tenets of Our Promise

- 1. Excellence in Education:** We promise to provide top-tier content that is current, relevant, and rigorously developed and reviewed by public procurement professionals, industry partners, and learning experts. Our programs are accredited through [ANSI](#) and [IACET](#).
- 2. Commitment to Ethical Standards:** Upholding the highest standards of integrity and transparency is at the core of our offerings. We ensure our programs emphasize ethical procurement practices and foster a culture of accountability and trust in the public sector.
- 3. Innovative Learning Solutions:** We leverage cutting-edge technology and innovative instructional methodologies to create engaging and interactive learning experiences. Whether through publications, in-person workshops and events, online courses, or hybrid models, our offerings are accessible and adaptable to meet your needs.
- 4. Professional Growth and Development:** Our commitment extends beyond mere knowledge transfer; we are dedicated to your professional growth and career advancement. Through our credentialing programs, continuous learning opportunities, and professional educational and networking events, we support your journey to becoming a leader in public procurement.
- 5. Responsive and Supportive Community:** We pride ourselves on fostering a vibrant and supportive community of procurement professionals. As a member of NIGP, you gain access to a network of peers, mentors, and industry leaders who are eager to share insights, collaborate, and support your professional endeavors. Our members only [Nsite community platform](#), [mentoring](#) opportunities, and Pathways [Concierge](#) program facilitate ongoing connections and discussions.
- 6. Impactful Outcomes—your success is our success:** Our goal is to equip you with the knowledge, skills, and abilities to make a significant impact in your organization and the broader public procurement landscape.
- 7. Quality of Facilitators:** Our facilitators are not only subject matter experts, but also seasoned professionals with extensive experience in public procurement. They bring real-world insights and practical knowledge to our educational offerings, ensuring you receive instruction that is both theoretically sound and practically applicable. Each facilitator is dedicated to your learning and success, providing mentorship and support throughout your learning journey.



Develop Your Procurement Competencies

Pathways is the NIGP learning and credentialing program designed by and for procurement professionals at every career stage. **Pathways** is built around The Public Procurement Competency Framework (PPCF), which serves as a comprehensive, universal guide for professional development, focusing on the critical competencies needed to be a successful public procurement professional. The PPCF encompasses seven focus areas, consisting of 33 individual competencies¹.

With **Pathways**, you create personalized learning paths, accessing them through **Aspire**, the NIGP learning portal. Upon successfully completing your Pathways learning, you will be awarded a credential (digital badge). These badges are portable and shareable within your online social networks, providing instant recognition for your learning achievements.

¹ See Appendix A for a listing of all competencies and definitions.

Public Procurement Competency Framework (PPCF)





Ways to Develop Your Competencies

NIGP Learning Offerings

NIGP offers a variety of learning offerings where you can build targeted skills while developing your professional network.

NIGP FORUM

NIGP Forum is an annual four-day virtual and in-person conference that brings together industry professionals and exhibitors. Learning sessions and workshops are offered on a variety of procurement topics.

LEADERSHIP SUMMIT

NIGP's Leadership Summit brings together onsite in February of each year our Edge, Impact, and Academy programs for 2.5 days of focused leadership development.

VCON

NIGP VCON is an annual all-virtual conference focused on growing new skills and networking. The virtual conference typically runs over the course of two half-days.

HEADLINERS

Virtual learning opportunities focusing on the current public procurement topics impacting your career, your entity, and your community.

VIRTUAL INSTRUCTOR-LED

Live instructor held in a Zoom virtual classroom.

ON DEMAND

Learn at your own pace and ideal for those who prefer self-study and flexibility.

CLASSROOM

Live in-person interaction and peer-to-peer interaction.

WEBINARS

Free to members, providing valuable learning on key topics in the profession.

LEARNING LABS

Best practice guidance on a variety of technical and essential skills with an emphasis on the application of concepts learned.

NIGP Resources

NIGP provides a wealth of free resources to enhance your knowledge in key areas of public procurement.

Global Best Practices

[Global Best Practices](#) provides guidance, new insights, and clarity on procurement topics.

Cornerstones of Public Procurement

[Cornerstones of Public Procurement textbooks](#) provide essential foundational information aligned with the Public Procurement Competency Framework and are great reference books.

NIGP Blog

The [NIGP Blog](#) lets you explore a diverse range of views and perspectives on topics relevant to public procurement and career development.

Research & Reports

NIGP conducts research on various topics impacting the profession. The output from these studies is shared in the form of [reports, position papers, and white papers](#) that help members and other key stakeholders better understand the industry and profession, make strategic and data-driven decisions, and highlight areas for further inquiry.

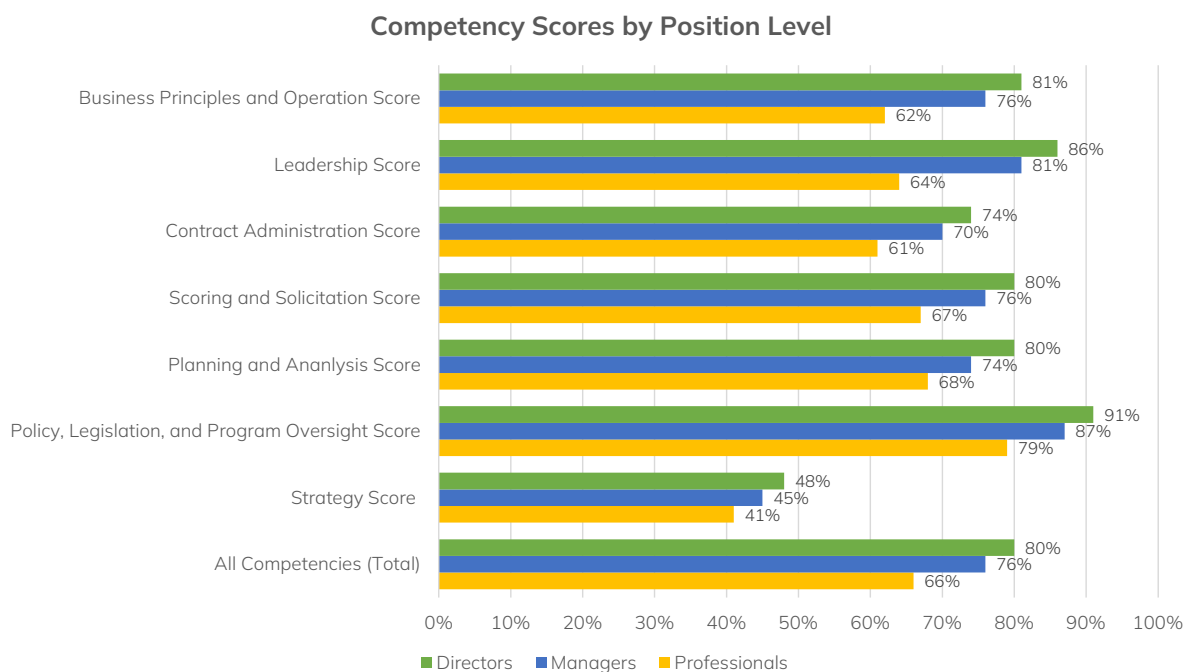
Radio NIGP

[Radio NIGP](#) is a monthly broadcast that explores public procurement through stories, expertise, and discussions

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Using Professional Development Research to Plan

The chart illustrates self-reported competency scores based on tenure, from professional, to manager, to director level. You can use this information to target which competency area to focus on for your own development.



Key Takeaways

- 60% of respondents hold a procurement certification (CPPB, CPPO, NIGP-CPP).
- On average, professionals attend 3-5 courses per year, spending approximately 21-40 hours learning.
- Leadership is highly valued at all levels and the main focus area chosen for development.
- Contract administration, sourcing and solicitation, business operations, managerial tasks, planning and analysis, and program oversight were key development areas identified by participants for the next few years.

DIRECTORS	MANAGERS	PROFESSIONALS
<p>Majority of competence requirements for Director positions are in the Leadership area, followed by Policy, Legislation, and Program Oversight.</p> <p>Professional certifications are highly valued, with almost 70% of job postings listing this as a requirement or preference.</p>	<p>Majority of competence requirements are in the Contract Administration area, followed by Policy, Legislation, and Program Oversight.</p> <p>Leadership skills are also significant, but less so than for Director positions. Over 50% of job postings list professional certifications as a requirement or preference.</p>	<p>Majority of competence requirements are in the Contract Administration and Sourcing and Solicitation areas. Policy, Legislation, and Program Oversight is also a relevant component. Leadership skills are important; however, the emphasis is on communication skills and problem-solving abilities.</p> <p>Almost 40% of job postings list professional certifications as a requirement or preference.</p>



Create a Career Plan

Create a plan on your own or use NIGP Concierge a free service that can help you build a personalized plan. This process is iterative and may require adjustments as you gain more experience and insights into your career aspirations. The NIGP Concierge program is a tool you can use throughout the course of your career.

As you develop your annual plan, consider the following process:

Step 1: Self-Assessment

1. Identify Strengths and Weaknesses:

- ⇒ Use tools like a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats).
- ⇒ Take personality and career assessments (e.g., DISC™, Myers-Briggs Type Indicator™, StrengthsFinder™).

2. Reflect on Interests and Values:

- ⇒ Consider what activities you enjoy and what matters most to you in the job you currently have or one you wish to seek.
- ⇒ Write down your core values (e.g., work-life balance, job security, creativity).

3. Evaluate Skills and Experience:

- ⇒ List your current skills, qualifications, and experiences.
- ⇒ Identify any gaps or areas for improvement.

Step 2: Setting Goals

1. Set Short-Term Goals:

- ⇒ Identify achievable milestones within 1-2 years.
- ⇒ These should be stepping-stones towards your long-term goals.

2. Define Long-Term Goals:

- ⇒ Think about where you want to be in 5-10 years.
- ⇒ Consider roles, industries, and entities you aspire to work in.

Make SMART Goals:

Ensure your goals are SMART (Specific, Measurable, Achievable, Relevant, and Time-bound).

Step 3: Research and Exploration

1. Explore Career Options:

- ⇒ Research potential career paths that align with your skills and interests.
- ⇒ Use online resources, informational interviews, and networking.

2. Analyze Industry Trends:

- ⇒ Stay updated on trends and developments in your desired field.
- ⇒ Understand the skills and qualifications in demand.

3. Identify Potential Employers:

- ⇒ Make a list of entities that interest you.
- ⇒ Look for entity values, culture, and opportunities for growth.

Step 4: Skill Development

1. Create a Learning Plan:

- ⇒ Identify the skills and qualifications needed for your desired career.
- ⇒ Plan how to acquire these skills (e.g., courses, certifications, workshops).

2. Seek Mentorship and Guidance:

- ⇒ Find mentors or advisors in your chosen field.
- ⇒ Join professional organizations and attend industry events.
- ⇒ Join your local chapter and seek out those with similar needs.

3. Gain Relevant Experience:

- ⇒ Look for internships, volunteer opportunities, or part-time jobs.
- ⇒ Take on projects or responsibilities in your current role that align with your goals.

4. Develop a Timeline:

- ⇒ Create a detailed timeline for achieving your short-term and long-term goals.
- ⇒ Include specific actions and deadlines.

5. Monitor Progress:

- ⇒ Regularly review and adjust your plan as needed.
- ⇒ Celebrate milestones and reassess goals periodically.

Step 5: Job Search and Application

1. Prepare Your Resume and Cover Letter:

- ⇒ Tailor your resume and cover letter to highlight relevant skills and experiences.
- ⇒ Use keywords and phrases from job descriptions.

2. Practice Interviewing:

- ⇒ Prepare for common interview questions.
- ⇒ Practice with a friend or mentor and seek feedback.

3. Apply for Jobs:

- ⇒ Apply to a variety of positions that match your skills and goals.
- ⇒ Keep track of your applications and follow up as needed.

Step 6: Continuous Improvement

1. Seek Feedback:

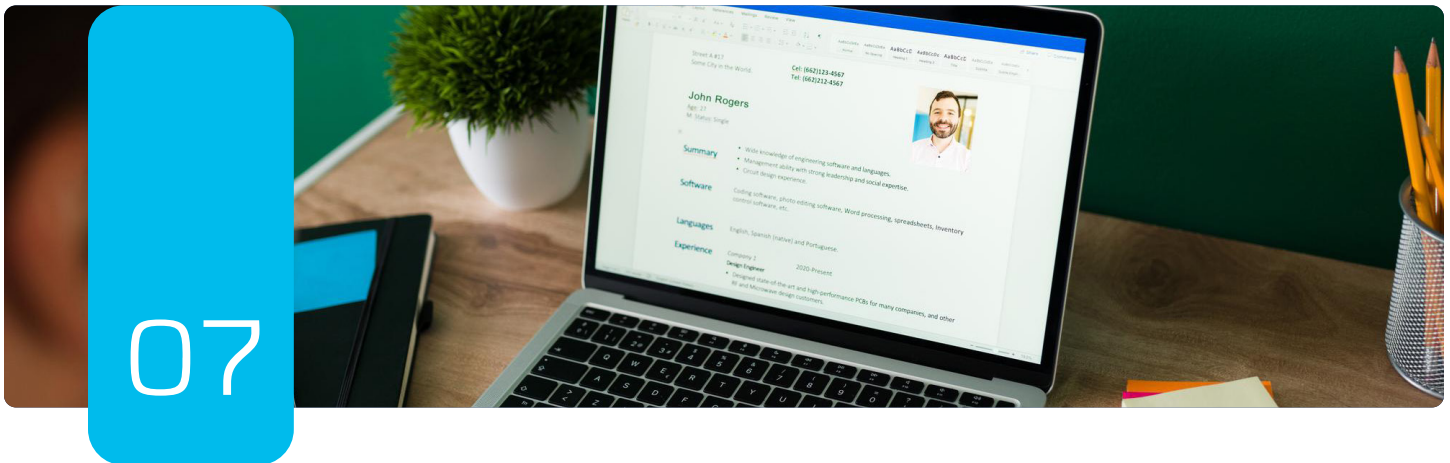
- ⇒ Ask for feedback from colleagues, mentors, and supervisors.
- ⇒ Use feedback to improve your performance and skills.

2. Stay Flexible:

- ⇒ Be open to new opportunities and be willing to adjust your plan.
- ⇒ Stay proactive in seeking growth and development.

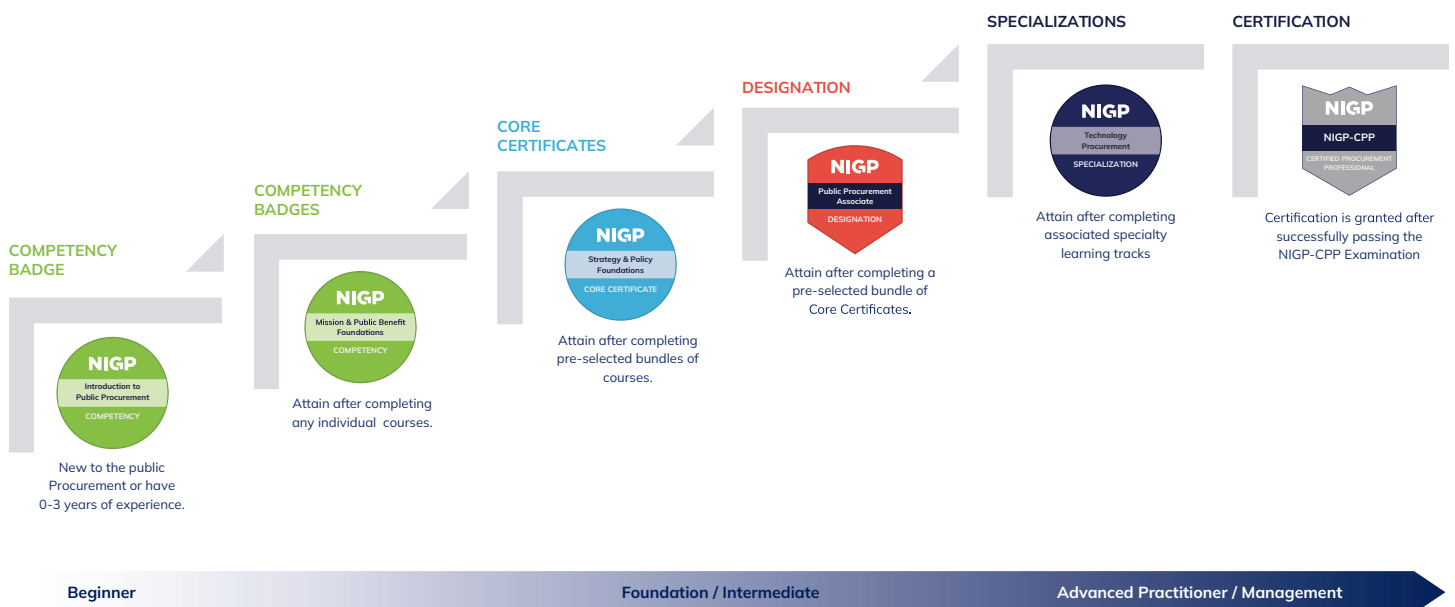
3. Maintain Work-Life Balance:

- ⇒ Ensure that your career plan includes personal and professional balance.
- ⇒ Take care of your well-being to sustain long-term career success.



Select the Right Credential

Pathways credentials play a crucial role in the learning journey by providing assessments for the courses, certificates, and certifications you undertake. **Pathways** allows you to be formally recognized for your educational achievements. NIGP offers a variety of credentials for all experience levels.



1. Competency Badges

Competency badges form the foundation of the Pathways program by focusing on the individual competencies that make up the Public Procurement Competency Framework. Competency badges are awarded when you complete any one of the 33 competency courses and successfully pass the assessment.

 Strategy <ul style="list-style-type: none"> • Mission & Public Benefit • Transformation & Vision Creation • Social Responsibility Alignment 	 Policy & Legislation <ul style="list-style-type: none"> • Enabling Regulations & Compliance • Ethics, Integrity & Transparency • Legislation & Legal Environment • Program Implementation & Management • Internal Customers: Advice & Expertise 	 Planning & Analysis <ul style="list-style-type: none"> • Requirements Planning & Understanding • Standardization • Marketing Analysis & Forecasting • Cost, Price & Value Analysis • Spend Analysis • Risk Analysis 	 Sourcing & Contracting <ul style="list-style-type: none"> • Sourcing & Contracting Methods • Specification Development • Evaluation Methods • Negotiations • Protests & Appeals • International Procurements
 Contract Administration <ul style="list-style-type: none"> • Contract Management & Performance • QA, Inspection & Acceptance • Logistics & Transportation • Asset & Inventory Management • Surplus, Disposal & Closeout 	 Leadership <ul style="list-style-type: none"> • Driving Change, Innovation & Agility • Communication Strategies • Problem Solving & Critical Thinking • Talent Recruitment & Development, Succession Planning • Relationship Management: Internal Customers & Suppliers 	 Business Principles <ul style="list-style-type: none"> • Business Management & Continuity • Economics, Budget, Financial Management & Accounting • Technology Management 	




Best to use: When you have a solid procurement background and need to build skills in just a few targeted competency areas.



2. Core Certificates

Core certificates allow you to enhance your performance with focused learning across a grouping of related competencies. NIGP offers the following certificates:

NOTE: For your convenience, the graphics below are clickable and linked.



Strategy & Policy

- Mission & Public Benefit
- Enabling Regulations & Compliance
- Ethics, Integrity & Transparency
- Legislation & Legal Environment




Planning & Analysis

- Requirements Planning & Understanding
- Standardization
- Cost, Price & Value Analysis



Sourcing & Contracting

- Sourcing & Contracting Methods
- Specification Development
- Evaluation Methods
- Negotiations



Warehousing & Inventory

- Logistics & Transportation
- Asset & Inventory Management
- Surplus, Disposal & Closeout



Leadership

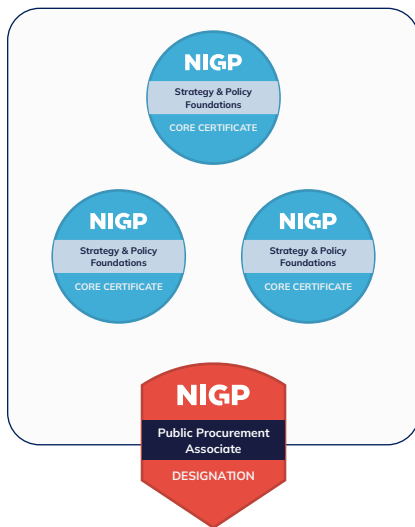
- Driving Change, Innovation & Agility
- Communication Strategies
- Problem Solving & Critical Thinking



Best to use: If you are new to procurement or want to build competency depth in a specific area, certificates offer a packaged set of competencies and a more in-depth certificate credential.

3. Designations

Designations enable you to demonstrate your mastery of a comprehensive set of competencies aligned to a specific job role or function. Currently, NIGP offers the Public Procurement Associate Designation (PPAD), which focuses on 11 core competencies.



11 Core Competencies

1. Cost, Price, and Value Analysis
2. Requirements Planning & Understanding
3. Standardization
4. Mission & Public Benefit
5. Ethics, Integrity and Transparency
6. Legislation and Legal Environment
7. Enabling Regulations & Compliance
8. Specification Development
9. Evaluation Methods
10. Negotiations
11. Sourcing & Contracting Methods



Best to use: When you are new to procurement, recently graduated college, or transitioning from the private sector.

4. Specializations

Specializations allow you to build targeted advanced skills. Though there are no prerequisites, solid foundational skills are recommended prior to enrolling.

Current Specializations include:

NOTE: The links below are clickable for your convenience.











- | | |
|---|--|
| Technology Procurement | Sustainability Program |
| Cloud Procurement | Job Order Contracting |
| Construction Procurement | Request for Proposals |
| Using Federal Grant Funds | |



Best to use: When you have solid foundational skills and want to build more advanced and/or targeted skill sets.

5. Certification

The NIGP-CPP is designed for mid to senior procurement leaders. There are six eligibility pathways that must be met to move forward with the application process.

<h3>Pathway A</h3> <ul style="list-style-type: none">  Graduate Degree specific to Public Administration, Public Policy, Supply Chain, Procurement, or Economics  2 Years (24 months) relevant work experience 	<h3>Pathway C</h3> <ul style="list-style-type: none">  Bachelors Degree (any discipline)  4 Years (48 months) relevant work experience 	<h3>Pathway E</h3> <ul style="list-style-type: none">  No Post-Secondary Diploma  8 Years (96 months) relevant work experience
<h3>Pathway B</h3> <ul style="list-style-type: none">  Bachelors Degree and a Graduate Level Certificate in Public Administration, Public Policy, Supply Chain or Procurement  3 Years (36 months) relevant work experience 	<h3>Pathway D</h3> <ul style="list-style-type: none">  Two-Year Post-Secondary Diploma or NIGP Public Procurement Associate Designation  6 Years (72 months) relevant work experience 	<h3>Pathway F</h3> <ul style="list-style-type: none">  Current CCPO or CPPB or Lapsed within one year

The NIGP-CPP exam is a two-module competency-based exam, assessing the technical competencies, skills, abilities, and behaviors required of a procurement leader. Candidates must successfully complete both Exam Modules A and B to attain the NIGP-CPP. There are a variety of [prep materials](#) available.

The [NIGP-CPP Certification Handbook](#), is a 'must-read' before beginning the online application, registration, and payment processes. The Handbook provides details about eligibility policies, processes, employment verification requirements, fees, the Exam Content Outline, etc. The application, registration, and payment processes are all online.

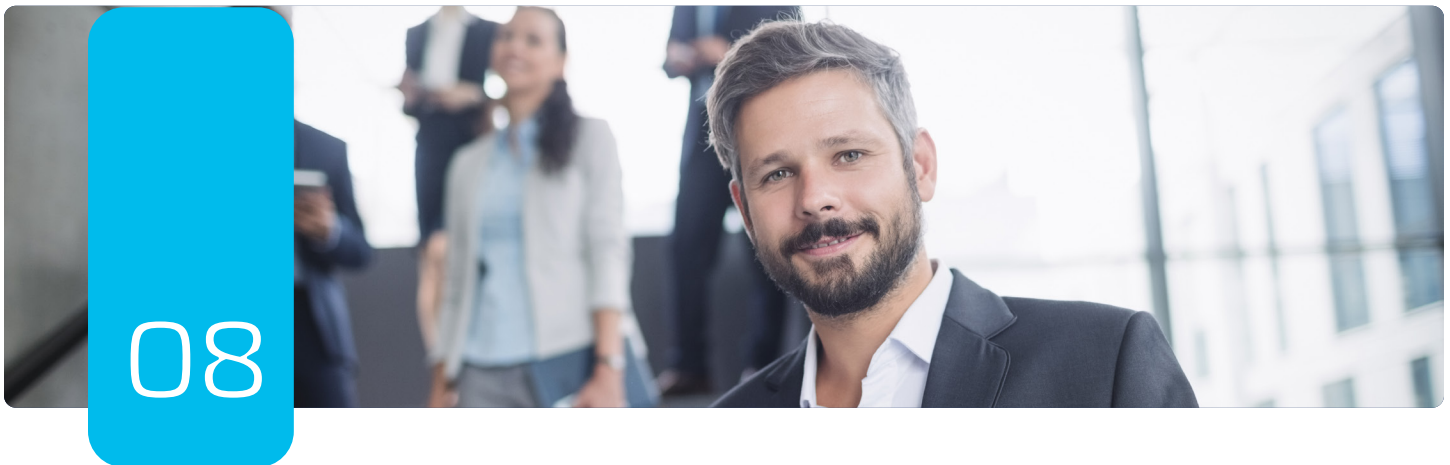
For assistance with questions, please contact certification@nigp.org.

There are a number of additional certifications you may want to consider as you are planning.

- Certified Public Procurement Public Buyer (CPPB) and the Certified Public Procurement Officer (CPPO) offered through the [Universal Public Procurement Certification Council](#) (UPPCC).
- [National Contract Management Association](#) (NCMA).



Best to use: When you are a mid to senior-level manager and eligibility requirements are met.

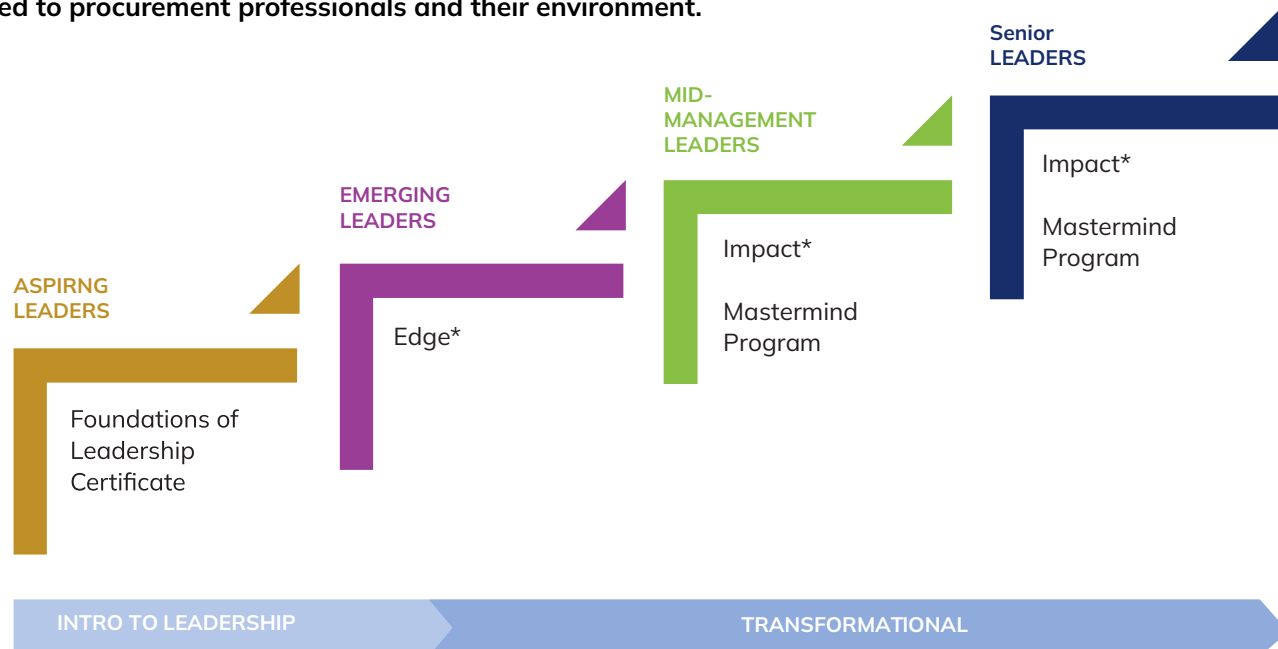


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Create a Path to Leadership

In today's dynamic and fast-paced professional landscape, effective leadership is more critical than ever. Leadership is not confined to titles or positions; it is a set of skills and competencies that can be demonstrated at every level of an organization. Whether you are just starting your career or are an experienced professional, developing your leadership abilities is essential for driving success and fostering a collaborative and innovative work environment.

**NIGP offers leadership training for all levels,
tailored to procurement professionals and their environment.**



* NIGP's Leadership Summit brings onsite in February of each year our Edge, Impact and Academy programs for 2.5 days of focused learning.

Foundations of Leadership Certificate

If you are new to leadership, NIGP's 2-day [Foundations of Leadership Core Certificate](#) is your starting point. This certificate discusses concepts in leadership, innovation, agility, communication, and relationship management to empower novice leaders with the skills needed to succeed.



LEADERSHIP COMPETENCIES

- Driving Change, Innovation and Agility
- Communication Strategies
- Problem Solving & Critical Thinking

Edge - Emerging Leaders Program

The [Edge Emerging Leaders program](#) continues to develop and build upon the competencies learned in the Foundations of Leadership. This 5-month hybrid program offers a unique and powerful opportunity to discover your true strengths through the EQi 2.0 Emotional Intelligence and DISC™ Personality Assessments. Additionally, you will receive one-on-one coaching from Lourdes Coss, MPA, NIGP-CPP, CPPO, a seasoned procurement executive and Maxwell-certified coach and the Edge facilitator.



PROGRAM TOPICS

- Self-Leadership:
 - ⇒ Emotional Intelligence
 - ⇒ Influencing
 - ⇒ Communication
 - ⇒ Mindset, Growth, and Self-Leadership
- Leading Others:
 - ⇒ Coaching and Mentoring
 - ⇒ Leading High-Performing Teams
 - ⇒ Conflict Resolution
- Leading Organizations:
 - ⇒ Leading Change
 - ⇒ Leadership Principles

Impact - Mid to Senior Leader Program

NIGP's 2.5-day **Impact Leadership program** is an in-person gathering of mid to senior-level public procurement practitioners dedicated to addressing the top leadership challenges in a collaborative and supportive environment. This experience aims to foster strong relationships, actively solve contemporary challenges, and encourage the exchange of innovative ideas that may challenge conventional thinking. Current topics such as diverse cultures, strategic planning, change leadership, and others are selected each year.

NIGP's Leadership Summit brings together onsite in February of each year our Edge, Impact, and Academy programs for 2.5 days of focused learning.

NIGP Mastermind Program

The Mastermind Program offers targeted study of leadership concepts through peer-to-peer learning, based on John Maxwell's teachings. Each topic provides unique opportunities to heighten your awareness, reflect on concepts, share expertise, experiences, and practice these concepts through activities and discussions. This program is recommended for mid to senior-level NIGP members. Participants earn a Maxwell Leadership Certificate upon successful completion.

Note: Each Mastermind topic is an individual course, and you do not need to complete them all or in any order.

Topics:

NOTE: For more information and to register, please visit <https://www.nigp.org/learning/leadership-mastermind>

- Coaching for High Performance
- Developing the Leader Within You 2.0
- Becoming a Person of Influence
- Everyone Communicate, Few Connect
- A Leaders Journey – 21 Irrefutable Laws of Leadership
- Developing the Leaders Around You
- 17 Indisputable Laws of Teamwork
- Leadership Gold

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Public Procurement Career Stages

Foundational Stage

Designed for individuals new to public procurement or transitioning from other sectors, this stage emphasizes developing core skills, understanding the fundamentals, and laying a solid professional foundation.

To excel, focus on the following areas:

1. Work with [NIGP's Concierge Program](#) to build a career plan.
2. Take NIGP's [Introduction to Procurement](#) course.
3. Earn your [Public Procurement Associate Designation \(PPAD\)](#). Allow 3-6 months to complete the 3 certificates (11 competencies). It is important that you provide yourself with ample time to practice skills learned.
4. Earn your [Foundational Leadership Certificate](#). Once you have earned your PPA Designation, begin to focus on your leadership competencies. It is recommended that you not engage in these learning activities while working on your Designation. This is to ensure a focused learning approach.
5. Explore NIGP's [Cornerstone textbooks](#) and [Global Best Practices](#).
6. Consider being a **Mentee** in [NIGP's mentoring program](#). Consider this program at any stage of the learning process as it is flexible and can provide additional guidance.
7. Engage with your local [NIGP Chapter](#) to leverage other local procurement practitioners and leaders. This can begin any time and provides additional networking opportunities.

8. Work with your organization to understand and align with its mission, vision and values, and strategic drivers.
9. Take all required/recommended trainings and shadowing opportunities available to help your growth and awareness of local and state laws, policies, and rules.
10. Practice public speaking every chance you get, learning techniques through observing others leading pre-bid conferences, debriefs, or presentations.
11. Study and follow your procurement division's Desk Manual, using its best practices, processes, and procedures to build your public procurement foundation on.

Mid-Career Professional Stage

Marks a critical phase where technical expertise merges with the ability to make strategic contributions. Professionals at this stage balance operational responsibilities with driving organizational goals and innovations.

To excel, focus on the following areas:

1. Work with [NIGP's Concierge Program](#) to build a career plan.
2. If you don't already have, earn your [Public Procurement Associate Designation \(PPAD\)](#). Allow 3-6 months to complete the 3 certificates (11 competencies). It is important that you provide yourself with ample time to practice skills learned.
3. Explore NIGP's [Cornerstone textbooks](#) and [Global Best Practices](#).
4. Consider being a Mentee in [NIGP's mentoring program](#). Consider this program at any stage of the learning process as it is flexible and can provide additional guidance.
5. Engage with your local [NIGP Chapter](#) to leverage other local procurement practitioners and leaders. This can begin any time and provides additional networking opportunities.
6. Begin preparing for a Certification to demonstrate your skills. NIGP recommends the [NIGP-CPP Certification](#); however, there are additional certifications available by other organizations to consider.

Emerging Leader Stage

Focuses on professionals stepping into leadership roles, whether in supervisory positions, management, or specialized areas. This stage highlights opportunities for growth, influence, and shaping the direction of their teams or areas of expertise, both within the organization, outside the organization, but still within the profession.

To excel, focus on the following areas:

1. Work with [NIGP's Concierge Program](#) to build a career plan.
2. Earn your [Foundational Leadership Certificate](#).
3. Consider the [Leaders Edge](#) 5-month hybrid program.
4. Explore NIGP's [Cornerstone textbooks](#) and [Global Best Practices](#).
5. Volunteer at your [NIGP Chapter](#) or National to begin to give back while leveraging other local procurement practitioners and leaders.
6. Consider being a Mentee in [NIGP's mentoring program](#). Consider this program at any stage of the learning process as it is flexible and can provide additional guidance.
7. Continue preparing for a Certification to demonstrate your skills. NIGP recommends the [NIGP-CPP Certification](#); however, there are additional certifications available by other organizations to consider.

Middle Management Stage

The middle management stage serves as a crucial link between day-to-day operations and higher-level strategic oversight. Leaders at this level play a dual role: they maintain team productivity while driving the implementation of departmental initiatives. They bridge the gap between operational and strategic initiatives. They may have some delegated authority but are not yet the final decision-makers.

To excel, focus on the following areas:

1. Work with [NIGP's Concierge Program](#) to build a career plan.
2. At a minimum, should earn Foundational Leadership Certificate; and ideally, gone through the [Leaders Edge](#) 5-month hybrid program.
3. Target specific leadership development areas through the [NIGP Mastermind program](#). These are small training events that can fit into your work schedule and can be taken over time based on need and interests.
4. Focus on strengthening management skills (conflict resolution, time management, budget preparation, etc.)
5. Consider [Specializations](#) and/or [Advanced Courses](#) to augment skills.
6. Volunteer at your [NIGP Chapter](#) or National at a leadership level to expand leadership focus and earn practical experience; and leverage other local procurement practitioners and leaders.
7. Consider sitting for a Certification to demonstrate your skills. NIGP recommends the [NIGP-CPP Certification](#); however, there are additional certifications available by other organizations to consider.
8. Consider being both a mentor to share experience and insights, and a mentee to learn from seasoned leaders.

9. Focus on developing **emotional intelligence skills**, such as empathy, communication, and relationship management to build the skills needed to transition from operational tasks to strategic oversight.

Established Leader Stage

Represents senior professionals who lead by shaping the profession, advancing organizational impact, fostering innovation, and mentoring the next generation of public procurement leaders.

To excel, focus on the following areas:

1. Target specific leadership development areas through the [NIGP Mastermind program](#). These are small training events that can fit into your work schedule and can be taken over time based on need and interests.
2. Continue to build your leadership abilities by attending the 2.5 day [Impact Program](#) at NIGP's Leadership Summit each year in February.
3. Focus on [Specializations](#) and/or [Advanced Courses](#) to build more advanced skills.
4. Focus on [Management skills](#).
5. Consider being a Mentor in [NIGP's mentoring program](#). This is a great opportunity to build leadership while giving back to the profession. Being a flexible program, you determine the time spent.
6. Engage with your local [NIGP Chapter](#) to leverage other local procurement leaders. This can begin any time and provides additional networking opportunities.
7. Consider sitting for a Certification to demonstrate your skills. NIGP recommends the [NIGP-CPP Certification](#); however, there are additional certifications available by other organizations to consider.

Legacy and Transition Stage

Recognizes those preparing for retirement or considering some other significant life change. This stage emphasizes the importance of leaving a legacy, mentoring, and continuing to contribute to the evolution of public procurement.

1. Consider being a Mentor in [NIGP's mentoring program](#). This is a great opportunity to build leadership while giving back to the profession. Being a flexible program, you determine the time spent.
2. Continue to volunteer at your local [NIGP Chapter](#) or National NIGP to stay connected.
3. Consider volunteering to be part of the [NIGP Pathways Concierge Team](#) to help coach and guide members seeking assistance setting goals, navigating offerings, then mapping their recommended education, certification, and career path forward.

10

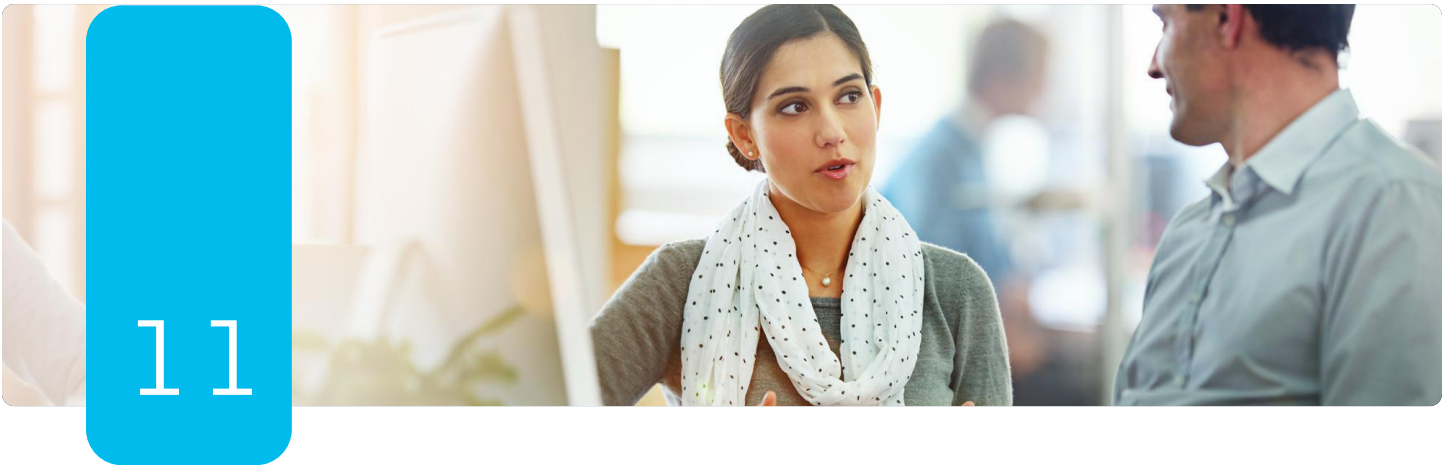
Develop a Budget

We have provided the following information to help you plan your budget. Current research shows organizations should allocate approximately \$1,000 annually per employee for professional development. NIGP can work with you individually or as an organization to create a plan that works best for your budget.

Important Note: Pricing is for budgeting purposes only as pricing may change based on NIGP's budget cycle. Please check NIGP's website to account for pricing changes, it is suggested to add 5% to the budget after calculating.

Delivery Method	Program	Fiscal Year 25
Early Registration Discount	Get 20% Savings On All Courses When You Register 60-Days Prior to Course Date	20%
Courses	NIGP .5 Day (Digital only)	\$175.00
Courses	NIGP 1 Day	\$340.00
Courses	NIGP 1.5 Day	\$410.00
Courses	NIGP 2 Day	\$465.00
Courses	NIGP 3 Day	\$650.00
Courses	NIGP-CPP Module A Prep	\$195.00
Courses	NIGP-CPP Module B Prep	\$195.00
Courses	Learning Labs	\$85.00
Courses	RFP Learning Labs	\$159.00
Courses	3-week Intensive PPA Designation	\$1,250.00

Delivery Method	Program	Fiscal Year 25
Courses	Masterminds	Based on program
On-Demand	Planning and Analysis Certificate	\$300.00
	Strategy and Policy Certificate	\$360.00
	Sourcing and Contracting Certificate	\$360.00
Virtual Only Events	NIGP VCON: Technology & Innovation	\$199.00
NIGP Forum 2025: Virtual Experience	Virtual Experience – Early Registration	\$345.00
	Virtual Experience – Regular Registration	\$445.00
NIGP Forum 2025: In Person Experience	In-Person Experience – Early Registration	\$965.00
	In-Person Experience – Regular Registration	\$1,045.00



Get Career Assistance

NIGP has several programs that can provide advice and guidance, along with scholarship opportunities to help you progress in your career.

Pathways Concierge Program

The NIGP [Pathways Concierge program](#) is a free service that assists in the creation of customized individual or organizational professional development plans. This eliminates confusion and guesswork out of planning by having a subject matter expert guide you through all resources available to you and develop an actionable plan that meets your unique needs. Save 20% off courses.

Mentorship Program

The [NIGP Mentorship Program](#) is an ongoing free online program that pairs those seeking advice and guidance on public procurement with more tenured members of NIGP.

Scholarships Program

Through the [NIGP Scholarship Program](#), you have access to a variety of scholarships to support your development needs. Additionally, many NIGP Chapters provide scholarships to their members to attend professional development courses and conferences.

Internship Programs

Many NIGP chapters provide internship opportunities to college students considering a career in public procurement. NIGP continues to work with the academic and practitioner communities to increase procurement internships.

Appendix A: Public Procurement Competency Framework

Strategy

Mission and Public Benefit	Support uninterrupted public sector operations for citizens by procuring required goods and services in a way that serves the long-term interests of the public.
Transformation & Vision Creation	Develop the strategic vision, make strategic decisions based on theory and public management practices required to impact logistics and supply chain activities.
Social Responsibility	Identify government laws and policies concerning relationships domestically and abroad. For example, adhering to a minority-owned, woman-owned, or emerging small business (MWESB) preference procedures, policies or laws and/or international sanctions, etc.

Policy & Legislation

Enabling Regulations & Compliance	Apply legal limits to authority and the practice of public procurement from legislative, administrative, and common law.
Ethics, Integrity & Transparency	Understand the relationship between ethics and the law, the relationship between ethics and professional duties, and the importance of ethics in public procurement.
Legislation & Legal Environment	Comply with legislation, legal principles, and public procurement best practices at different levels of government.
Program Implementation & Management	Develop and manage project scope through effective oversight and management of budgets, schedules, and timelines.
Internal Customers: Advice & Expertise	Provide advice on a variety of procurement-related topics to end users, stakeholders, and management.

Planning & Analysis

Requirements Planning & Understanding	Determine end user requirements in terms of quantity, frequency, characteristics, and market trends to obtain a best-value procurement.
Standardization	Establish agreements based on the characteristics and quality of purchased products through the use of standards.
Market Analysis & Forecasting	Evaluate the overall supplier market dynamics, costs, pricing, and commodity trends to enable strategic purchasing.
Cost, Price & Value Analysis	Analyze the functions of internal and external systems and products to satisfy the required purpose at the lowest price without impacting either the need of the end user, or the suitability of the purpose.

Spend Analysis	Analyze past, current, and future projected spend to develop effective procurement and sourcing strategies.
Risk Analysis	Minimize the adverse effects of accidental and unanticipated losses by analyzing the activities of the purchasing function.

SOURCING & SOLICITATION

Sourcing & Contracting Methods	Identify the most favorable sourcing strategy and the most favorable contract structure while complying with applicable laws, policies, and procedures.
Specification Development	Create a detailed description of a commodity to effectively communicate to all stakeholders the precise requirements of the end user, and to maximize competition in the marketplace.
Evaluation Methods	Justify the best methodology and criteria to consider the management, financial strength, ethics, past performance, and technical capabilities of suppliers.
Negotiations	Demonstrate effectiveness in three phases of the negotiation process: preparation, negotiation and agreement.
Protests & Appeals	Resolve complaints or objections by suppliers during the procurement process based on applicable laws and entity policies and procedures.
International Procurement	Analyze the nuances of international trade related to cultural differences, currency exchange rates, government practices, and respective standard procurement processes to effectively procure from non-domestic suppliers.

Contract Administration

Contract Management & Performance	Draft and finalize a legally enforceable contract. Manage all parties and stakeholders to ensure obligations are fulfilled as defined within the contract while documenting and maintaining the contract file.
Quality Assurance, Inspection & Acceptance	Employ strategies and processes to ensure quality and to verify that commodities conform to specifications and other contractual requirements.
Logistics & Transportation	Demonstrate the ability to plan, implement, and control the efficient and effective transportation and storage of commodities from point-of-origin to point-of-consumption.
Asset & Inventory Management	Ensure oversight and control of inventory to minimize the invested funds while optimizing commodities available for the entity.
Surplus, Disposal & Closeout	Develop a plan for surplus commodities to be disposed of in the best manner, for excess property to be appropriately reallocated, and for effectively closing out a contract file.

Leadership

Driving Change, Innovation & Agility	Develop and implement agile processes and procedures to meet an entity's strategic objectives and transform its culture.
Communication Strategies	Develop practical, effective, and audience-targeted communication strategies to achieve objectives.
Problem Solving & Critical Thinking	Demonstrate innovative solutions that balance stakeholder needs, best practices, mission, goals, and procurement regulations to address strategic objectives.
Talent Recruitment & Development, Succession Planning	Effectively manage public procurement professional development tasks, including managing individual performance and setting expectations for career progression, retention, and life-long learning
Relationship Management: Internal Customers & Suppliers	Practice ongoing oversight of relationships with stakeholders to ensure alignment with strategic goals.

Business Principles

Business Management & Continuity	Analyze future entity needs and demands to ensure proper staffing, resources, contracts, and lean processes are in place to promote continuity of operations.
Economics, Budget, Financial Management & Accounting	Use and safeguard financial resources effectively and economically by ensuring decisions and operations are implemented in compliance with applicable policies, procedures, standards, and regulations.
Technology Management	Employ digital systems that enable efficient and effective procurement in support of entity mission and goals.

Appendix B: Request for Funding Email Template

To help with requesting funding for professional development, we have provided this sample text you can copy/paste and customize for your use.

Subject: Seeking Support for Career Development Opportunity

Dear [Recipient's Name],

I am writing to seek your support for a career development opportunity that I believe will significantly enhance my skills and contribute to our team's and organization's success. I have identified a [specific course, certification, conference, or workshop] that aligns with our current objectives and my professional growth goals.

[Continue with your request or explanation and see sections below for example content to include.]

Thank you for considering my request. I look forward to your feedback.

Best regards,

[Your Name]

[Your Position]

Overview of the Opportunity:

- **Title:** [Name of the Course/Certification/Conference/Workshop]
- **Provider:** [Name of the Institution/Organization]
- **Duration:** [Length of Time]
- **Cost:** [Total Cost]
- **Location:** [Location or Online]

Benefits to the Organization:

1. **Skill Enhancement:** This opportunity will provide advanced knowledge and skills in [specific area], directly applicable to my current role and our ongoing projects. Enhancing expertise will lead to increased efficiency, innovation, and productivity.
2. **Improved Performance:** By gaining new competencies, I can take on more complex tasks and responsibilities, improving the overall performance and output of our team. This aligns with our goal to continuously improve our processes and outcomes.
3. **Knowledge Sharing:** I plan to share the insights and skills acquired with my colleagues through formal training sessions or informal knowledge-sharing meetings. Upskilling our entire team will multiply the impact of the investment.
4. **Alignment with Organizational Goals:** The content of the [course/certification/conference/workshop] is closely aligned with our strategic initiatives, such as [mention specific projects or goals]. By participating, I will be better equipped to contribute to these initiatives effectively.

Cost Justification:

The total cost of [amount] includes [tuition/fees, materials, travel expenses, etc.]. I have explored various options and believe this represents the best value for the following reasons:

- High-quality content from reputable providers.
- Direct applicability to my role and our current projects.
- Opportunities for networking and collaboration with industry peers.

I am confident that this investment will yield substantial returns in terms of improved performance, innovation, and employee engagement. I appreciate your consideration of this request and am happy to provide any additional information or discuss how this aligns with our organizational goals in more detail.

Appendix C: Course Information

Focus Areas	Individual Courses	Level	Live	Duration	Contact Hrs	CEUs	Blended	Duration	OnDemand	Duration	Contact Hrs/CEUs	Part of a Core Certificate
Public Procurement Competency Framework (PPCF)	Introduction to Public Procurement	Beginner	✓	2 Days	16	0.8						
Strategy	Management Mission and Public Benefit	Management	✓	1 Day	8	0.8						
Strategy	Mission and Public Benefit*	Foundations	✓	Half Day	4	0.4			✓	2	0.2	Y
Strategy	Social Responsibility & Alignment	Foundations	✓	1 Day	8	0.8						
Strategy	Transformation & Vision Creation	Management	✓	1 Day	8	0.8						
Policy, Legislation, Program Oversight	Enabling Regulations and Compliance*	Foundations	✓	Half Day	4	0.4			✓	2.5	0.25	Y
Policy, Legislation, Program Oversight	Ethics, Integrity, & Transparency*	Foundations	✓	Half Day	4	0.4			✓	3	0.3	Y
Policy, Legislation, Program Oversight	Legislation and Legal Environment (Advanced)	Advanced	✓	2 Days	16	1.6						
Policy, Legislation, Program Oversight	Legislation and Legal Environment*	Foundations	✓	Half Day	4	0.4			✓	3	0.3	Y
Policy, Legislation, Program Oversight	Program Implementation and Management	Foundations	✓	2 Days	16	1.6						
Planning & Analysis	Cost, Price, and Value Analysis*	Foundations	✓	1 Day	8	0.8			✓	3	0.3	Y
Planning & Analysis	Market Analysis & Forecasting	Advanced	✓	1 Day	8	0.8						
Planning & Analysis	Market Analysis (Management)	Management	✓	2 Days	16	1.6						
Planning & Analysis	Requirements Planning and Understanding*	Foundations	✓	Half Day	4	0.4			✓	2	0.2	Y
Planning & Analysis	Risk Analysis	Foundations	✓	Half Day	4	0.4						
Planning & Analysis	Risk Analysis (Advanced)	Advanced	✓	1 Day	8	0.8						
Planning & Analysis	Spend Analysis	Foundations	✓	Half Day	4	0.4						
Planning & Analysis	Spend Analysis (Advanced)	Advanced	✓	Half Day	4	0.4						
Planning & Analysis	Standardization*	Foundations	✓	Half Day	4	0.4			✓	3	0.3	Y
Sourcing and Solicitation	Evaluation Methods*	Foundations	✓	Half Day	4	0.4			✓	3	0.3	Y
Sourcing and Solicitation	International Procurements	Advanced	✓	1 Day	8	0.8						
Sourcing and Solicitation	Negotiations*	Foundations	✓	Half Day	4	0.4			✓	3	0.3	Y
Sourcing and Solicitation	Protests and Appeals	Advanced	✓	Half Day	4	0.4						
Sourcing and Solicitation	Protests and Appeals (Management)	Management	✓	1 Day	8	0.8						
Sourcing and Solicitation	Sourcing and Contracting Methods*	Foundations	✓	1 Day	8	0.8			✓	4	0.4	Y

Focus Areas	Individual Courses	Level	Live	Duration	Contact Hrs	CEUs	Blended	Duration	OnDemand	Duration	Contact Hrs/CEUs	Part of a Core Certificate
Sourcing and Solicitation	Specification Development*	Foundations	✓	Half Day	4	0.4			✓	2.5	0.25	Y
Contract Execution	Asset & Inventory Management	Foundations	✓	Half Day	4	0.4						
Contract Execution	Contract Management	Foundations	✓	2 Days	17	1.7						
Contract Execution	Logistics & Transportation*	Foundations	✓	1 Day	8	0.8						Y
Contract Execution	Quality Assurance, Acceptance, and Inspection*	Foundations	✓	Half Day	4	0.4						Y
Contract Execution	Surplus, Disposal & Closeout*	Foundations	✓	Half Day	4	0.4						Y
Leadership	Communication Strategies*	Foundations	✓	Half Day	4	0.4						Y
Leadership	Driving Change, Innovation, & Agility*	Foundations	✓	1 Day	8	0.8						Y
Leadership	Internal Customers: Advice & Expertise	Foundations	✓	1 Day	8	0.8						
Leadership	Problem Solving & Critical Thinking*	Foundations	✓	Half Day	4	0.4						Y
Leadership	Relationship Management*	Advanced	✓	2 Days	16	1.6						Y
Leadership	Talent Recruitment*	Management	✓	2 Days	16	1.6						Y
Business Principles & Operations	Business Management Continuity	Advanced	✓	1.5 Days	12	1.2						
Business Principles & Operations	Economics, Budget, and Financial Management	Advanced	✓	Half Day	4	0.4						
Business Principles & Operations	Technology Management	Advanced	✓	1 Day	8	0.8						
Contract Execution	Effective Contract Writing	Foundations	✓	2 Days	16	NA						
Core Certificates*												
Leadership	Foundations of Leadership	Foundations	✓	2 Days	16	1.6						
Planning & Analysis	Foundations of Planning and Analysis	Foundations	✓	2 Days	16	1.6			✓	8	0.8	
Sourcing and Solicitation / Contracting	Foundations of Sourcing and Contracting	Foundations	✓	3 Days	24	2.4			✓	12.5	1.25	
Policy, Legislation, Program Oversight / Strategy	Foundations of Strategy and Policy	Foundations	✓	2 Days	17	1.7			✓	10.5	1.05	
Contracts Execution	Foundations of Warehousing and Inventory Control	Foundations	✓	2 Days	16	1.6						

Focus Areas	Individual Courses	Level	Live	Duration	Contact Hrs	CEUs	Blended	Duration	OnDemand	Duration	Contact Hrs/CEUs	Part of a Core Certificate
Designation**												
Leadership / Planning & Analysis / Sourcing and Solicitation /Contracting / Policy, Legislation, Program Oversight / Strategy /	Public Procurement Associate Designation	Foundation		7 Days	57	5.7	✓	3 week	✓	31	3.1	
Certification Prep Courses												
All Focus Areas of the PPCF	NIGP-CPP Module A Prep	Advanced		1 Day	8	0.8	✓	2 Week	✓	8	7.5/0.8	
All Focus Areas of the PPCF	NIGP-CPP Module B Prep	Advanced		1 Day	8	0.8	✓	2 Week	✓	8	7.5/0.8	
Body of Knowledge (BOK)	CPPO Prep	Advanced		2 Days	16	N/A						
Body of Knowledge (BOK)	CPPB Prep	Advanced		2 Days	16	N/A						
Specializations												
Specializations	Cloud procurement	Advanced	✓	2 Days	16	1.6						
Specializations	Construction Procurement	Advanced	✓	3 Days	24	2.4						
Specializations	Job Order Contracting	Advanced	✓	1 Day	8	0.8						
Specializations	Technology Procurement	Advanced	✓	3 Days	28	2.8						
Specializations	Sustainable Procurement	Management	✓	1.5 Days	12	1.2						
Specializations	Using Federal Grant Funds	Advanced	✓	1 Day	8	0.8						
Specializations	<i>RFP</i>	<i>Advanced</i>	✓									
Other Educational Content												
NA	1-hour educational free webinars	NA	✓	1 Hour	1				✓	1		
NA	Request for Proposals Learning Lab Series (6 labs)	Foundation	✓	Half Day	4							
NA	Federal Funds Learning Lab Series (6 labs)	Foundation	✓	2 Hours	2							
NA	Bonds/Risk Learning Lab Series (6 labs)	Foundation	✓	2 Hours	2							



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