

Study Groups for **CERTIFICATION**

Tactics, Tips and Techniques



NIGP Guidelines for Study Groups

Why study in a group?

- Experts say that studying in a group can be more effective than studying alone.
- Each person in a group has something unique to contribute. Each has professional experience to contribute to the group.
- Groups can provide motivation and support. Your obligation to the group can keep you going when you don't feel like studying.
- Large topics can be better addressed when split up and assigned to several group members.

What is a Study Group?

Study groups can take many forms. At one end of the spectrum study groups can be formal, sponsored and guided by a pre-set agenda. At the other end, they can be informal, self-organized and flexible with decisions made along the way.

Agencies or chapters may sponsor a study group, perhaps providing a facilitator and a meeting place in exchange for a fee. Self-organized groups require more discipline and motivation but may be more satisfying to the individual members. They may meet in a room provided by a public library or community center or in private homes.

Ideally the group should be between seven and fifteen members. If the group is too small each member is burdened with too much responsibility and the opportunity for new input is limited. Discussion and participation is limited in groups that are too large.

Study Group Logistics

The UPPCC Body of Knowledge should serve as the study guide and syllabus for the study group. The domains and knowledge statements should be divided up over the period of time that the study group meets. Create a schedule that allows the first session to be dedicated to planning and assessing and the last session to be open for wrap-up and any topics that need to be revisited. It is often recommended that the group meet once a week for twelve weeks. Each meeting should be two to three hours in duration. The schedule should be set and agreed upon by all members.

Study group members should plan to share the roles and tasks required to keep the group running efficiently. Each group decides what they need. Possible roles are:

- **Facilitator:** ensures members understand their weekly assignment and that issues and questions recorded by the note taker are eventually addressed.
- **Time keeper:** keeps meetings on schedule and on topic.
- **Scheduler:** makes room reservations as needed and negotiates changes in the regular schedule.
- **Note taker:** records issues and questions that arise during a meeting.
- **Communications:** creates and maintains an email distribution list of all group members.
- **Hospitality:** provides snacks and beverages at meetings.

These roles should rotate among the study group members; however, the facilitator is a key role and probably should not rotate or should rotate less frequently. This role may be filled by someone outside the study group such as a chapter member who is already certified.

Study groups require highly involved members. The greater the involvement the greater the learning. Study groups should avoid having an "instructor." The inclusion of an instructor creates the sense of a "class" and loses a great deal of member ownership and learning.

It is important that the meeting place is free from distractions, is of appropriate size, and provides the necessary accommodations.

Sample Schedule for Study Groups

The following is a sample schedule based on twelve, three hour sessions. Time applied to each domain and at each session is dependent upon the level of skill, knowledge, and understanding of those in the study group. Study times should be adjusted accordingly to accommodate all study participants' needs.

KS = Knowledge Statements

CPPO				
Week 1	Planning and Assessment			
Week 2	Domain I	25%	Procurement Administration	KS: A-R
Week 3	Domain I		Procurement Administration	KS: S-W
Week 3	Domain II	20%	Sourcing	KS: A-Z
Week 4	Domain II		Sourcing	KS: AA-AM
Week 5	Domain III	10%	Negotiation Process	KS: A-C
Week 6	Domain IV	20%	Contract Administration	KS: A-C
Week 7	Domain IV		Contract Administration	KS: D-F
Week 8	Domain IV		Contract Administration	KS: G-I
Week 9	Domain V	5%	Supply Management	KS: A-E
Week 10	Domain VI	20%	Strategic Procurement Planning	KS: A-D
Week 11	Domain VI		Strategic Procurement Planning	KS: E-F
Week 12	Wrap up Planning for Individual Study			

CPPB				
Week 1	Planning and Assessment			
Week 2	Domain I	20%	Procurement Administration	KS: A-L
Week 3	Domain I		Procurement Administration	KS: M-Z
Week 3	Domain II	36%	Sourcing	KS: A-J
Week 4	Domain II		Sourcing	KS: K-T
Week 5	Domain II		Sourcing	KS: U-AD
Week 6	Domain II		Sourcing	KS: AE-AM
Week 7	Domain III	8%	Negotiation Process	KS: A-C
Week 8	Domain IV	20%	Contract Administration	KS: A-E
Week 9	Domain IV		Contract Administration	KS: F-I
Week 10	Domain V	8%	Supply Management	KS: A-E
Week 11	Domain VI	8%	Procurement Planning	KS: A-H
Week 12	Wrap up Planning for Individual Study			

Week One should be devoted to ensuring that the subsequent sessions are productive. The following activities are recommended to determine the needs of the group:

- **Assess resources available to the group.**
 - How many study group members have access to the NIGP textbooks?
 - How many members have the NIGP Public Procurement Dictionary of terms?
 - How many group members have purchased the NIGP Prep Guide or have taken the NIGP Prep class?
 - What other procurement texts can the study group access?
 - Does everyone have a printed copy of the UPPCC Certification Handbook?
 - Have the members read the Exam Preparation web page on the UPPCC website?
- **Assess the group's strengths and weaknesses.** Using the Body of Knowledge (BOK), identify any areas in which study group members have particular knowledge/experience. Identify areas in which group members feel particularly inexperienced.
- **Agree on roles and responsibilities of group members.** See the possible roles listed in the Study Group Logistics section.
- **Agree on an initial schedule.** This may be modified as the study group progresses.

Week Twelve (or the last session) should be devoted to taking stock of the progress of the study group, possibly through a practice test, and then planning individual or small group, informal prep activities to close remaining gaps in knowledge.

Study Group Activities

Each member comes prepared for each session. Relevant materials and references should be brought and participants should be prepared with questions and issues as well as work place examples. Each session can be a combination of presentation (either a guest speaker or a group member), discussion and Q&A. Unanswered questions should be noted and researched before the next meeting.

Speakers. Outside speakers can be from an agency or a chapter and should be well versed in the topic of the meeting. It's advised that all speakers be certified procurement professionals and have a copy of the BOK. Speakers should be notified of the agenda and the time that they have to speak. Ideally they can stay after their talk and participate in the discussion and Q&A session. Speakers from inside the group should be well prepared with their assigned topic and adhere closely to the knowledge statements and associated tasks and responsibilities in the BOK.

Study activities. Study groups should spend time at each meeting:

- presenting information.
- summarizing key points.
- creating charts and process diagrams.
- creating vocabulary lists.

Identifying questions and issues. Study groups should actively identify areas of weakness and points of confusion. The note taker can create a list of issues that can be researched between meetings and addressed at the next meeting. It is important to avoid getting bogged down during meetings.

Resources

UPPCC BODY OF KNOWLEDGE: CPPO EXAMINATION

Periodically the UPPCC performs a Job Analysis study to ensure that the certification exams are aligned with the skills, knowledge and abilities needed for successful job performance in the public procurement profession. The Body of Knowledge is the end result of the Job Analysis Study. A Job Analysis consists of several activities: the development of a survey tool, survey dissemination, compilation of survey results, and finally, the development of the Body of Knowledge.

The Body of Knowledge for the CPPO Certification is based on input of over 2,500 active public procurement professionals from the most recent Job Analysis Study conducted in 2012. The new Body of Knowledge consists of 75 total tasks and 87 total knowledge statements representing common skills, knowledge and abilities that are essential for competent performance of management level and above positions within the public procurement profession.

Effective for the May 2014 testing window, the CPPO certification examination will cover all six content domain areas listed below. The percentage of the exam that will come from each of the six content domain areas is indicated by the percentage listed to the far right of each content domain heading. For example, 25% of the CPPO Exam will cover items from Domain I, while 5% of the exam will cover items from Domain V.

I. PROCUREMENT ADMINISTRATION

25%

Knowledge of:

- A. common procurement performance measurement criteria (e.g. cycle time, inventory turns, customer satisfaction, number of disputes)
- B. automated procurement systems (e.g., electronic requisitioning)
- C. solicitation and contract file contents
- D. cooperative procurement programs
- E. value analysis (e.g., cost-reduction, cost avoidance, total cost of ownership)
- F. procurement audit and review processes
- G. purpose for department audits and reviews
- H. e-procurement programs
- I. supplier diversity programs (e.g., small, disadvantaged, minority-owned, women-owned, socio-economic business programs)
- J. sustainable procurement initiatives
- K. procurement policies and procedures (e.g., approvals, delegated level of signature authority)
- L. budgeting methods (e.g., performance based, zero based, line item)
- M. impact of budget cycle (e.g., lead times, receipt of goods, payment of goods)
- N. operational forms and templates (e.g., checklists, purchase orders, Request for Proposals boilerplate)
- O. procurement card programs
- P. process improvement programs (e.g., benchmarks, customer surveys)
- Q. standardization programs (e.g., materials, procedures, specifications)
- R. procurement trends
- S. procurement information resources (e.g., NIGP, Responsible Purchasing Networking)
- T. professional values (e.g., ethics, guiding principles)
- U. outreach methods for internal and external stakeholders (e.g., tradeshow, training, networking, social media)
- V. team dynamics
- W. personnel management

Associated Tasks/Responsibilities:

1. design and maintain operational forms and templates (e.g., checklists, requisitions, solicitation boilerplate)
2. implement an automated procurement system (e.g., integrate business processes, interfaces)
3. administer a procurement card program (e.g., training, promoting, auditing, policies and procedures for use, implementation)
4. administer an e-procurement (conducting all or some procurement functions over the internet) program (e.g., training, promoting, auditing, policies and procedures for use, implementation)
5. implement a standardization process (e.g., materials, procedures, specifications)
6. implement operating work policies, guidelines, and procedures for the control of the department's work flow (e.g., training manuals, Code of Ethics, Standard Operating Procedures [SOP], process improvement)
7. interpret policies and procedures (e.g., apply policy situationally, respond to questions about policies and regulations)
8. establish cooperative procurement programs with other public agencies/private organizations
9. implement a sustainable procurement program (e.g., buy-recycled programs, green initiatives)
10. audit the procurement process (e.g., ratification process, confirming orders, identifying illegal purchases, unauthorized commitment)
11. prepare operating budget
12. manage purchasing department personnel (e.g., evaluate, counsel, discipline, coach)
13. train purchasing department personnel
14. promote purchasing department to Administration and other key stakeholders
15. originate and maintain procurement files
16. develop and maintain job descriptions and duties for procurement staff/team

II. SOURCING

20%

Knowledge of:

- A. product specifications, descriptions, and prices (e.g., order history)
- B. scope of work for service contracts
- C. benchmarking techniques and processes
- D. procurement methods and techniques (e.g., request for proposal [RFP], invitation for bid [IFB], best value)
- E. supply and demand concepts
- F. total cost of ownership concepts
- G. make, lease, or buy concepts
- H. market research resources
- I. roles and responsibilities in the procurement process
- J. special considerations for supplies (e.g., controlled goods, hazardous materials, material and inventory management, re-use and recycling)
- K. requisition approval process (e.g., funds availability, appropriate authorizations)
- L. laws, regulations, and ordinances
- M. specification requirements (e.g., completeness, accuracy)
- N. specification types (e.g., design, performance)
- O. contract types (e.g., blanket order, term contracts, incentive)
- P. contract terms and conditions
- Q. small dollar purchases (e.g., telephone quotes, fax quotes, e-mail, procurement cards)
- R. competitive sealed bids and proposals
- S. competitive negotiations
- T. supplier preference programs (e.g., local, small business, minority-owned, woman-owned)
- U. noncompetitive procurement (e.g., sole-source, single source)
- V. emergency procurement
- W. cooperative procurement (e.g., joint solicitation, piggyback)
- X. professional services procurement (e.g., architect and engineering, legal, physician, accounting, insurance)
- Y. construction procurement
- Z. pre-solicitation conferences

- AA. solicitation process (e.g., issuing solicitation, addenda, solicitation openings)
- AB. offer evaluation (e.g., responsiveness, responsibility, price analysis, cost analysis)
- AC. sources of services and/or supplies
- AD. methods of payment
- AE. payment types (e.g., progress, advance, retainage, incentive)
- AF. fair and open competition concepts
- AG. protest processes and procedures
- AH. hearing processes and procedures
- AI. debrief processes and procedures
- AJ. supplier requirements (e.g., space, delivery, industry standards)
- AK. contract document preparation
- AL. award recommendation process
- AM. contract approval process (e.g., legal, risk management, health and safety)

Associated Tasks/Responsibilities:

1. utilize an internal automated procurement system
2. utilize an e-procurement system
3. ensure compliance with supplier diversity policy (e.g., minority, women, small business, socio-economic, disadvantaged)
4. ensure compliance with sustainable procurement programs (e.g., buy-recycled programs, green initiatives)
5. review procurement requests for compliance with established laws, policies, and procedures (e.g., bid thresholds, small business programs, completeness of specifications, available funds, appropriate approvals)
6. conduct market research to ascertain the use/availability of commercial items and services
7. make recommendations to requester regarding make, lease or buy decisions
8. obtain historical information for decision making (e.g., forecast estimated demand, sourcing, procurement method)
9. analyze economic conditions affecting specific procurements
10. identify sources of services and/or supplies
11. select method of procurement (e.g., small purchases, procurement card, competitive sealed bids, competitive proposals, cooperative purchasing)
12. develop solicitation document (e.g., product specifications/scope of services, terms/conditions, performance period)
13. review solicitation document (e.g., consistent language, no conflicting requirements)
14. select contract type (e.g., blanket order, term contracts)
15. solicit competitive quotes
16. solicit competitive sealed bids/tenders
17. solicit competitive sealed proposals
18. ensure a transparent solicitation process that provides for open and fair competition
19. identify evaluation methodology/criteria and select team
20. conduct pre-bid or pre-proposal conferences
21. prepare and issue addenda
22. analyze and evaluate solicitation responses (e.g., responsiveness, responsibility)
23. prepare and make recommendation for award
24. respond to protests and inquiries (e.g., procedure, process, hearings)
25. select payment methods and options
26. review supplier samples and/or demonstrations with the buying organization management and/or customer departments
27. prepare and execute contractual documents (e.g., contract, award letter, acceptance agreement, purchase order)
28. conduct post-award respondent debriefing
29. mitigate risk through development of terms and conditions

III. NEGOTIATION PROCESS

10%

Knowledge of:

- A. negotiation strategies and techniques (e.g., conflict resolution)
- B. problem-solving and decision-making techniques and processes
- C. negotiation process and documentation requirements

Associated Tasks/Responsibilities:

- 1. select negotiation team members and assign roles
- 2. prepare negotiations strategies (e.g., market research and availability, goals, outcomes, tactics, positions)
- 3. conduct negotiations (e.g., pricing, terms, renewals)
- 4. document negotiation process and results

IV. CONTRACT ADMINISTRATION

20%

Knowledge of:

- A. techniques to ensure supplier compliance to specifications (e.g., receipt inspection, site visits, item sampling/testing)
- B. techniques to evaluate supplier performance
- C. elements of a contract
- D. contract management (e.g., performance, ongoing risk)
- E. contract performance deficiencies, disputes, and resolutions (e.g., notice to cure, liquidated damages)
- F. contract modifications (e.g., change orders, amendments, escalation)
- G. contract termination (e.g., default, convenience, non-appropriation)
- H. contract renewal process
- I. contract close-out (e.g., substantial completion, service transition, lien waivers)

Associated Tasks/Responsibilities:

- 1. conduct a post-award start-up conference
- 2. evaluate contractor/supplier performance (e.g., quality control)
- 3. monitor contractor/supplier compliance (e.g., insurance requirements, licensing requirements, prevailing wage)
- 4. modify contracts
- 5. remediate contractor/supplier non-compliance (e.g., cure notice, show cause notice)
- 6. resolve contract disputes
- 7. terminate contracts (e.g., default, convenience, non-appropriations)
- 8. conduct contract closeout activities

V. SUPPLY MANAGEMENT

5%

Knowledge of:

- A. ordering process (e.g., route, expedite, follow-up)
- B. inventory management techniques and principles (e.g., Just In Time, min/max levels, Last In First Out, First In First Out)
- C. disposition of obsolete and surplus equipment and materials
- D. asset management
- E. supply chain management

Associated Tasks/Responsibilities:

- 1. follow-up and expedite orders
- 2. resolve delivery and receiving problems
- 3. account for assets (e.g., fixed, capital, consumable, tagging and tracking)
- 4. select method of disposal for obsolete and surplus equipment and materials
- 5. dispose of obsolete and surplus equipment and materials
- 6. facilitate movement of goods (e.g., transportation logistics, delivery locations, clearing Customs)

VI. STRATEGIC PROCUREMENT PLANNING

20%

Knowledge of:

- A. analytical techniques (e.g., Pareto analysis)
- B. research techniques
- C. forecasting techniques and strategies
- D. procurement strategies based on forecast data, market factors, and economic trends
- E. strategic planning
- F. cost/benefit analyses on future acquisitions
- G. contingency/continuity of operations plan (e.g., disaster preparedness)
- H. succession planning

Associated Tasks/Responsibilities:

- 1. establish the mission statement, vision, and operating values of the procurement department
- 2. uphold and promote the mission, vision, and values of the procurement department (e.g., ethics, diversity, professionalism, accountability) 3 conduct value analysis (e.g., cost-reduction, cost avoidance, total cost of ownership)
- 1. implement goals, objectives, and measurement criteria for procurement department
- 2. monitor professional and legislative trends and laws (e.g., rules, regulations, executive orders)
- 3. conduct business analyses (e.g., outsourcing, privatization, partnering)
- 4. analyze economic trends and conditions that affect procurement
- 5. conduct cost/benefit analyses on future acquisitions
- 6. implement a process improvement plan (e.g., stakeholder satisfaction, remediation)
- 7. plan and implement procurement strategies and objectives based on forecast data, market factors, economic trends, and customer needs (e.g., strategic sourcing, staffing)
- 8. formulate a procurement contingency/continuity of operations plan (e.g., disaster preparedness, supply chain)
- 9. develop staff succession plan

2013 UPPCC BODY OF KNOWLEDGE: CPPB EXAMINATION

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The Body of Knowledge for the CPPB Certification is based on input of over 2,500 active public procurement professionals from the most recent Job Analysis Study conducted in 2012. The new Body of Knowledge consists of 61 total tasks and 87 total knowledge statements representing common skills, knowledge and abilities that are essential for competent performance of buyer level positions within the public procurement profession.

Effective for the May 2014 testing window, the CPPB certification examination will cover all six content domain areas listed below. The percentage of the exam that will come from each of the six content domain areas is indicated by the percentage listed to the far right of each content domain heading. For example, 36% of the CPPB Exam will cover items from Domain II, while 8% of the exam will cover items from Domain VI.

I. PROCUREMENT ADMINISTRATION

20%

Knowledge of:

- A. common procurement performance measurement criteria (e.g. cycle time, inventory turns, customer satisfaction, number of disputes)
- B. automated procurement systems (e.g., electronic requisitioning, the use of computers to perform tasks and store knowledge, i.e. the automation of in-house processes)
- C. solicitation and contract file contents

- D. cooperative procurement programs
- E. value analysis (e.g., cost-reduction, cost avoidance, total cost of ownership)
- F. procurement audit and review processes
- G. purpose for department audits and reviews
- H. e-procurement programs (utilization of the internet or other shared networks to facilitate transactions between parties)
- I. supplier diversity programs (e.g., small, disadvantaged, minority-owned, women-owned, socio-economic business programs)
- J. sustainable procurement initiatives (include Practice and NASPO Ch 6)
- K. procurement policies and procedures (e.g., approvals, delegated level of signature authority)
- L. budgeting methods (e.g., performance based, zero based, line item)
- M. impact of budget cycle (e.g., lead times, receipt of goods, payment of goods)
- N. operational forms and templates (e.g., checklists, purchase orders, Request for Proposals boilerplate) (include p. 157-8 NASPO)
- O. procurement card programs
- P. process improvement programs (e.g., benchmarks, customer surveys)
- Q. standardization programs (e.g., materials, procedures, specifications)
- R. procurement trends
- S. procurement information resources (e.g., NIGP, Responsible Purchasing Network)
- T. professional values (e.g., ethics, guiding principles)
- U. outreach methods for internal and external stakeholders (e.g., tradeshow, training, networking, social media)
- V. team dynamics
- W. personnel management

Associated Tasks/Responsibilities:

- 1. design and maintain operational forms and templates (e.g., checklists, requisitions, solicitation boilerplate)
- 2. implement an automated procurement system (e.g., integrate business processes, interfaces)
- 3. implement a standardization process (e.g., materials, procedures, specifications, records retention/management)
- 4. implement operating work policies, guidelines, and procedures for the control of the department's work flow (e.g., training manuals, Code of Ethics, Standard Operating Procedures [SOP], process improvement)
- 5. interpret policies and procedures (e.g., apply policy situationally, respond to questions about policies and regulations)
- 6. establish cooperative procurement programs with other public agencies/private organizations
- 7. audit the procurement process (e.g., ratification process, confirming orders, identifying illegal purchases, unauthorized commitment)
- 8. manage purchasing department personnel (e.g., evaluate, counsel, discipline, coach)
- 9. train purchasing department personnel

II. SOURCING

36%

Knowledge of:

- A. product specifications, descriptions, and prices (e.g., order history)
- B. scope of work for service contracts (NASPO ch. 5 and 10). Note NIGP differentiates between Scope of Work and Statement of Work
- C. benchmarking techniques and processes
- D. procurement methods and techniques (e.g., request for proposal [RFP], invitation for bid [IFB], best value)
- E. supply and demand concepts
- F. total cost of ownership concepts
- G. make, lease, or buy concepts
- H. market research resources
- I. roles and responsibilities in the procurement process
- J. special considerations for supplies (e.g., controlled goods, hazardous materials, material and inventory management, re-use and recycling)
- K. requisition approval process (e.g., funds availability, appropriate authorizations)

- L. laws, regulations, and ordinances
- M. specification requirements (e.g., completeness, accuracy) (whomever does B above should do these 2)
- N. specification types (e.g., design, performance)
- O. contract types (e.g., blanket order, term contracts, incentive)
- P. contract terms and conditions
- Q. small dollar purchases (e.g., telephone quotes, fax quotes, e-mail, procurement cards)
- R. competitive sealed bids and proposals
- S. competitive negotiations
- T. supplier preference programs (e.g., local, small business, minority-owned, woman-owned)
- U. noncompetitive procurement (e.g., sole-source, single source) (NASPO ch. 8 and dictionary)
- V. emergency procurement
- W. cooperative procurement (e.g., joint solicitation, piggyback)
- X. professional services procurement (e.g., architect and engineering, legal, physician, accounting, insurance) (dictionary, NASPO p. 153)
- Y. construction procurement (NASPO Ch.11)
- Z. pre-solicitation conferences
- AA. solicitation process (e.g., issuing solicitation, addenda, solicitation openings)
- AB. offer evaluation (e.g., responsiveness, responsibility, price analysis, cost analysis)
- AC. sources of services and/or supplies
- AD. methods of payment
- AE. payment types (e.g., progress, advance, retainage, incentive)
- AF. fair and open competition concepts
- AG. protest processes and procedures
- AH. hearing processes and procedures
- AI. debrief processes and procedures
- AJ. supplier requirements (e.g., space, delivery, industry standards)
- AK. contract document preparation
- AL. award recommendation process
- AM. contract approval process (e.g., legal, risk management, health and safety)

Associated Tasks/Responsibilities:

1. utilize an internal automated procurement system
2. utilize an e-procurement system
3. ensure compliance with supplier diversity policy (e.g., minority, women, small business, socio-economic, disadvantaged)
4. review procurement requests for compliance with established laws, policies, and procedures (e.g., bid thresholds, small business programs, completeness of specifications, available funds, appropriate approvals)
5. conduct market research to ascertain the use/availability of commercial items and services
6. make recommendations to requester regarding make, lease or buy decisions
7. obtain historical information for decision making (e.g., forecast estimated demand, sourcing, procurement method)
8. analyze economic conditions affecting specific procurements
9. identify sources of services and/or supplies
10. select method of procurement (e.g., small purchases, procurement card, competitive sealed bids, competitive proposals, cooperative purchasing)
11. develop solicitation document (e.g., product specifications/scope of services, terms/conditions, performance period)
12. review solicitation document (e.g., consistent language, no conflicting requirements)
13. select contract type (e.g., blanket order, term contracts)
14. solicit competitive quotes
15. solicit competitive sealed bids/tenders
16. solicit competitive sealed proposals
17. ensure a transparent solicitation process that provides for open and fair competition
18. identify evaluation methodology/criteria and select team

19. conduct pre-bid or pre-proposal conferences
20. prepare and issue addenda
21. analyze and evaluate solicitation responses (e.g., responsiveness, responsibility)
22. prepare and make recommendation for award
23. respond to protests and inquiries (e.g., procedure, process, hearings)
24. select payment methods and options
25. review supplier samples and/or demonstrations with the buying organization management and/or customer departments
26. prepare and execute contractual documents (e.g., contract, award letter, acceptance agreement, purchase order)
27. conduct post-award respondent debriefing
28. mitigate risk through development of terms and conditions

III. NEGOTIATION PROCESS

8%

Knowledge of:

- A. negotiation strategies and techniques (e.g., conflict resolution)
- B. problem-solving and decision-making techniques and processes
- C. negotiation process and documentation requirements

Associated Tasks/Responsibilities:

1. select negotiation team members and assign roles
2. prepare negotiations strategies (e.g., goals, outcomes, tactics, positions)
3. conduct negotiations (e.g., pricing, terms, renewals, best and final offer, best alternative to a negotiated agreement)
4. document negotiation process and results

IV. CONTRACT ADMINISTRATION

20%

Knowledge of:

- A. techniques to ensure supplier compliance to specifications (e.g., receipt inspection, site visits, item sampling/testing)
- B. techniques to evaluate supplier performance
- C. elements of a contract
- D. contract management (e.g., performance, ongoing risk)
- E. contract performance deficiencies, disputes, and resolutions (e.g., notice to cure, liquidated damages)
- F. contract modifications (e.g., change orders, amendments, escalation)
- G. contract termination (e.g., default, convenience, non-appropriation)
- H. contract renewal process
- I. contract close-out (e.g., substantial completion, service transition, lien waivers)

Associated Tasks/Responsibilities:

1. conduct a post-award start-up conference
2. evaluate contractor/supplier performance (e.g., quality control)
3. monitor contractor/supplier compliance (e.g., insurance requirements, licensing and bonding requirements, prevailing wage, warranties)
4. modify contracts
5. remediate contractor/supplier non-compliance (e.g., cure notice, show cause notice)
6. resolve contract disputes
7. terminate contracts (e.g., default, convenience, non-appropriations)
8. conduct contract closeout activities

V. SUPPLY MANAGEMENT

8%

Knowledge of:

- A. ordering process (e.g., route, expedite, follow-up)
- B. inventory management techniques and principles (e.g., Just In Time, min/max levels, Last In First Out, First In First Out)
- C. disposition of obsolete and surplus equipment and materials
- D. asset management
- E. supply chain management

Associated Tasks/Responsibilities:

- 1. follow-up and expedite orders
- 2. resolve delivery and receiving problems

VI. STRATEGIC PROCUREMENT PLANNING

8%

Knowledge of:

- A. analytical techniques (e.g., Pareto analysis)
- B. research techniques
- C. forecasting techniques and strategies
- D. procurement strategies based on forecast data, market factors, and economic trends
- E. strategic planning
- F. cost/benefit analyses on future acquisitions
- G. contingency/continuity of operations plan (e.g., disaster preparedness)
- H. succession planning

Associated Tasks/Responsibilities:

- 1. establish the mission statement, vision, and operating values of the procurement department
- 2. uphold and promote the mission, vision, and values of the procurement department (e.g., ethics, diversity, professionalism, accountability)
- 3. conduct value analysis (e.g., cost-reduction, cost avoidance, total cost of ownership)
- 4. implement goals, objectives, and measurement criteria for procurement department
- 5. monitor professional and legislative trends and laws (e.g., rules, regulations, executive orders)
- 6. analyze economic trends and conditions that affect procurement
- 7. conduct cost/benefit analyses on future acquisitions
- 8. implement a process improvement plan (e.g., stakeholder satisfaction, remediation)
- 9. plan and implement procurement strategies and objectives based on forecast data, market factors, economic trends, and customer needs (e.g., strategic sourcing, staffing)
- 10. formulate a procurement contingency/continuity of operations plan (e.g., disaster preparedness, supply chain)

Certification Examination Question Specifications

There are 190 multiple choice questions on the UPPC examinations. 175 questions are operational and scored. Fifteen questions are for pretesting purposes and are not counted in the total items scored. You will have three and one-half hours to complete the exam questions. All questions are multiple choice with four possible answers. The choices “All of the above” and “None of the above” are **NOT** used. Questions are either of an application or analysis nature, which require you to apply your knowledge to a situation and answer questions about the scenario **OR** recall questions that require you to remember a definition or term. Questions may ask for the best possible answer with more than one option being technically correct.

It is important to note that all questions are reflective of and referenced to the authoritative literature list. Correct answers reflect the content referenced in the materials and not how responsibilities and tasks are handled in any one particular governmental entity.

UPPCC Body of Knowledge Test Specifications

Domain Title	CPPO		CPPB	
I. Procurement Administration	25%	44	20%	35
II. Sourcing	20%	35	30%	63
III. Negotiation Process	10%	17	8%	14
IV. Contract Administration	20%	35	20%	35
V. Supply Management	5%	9	8%	14
VI. Strategic Procurement Planning	20%	36	8%	14

NIGP Textbook Alignment to the UPPCC 2013 Body of Knowledge by Domain

The UPPCC references every question from their authoritative literature list. Below is a list of NIGP text containing the pertinent information as defined within each domain. The indicated percentages reference what portion of the exam is given to each domain.

I. PROCUREMENT ADMINISTRATION	CPPO 25%	CPPB 20%
<ul style="list-style-type: none">■ Contract Administration in the Public Sector■ Developing and Managing Requests for Proposals in the Public Sector■ Introduction to Public Procurement■ Legal Aspects of Public Procurement■ Sourcing in the Public Sector■ Strategic Procurement Planning■ Fundamentals of Leadership and Management		
II. SOURCING	CPPO 20%	CPPB 36%
<ul style="list-style-type: none">■ Contract Administration in the Public Sector■ Developing and Managing Requests for Proposals in the Public Sector■ Introduction to Public Procurement■ Legal Aspects of Public Procurement■ Sourcing in the Public Sector■ Strategic Procurement Planning		
III. NEGOTIATION PROCESS	CPPO 10%	CPPB 8%
<ul style="list-style-type: none">■ Contract Administration■ Developing and Managing Requests for Proposals■ Legal Aspects of Public Procurement■ Sourcing in the Public Sector		
IV. CONTRACT ADMINISTRATION	CPPO 20%	CPPB 20%
<ul style="list-style-type: none">■ Contract Administration■ Introduction to Public Procurement■ Legal Aspects of Public Procurement■ Strategic Procurement Planning		
V. SUPPLY MANAGEMENT	CPPO 5%	CPPB 8%
<ul style="list-style-type: none">■ Introduction to Public Procurement■ Sourcing in the Public Sector■ Strategic Procurement Planning		
VI. STRATEGIC PROCUREMENT PLANNING	CPPO 20%	CPPB 8%
<ul style="list-style-type: none">■ Introduction to Public Procurement■ Strategic Procurement Planning		

Authoritative Literature List

The Universal Public Procurement Certification Council (UPPCC) recommends the following texts for preparation for the CPPO examination:

- *Principles and Practices of Public Procurement: Values and Guiding Principles* - additional information on this important initiative can be found on the NIGP website.
- *Fundamentals of Leadership and Management in Public Procurement* - Clifford McCue, Ph.D. and Jack T. Pitzer, Ph.D., CPPO, C.P.M., NIGP, ISBN 1-932315-06-3 (item is available for purchase from NIGP at www.nigp.org)
- *Getting to Yes: Negotiating Agreement without Giving In* - Roger Fisher and William Ury, 1991, ISBN 978-0140157352 (item is available for purchase at www.amazon.com)
- *Public Procurement Dictionary of Terms* - NIGP, ISBN 1-932315-13-6 (item is available for purchase from NIGP at www.nigp.org)
- *Introduction to Public Procurement* - Khi V. Thai, Ph.D., NIGP, ISBN 1-932315-20-9 (item is available for purchase from NIGP at www.nigp.org)
- *Legal Aspects of Public Procurement* - Kirk W. Buffington, C.P.M. & Michael Flynn, Esq., NIGP, ISBN 1-932315-01-2 (item is available for purchase from NIGP at www.nigp.org)
- *Strategic Procurement Planning in the Public Sector* - McCue, C.P. and Johnson, B.R., NIGP, ISBN 1-932315-30-6 (item is available for purchase from NIGP at www.nigp.org)
- *State & Local Government Procurement: A Practical Guide* - NASPO (item is available for purchase from NASPO at www.naspo.org)
- *Sourcing in the Public Sector* - Ken S. Babich, BCom., CPPO & Carole Pettijohn, Ph.D., NIGP, ISBN 1-932315-17-9 (item is available for purchase from NIGP at www.nigp.org)
- *Developing and Managing RFP's in the Public Sector* - Khi V. Thai, Ph.D., NIGP, ISBN 1-932315-16-7 (item is available for purchase from NIGP at www.nigp.org)
- *Contract Administration* - William D. Davison, CPPO & Elisabeth Wright, Ph.D., CPCM, NIGP, ISBN 1-932315-05-9 (item is available for purchase from NIGP at www.nigp.org)



NIGP: The Institute for Public Procurement
151 Spring Street
Herndon, Virginia 20170
nigp.org