



2021 UPPCC Body of Knowledge and Competency (BoK-C): Certified Public Procurement Officer® (CPPO®) Certification

Periodically, the UPPCC conducts a Job Analysis study to ensure the examinations required for UPPCC certifications continue to align with the knowledge, skills and abilities needed for successful job performance in the public procurement profession. A Job Analysis consists of several activities and involves the input and expertise of test developers to guide the process and from public procurement subject matter experts to accurately capture the important work they do.

The result of the analysis is a comprehensive, research-based outline of the content to be tested of candidates for certification. This outline serves as both a guide for candidates preparing for testing and for educators in the development of training and continuing education resources which support the profession.

CPPO Certification is designed for management level public procurement professionals with five (5) years procurement work experience and a minimum of three (3) years of management/supervisory experience (at least 50% must be in public procurement) - with a minimum of a bachelor's degree, or ten (10) years procurement work experience and six (6) years management/supervisory experience - with no degree (at least 50% must be in public procurement)

Effective for the October 2021 exam window, the CPPO certification examination will cover the six domain areas which comprise the UPPCC BoK-C for CPPO. The weighting of each domain on the exam is indicated by the percentage listed to the right of each domain heading. For example, 15% of the CPPO Exam will cover content from Domain I Legal Framework, while 20% of the exam will cover items from Domain III Sourcing and Solicitation. All content on the CPPO exam is based on the necessary competencies of a public procurement leader.

Domain I. Legal Framework

(15%)

The legal framework of public procurement defines the boundaries practitioners are required to adhere to in performance of their duties. It is a structure of laws, rules and regulations which govern public procurement.

- A. Determine methods to ensure compliance with laws
- B. Monitor professional and legislative trends and laws
- C. Apply concepts of fair, open, and transparent competition
- D. Detect and report fraud and antitrust activities (e.g., collusion, bid rigging)
- E. Determine procurement policies, guidelines, and procedures
- F. Determine methods to ensure compliance with supplier diversity programs
- G. Determine methods to ensure compliance with sustainable procurement initiatives
- H. Demonstrate compliance with confidential or proprietary restrictions
(e.g., communications, public records requests)

Planning and analysis is a broad area of knowledge and competencies which encompasses the use of tools and data to successfully execute the various activities associated with any procurement. Procurement planning, although occurring principally prior to solicitation, can occur throughout the life cycle of any procurement. Procurement analysis refers to the collection, collation, and application of analytical techniques of data in support of business decisions. Both planning and analysis are used to maximize the success of procurement functions within the public entity.

- A. Develop and implement goals, objectives, and measurement criteria for the procurement function
- B. Design metrics and measurements to track procurement performance
- C. Analyze and report procurement performance measurement
- D. Conduct spend analysis for directing strategic purchasing decisions
- E. Formulate a procurement contingency/continuity of operations plan (e.g., disaster preparedness, supply chain resilience, emergency sourcing)
- F. Recognize the impact of budget cycle (e.g., lead times, receipt of goods, payment of goods)
- G. Assess and utilize external procurement information resources (e.g., professional network, periodicals, associations)
- H. Develop standardization programs and practices
- I. Monitor procurement trends
- J. Identify risk and implement mitigation strategies (e.g., bonding, terms and conditions, insurance, financial review, liquidated damages, litigation assessments, conflict of interest)
- K. Conduct sourcing analyses (e.g., make, lease or buy, market research, outsourcing)
- L. Conduct financial impact assessment (e.g., total cost of ownership, return on investment, cost benefit)
- M. Analyze results from market analysis for planning and implementing procurement strategies (e.g., forecasting, historical, economic conditions)

Domain III. Sourcing and Solicitation

(20%)

Sourcing is the selection of the best supplier to fulfill a need. Sourcing includes market analysis, determination of procurement method, determination of contract type, selection of delivery methods, and related functions associated with a successful procurement action. Solicitation is the process of requesting offers from the marketplace prior to selection of an offeror to fulfill the need of the public entity.

- A. Analyze the impact of funding sources (e.g., operating, capital, grant, federal)
- B. Differentiate and apply competitive solicitation methods (e.g., request for proposals, invitation for bid, qualification-based selection)
- C. Recognize and apply non-competitive/alternative procurement methods (e.g., emergency, single source, sole source)
- D. Recognize elements of specialized procurements (e.g., human services, professional services)
- E. Evaluate specifications and/or scope of work for solicitations
- F. Differentiate and apply specification types (e.g., design, performance)
- G. Recognize and select contract types (e.g., blanket order, term contracts)
- H. Differentiate and select contract types (e.g., blanket order, term contracts)
- I. Differentiate among construction delivery methods (e.g., design-build, construction manager at risk, public private partnership)
- J. Recognize the unique terminology, attributes, and risk of technology commodities and services
- K. Determine methods of payment (e.g., progress, advance, incentive)
- L. Determine sourcing and contract terms and conditions
- M. Evaluate cooperative procurement options (e.g., lead agency, government contracts, aggregate requirements)
- N. Recognize special considerations for hazardous and/or controlled goods and services
- O. Apply the established procurement workflow approval process (e.g., requisitions, contracts, solicitations, purchase orders)
- P. Manage the solicitation document
- Q. Manage the solicitation process from issue to award
- R. Review solicitations and contracts for completeness and accuracy
- S. Assess offer/offeror evaluation (e.g., responsiveness, responsibility, fee analysis)

- T. Recognize challenges unique to regional, national, and international procurements (e.g., trade agreements, customs, tariffs, documentation)
- U. Manage the debrief post-award processes and procedures
- V. Manage vendor disputes and protests
- W. Manage and conduct the negotiation process (e.g., planning, documentation, strategies, and techniques)
- X. Determine and review solicitation file contents

Domain IV. Contract Development and Management

(17%)

Contract development and management are the final stages of a successful procurement event. Evaluation of offers leads to determination of best value to the requesting entity and award of a contract or contracts to the most advantageous offeror(s). Contract management is a comprehensive phrase which includes programming, planning, budgeting, sourcing, and contract execution, followed by contract administration. Contract administration is a function of overseeing vendor performance and guiding a contract to full and successful completion and closeout.

- A. Evaluate and approve award of contract
- B. Determine and review contract file contents
- C. Manage the contract document preparation
- D. Identify the elements of a contract
- E. Govern the contract management process including:
 - 1. Post-award start-up/kick-off meeting
 - 2. Performance deficiencies and resolutions (e.g., notice to cure, liquidated damages)
 - 3. Modifications (e.g., change orders, amendments, escalation)
 - 4. Contractor/supplier performance (e.g., quality control/quality assurance, KPI reporting)
 - 5. Contractor/supplier compliance (e.g., insurance requirements, licensing requirements, prevailing wage)
 - 6. Disputes
 - 7. Renewal process
 - 8. Termination (e.g., default, convenience, nonappropriation)
 - 9. Close-out (e.g., substantial completion, transfer of warranty, release of liens)

Domain V. Leadership

(18%)

Leadership in public procurement is the process of applying knowledge and competencies to achieve organizational success. Leadership includes the ability to be aware of and manage interpersonal relationships judiciously and empathetically. Procurement organizations serve the needs of the public entity, including: delivering the tools required to provide service to citizens, providing leadership in the procurement function focusing on the overall planning, policy development and execution, hiring and retaining qualified staff, fostering positive interaction with support and oversight bodies, and continuous monitoring and improvement.

- A. Advocate and demonstrate the value of public procurement
- B. Demonstrate professional values and ethics (e.g., accountability, impartiality)
- C. Establish and promote the mission, vision, and operating values of the procurement department
- D. Prepare and deliver information for a target audience (e.g., business cases, presentations, reports)
- E. Develop and leverage outreach methods for internal and external stakeholders
- F. Create a plan for professional development and continuing education
- G. Develop and lead personnel resources (e.g., professional development, mentorship, cross training)
- H. Develop and monitor qualitative and quantitative staff performance metrics
- I. Manage purchasing department personnel (e.g., evaluations, corrective action, feedback)
- J. Develop and deliver procurement training to external and internal stakeholders
- K. Develop staff succession plan
- L. Analyze impacts of socio-political factors on procurement
- M. Explain procurement impacts and outcomes to internal and external stakeholders
- N. Identify conflicts and challenges and employ strategies for resolution

Domain VI. Business Principles

(13%)

Business principles provide the foundation for operational efficiencies to maximize the success of the procurement function. These principles are relevant in all phases of the procurement cycle including planning, budgeting, management of inventories, internal and external audits and reconciliations. They further guide decisions and actions which impact operations and compliance.

- A. Design operational forms and templates
- B. Prepare procurement department business plan and operating budget
- C. Manage automated procurement systems
- D. Implement and manage procurement audit and review processes
- E. Integrate continuous process improvements (e.g., stakeholder satisfaction, remediation)
- F. Manage procurement card programs
- G. Recognize the impact of inventory management and logistics, techniques, and principles
- H. Delegate roles and responsibilities in the procurement process
- I. Develop a policy for disposition of obsolete and surplus equipment and materials
- J. Develop process improvement methods and initiatives
- K. Develop service level agreements (e.g., inter agency, service providers)