

Appendix C

Exam Content: NIGP-CPP Technical and Knowledge Statements

Module B

Focus Area 1: Strategy (12%)

Technical Competencies (Core Responsibilities)

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

Key Skills and Abilities Needed

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

Key Knowledge Needed

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

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

Technical Competencies (Core Responsibilities)

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

Key Skills and Abilities Needed

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

Key Knowledge Needed

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

Focus Area 3: Planning and Analysis (5%)

Technical Competencies (Core Responsibilities)

1. Identify opportunities for strategic contracting initiatives (B)

Key Skills and Abilities Needed

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

Key Knowledge Needed

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

Focus Area 4: Sourcing and Solicitation (1%)

Technical Competencies (Core Responsibilities)

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

Key Skills and Abilities Needed

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

Key Knowledge Needed

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

Focus Area 5: Contract Administration (5%)

Technical Competencies (Core Responsibilities)

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

Key Skills and Abilities Needed

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

Key Knowledge Needed

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

Focus Area 6: Leadership (38%)

Technical Competencies (Core Responsibilities)

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

Key Skills and Abilities Needed

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

Key Knowledge Needed

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

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

Technical Competencies (Core Responsibilities)

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

Key Skills and Abilities Needed

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

Key Knowledge Needed

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