

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

Periodically, the UPPCC conducts a Job Analysis study to ensure that 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.

CPPB Certification is designed for public procurement professionals who are responsible for performing essential functions within the procurement cycle but may or may not have management or supervisory responsibilities. Candidates for the CPPB Certification have completed at least 72 contact hours of relevant procurement training and education and have either completed a 2-year degree program and have a minimum of 3 years of direct procurement experience or no degree and have a minimum of 5 years of direct procurement experience.

Effective for the October 2021 exam window, the CPPB certification examination will cover the six domain areas which comprise the UPPCC BoK-C for CPPB. The weighting of each domain on the exam is indicated by the percentage listed to the right of each domain heading. For example, 18% of the CPPB Exam will cover content from Domain II Procurement Planning and Analysis, while 13% of the exam will cover items from Domain VI Business Principles. All content on the CPPB exam is based on the essential knowledge and competencies of a public procurement buyer.

Domain I. Legal Framework (14%)

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. Interpret and apply procurement policies, guidelines, and procedures
- B. Identify professional and legislative trends and laws
- C. Apply concepts of fair, open, and transparent competition
- D. ***NEW*** Detect and report fraud and antitrust activities (e.g., collusion, bid rigging)
- E. Review procurements for compliance with laws, policies, and procedures
- F. Recognize and apply requirements of supplier diversity programs
- G. Recognize and apply requirements of sustainable procurement initiatives
- H. ***NEW*** Demonstrate compliance with confidential or proprietary restrictions (e.g., communications, public records requests)

Domain II. Procurement Planning and Analysis (18%)

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. ***NEW*** Integrate established goals and objectives for procurement function
- B. Recognize and apply metrics and measurements to track procurement performance
- C. Conduct a spend analysis and recommend a purchasing strategy
- D. Operate under the established procurement contingency/continuity of operations plan (e.g., disaster preparedness, supply chain)
- E. Assess and utilize external procurement information resources (e.g., professional network, periodicals, associations)
- F. Recognize the impact of budget cycle (e.g., lead times, receipt of goods, payment of goods)
- G. Apply standardization programs and practices
- H. Interpret the application of procurement trends (e.g., job order contracting, unavailable commodity)
- I. Recognize and apply risk mitigation strategies (e.g., terms and conditions, bonding, insurance)
- J. Conduct sourcing analyses (e.g., make, lease or buy, market research, outsourcing)
- K. Conduct a financial impact analysis (e.g., total cost of ownership, return on investment, cost benefit)
- L. Conduct market analysis (e.g., forecasting, historical, economic conditions)
- M. Evaluate small dollar purchases for compliance

Domain III. Sourcing and Solicitation (23%)

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. Recognize the impact of funding sources to the procurement process (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, pilot programs, unsolicited offer)
- D. Recognize elements of specialized procurement (e.g., human services, professional services)
- E. Develop specifications and/or scope of work for solicitations
- F. Determine sources of services and/or supplies
- G. Recognize and select contract types (e.g., blanket order, term contracts)
- H. Recognize construction delivery methods (e.g., design-build, construction manager at risk, public private partnership)

- I. ***NEW*** Recognize unique terminology, attributes, and risk of technology commodities and services
- J. Recommend methods of payment (e.g., progress, advance, incentive)
- K. Differentiate and select terms and conditions for sourcing and contract documents
- L. Identify cooperative procurement options (e.g., lead agency, government contracts, aggregate requirements)
- M. Recognize special considerations for hazardous and/or controlled goods and services
- N. Apply the established procurement workflow approval process (e.g., requisitions, contracts, solicitations, purchase orders)
- O. Construct solicitation documents
- P. Determine evaluation methodology and criteria
- Q. Manage the solicitation process from issue to award
- R. Review solicitation and contract documents for completeness and accuracy
- S. Evaluate Offer/Offeror (e.g., responsiveness, responsibility, price analysis, cost analysis)
- T. ***NEW*** Facilitate review of supplier samples and/or demonstrations
- U. ***NEW*** Recognize challenges unique to regional, national, and international procurements (e.g., trade agreements, customs, tariffs, documentation)
- V. Recommend award of contract
- W. Conduct post-award respondent debrief
- X. Prepare for vendor disputes and protests
- Y. Recognize and apply negotiation strategies and techniques (e.g., best and final offer)
- Z. Conduct and document the negotiation process
- AA. Organize and review solicitation file contents

Domain IV. Contract Development and Management (21%)

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. Identify elements of a contract
- B. Prepare contract documents
- C. Organize and review contract file contents
- D. Manage the contract approval process (e.g., legal, risk management, health and safety)
- E. Manage the contract management process including:
 - 1. ***NEW*** 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, non-appropriation)
 - 9. Close-out (e.g., substantial completion, transfer of warranty, release of liens)

- F. Manage the ordering process from order to receipt

Domain V. Leadership (11%)

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. ***NEW*** Advocate and demonstrate the value of public procurement
- B. Demonstrate professional values and ethics (e.g., accountability, impartiality)
- C. ***NEW*** Integrate the mission, vision, and values of the procurement department into practice
- D. ***NEW*** Prepare and deliver information for a target audience (e.g., business cases, presentations, reports)
- E. Determine and leverage outreach methods for internal and external stakeholders
- F. ***NEW*** Create a plan for professional development and continuing education
- G. Provide cross training and mentorship for procurement department personnel
- H. Provide guidance and training for internal and external stakeholders (e.g., suppliers, end users, leadership)
- I. ***NEW*** Recognize the impact of socio-political factors on procurement
- J. ***NEW*** 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. Utilize operational forms and templates
- B. ***NEW*** Identify noncompliance with procurement processes
- C. Propose and employ continuous process improvements (e.g., stakeholder satisfaction, remediation, eProcurement)
- D. Recommend when to use procurement cards
- E. Recognize and comply with asset management policies
- F. Recognize the impact of inventory management and logistics, techniques, and principles
- G. Recognize the roles and responsibilities in the procurement process
- H. Apply policy for disposition of obsolete and surplus equipment and materials
- I. ***NEW*** Utilize established procurement strategies and objectives