



## **2025 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: 1) a formal education level of a Bachelor's Degree or higher; a minimum of 5 years of direct procurement experience, of which a minimum of 3 years is in a management or supervisory position; and at least 96 contact hours of relevant procurement training and education or 2) no degree; a minimum of 10 years of direct procurement experience, of which a minimum of 6 years is in a management or supervisory position; and at least 96 contact hours of relevant procurement training and education.

Effective for the May 2025 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, 16% of the CPPO Exam will cover content from Domain I Procurement Organizational Business Principles, while 18% of the exam will cover items from Domain III Strategic Procurement Planning. All content on the CPPO exam is based on the necessary competencies of a public procurement leader.

Procurement Organizational 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, and internal and external audits. They further guide decisions and actions which impact operations, transparency, and compliance.

- A. Apply concepts of transparency and fair and open competition
- B. Apply concepts of strategic sourcing to align to procurement strategies and business goals
- C. Analyze risk and recommend management strategies throughout the procurement life cycle process
- D. Establish procurement workflow approval process (e.g., requisitions, solicitations, contracts, purchase orders)
- E. Design methods to support specialty programs (e.g., diversity programs, sustainability initiatives)
- F. Manage the roles and responsibilities in the procurement process (e.g., segregation of duties, apparent/implied/actual authority, delegation)
- G. Manage procurement business plan and budget
- H. Manage procurement technology systems and establish data governance policies
- I. Manage procurement audit and review processes (e.g., internal, external)
- J. Implement continuous process improvements
- K. Manage continuity of supply through inventory management, logistics, techniques, and principles
- L. Develop supplier engagement strategies

The framework of public procurement is defined by regulatory and legal boundaries which practitioners must adhere to in the performance of their duties. It is a structure of laws, rules, and regulations which govern public procurement.

- A. Monitor procurement legislative trends and laws
- B. Develop procurement policies and procedures to ensure compliance with laws and regulations
- C. Enforce procurement policies and procedures
- D. Monitor and report unethical and illegal behavior (e.g., collusion, corruption, fraud)
- E. Apply confidential and/or proprietary laws, policies, and procedures (e.g., communications, public records requests, redaction, trade secrets)
- F. Monitor unique attributes of regional, national, and international laws, policies, and procedures (e.g., geo-political issues, logistics, tariffs, trade agreements)

Strategic Procurement Planning 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 generally occurring prior to solicitation, can occur throughout the life cycle of any procurement. Strategic Procurement Planning is a cumulative process encompassing budgets, procurement vehicles, disposition of assets, risk management, and data analysis.

- A. Develop procurement goals and objectives to meet organizational needs and align with organizational strategic objectives
- B. Conduct analyses to support strategic procurement activities (e.g., benchmarking, financial impact, procure-to-pay cycle, market research, sourcing, spend, standardization, value)
- C. Manage procurement performance metrics to track activities and outcomes (e.g., define metrics, capture data, analyze results, report findings, develop action plan)
- D. Formulate a procurement contingency and/or continuity of operations plan (e.g., disaster preparedness, emergency sourcing, supply chain resilience)
- E. Manage the impact of financial considerations to the procurement operation, organization, and schedule (e.g., funding source requirements, budget cycle, payment methods and schedules)
- F. Manage procurement card programs
- G. Utilize external procurement information resources and best practices (e.g., associations, conferences, journals, professional networks, tradeshow)
- H. Develop and maintain resources for operational activities (e.g., operational forms, procedure documents, templates, training materials)
- I. Establish policies for the disposition of end-of-life cycle equipment and materials (e.g., scrap, surplus, auction)
- J. Apply risk management strategies

Sourcing & Supplier Selection is the cornerstone of selecting the best method and eventual 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. Supplier Selection involves soliciting and analyzing offers from the marketplace and choosing the best supplier to fulfill the need of the public entity.

- A. Evaluate and recommend strategies and/or standards:
  - 1. Sourcing methods
  - 2. Specification and/or scope of work
  - 3. Contract types
  - 4. Methods of payment
  - 5. Terms and conditions
  - 6. Negotiation process
- B. Evaluate unique attributes of specialized requirements and apply to the procurement process (e.g., construction delivery methods, hazardous and/or controlled goods and services, human services, technologies)
- C. Assess cooperative procurement options (e.g., lead agency, government contracts, aggregate requirements)
- D. Establish and manage the sourcing and approval process (e.g., workflow, issuance, close, evaluation, negotiation)
- E. Manage contract drafting, award, and execution process (e.g., approval process, elements of a contract, document preparation)
- F. Manage debriefs and/or protests, including preparation for any legal proceedings

Contract Management includes establishing a contract process to utilize best practice procedures encompassing: commencement, compliance, modifications and transitions, disputes and resolutions, renewals, termination and close-out, and contract files and audit procedures.

- A. Establish a contract management process (e.g., guidelines, framework, support)
  - 1. Contract commencement activities
  - 2. Supplier performance and compliance
  - 3. Modifications
  - 4. Disputes
  - 5. Renewals
  - 6. Transitions
  - 7. Termination provisions/clauses
  - 8. Close-out
  - 9. Contract file components
  - 10. Process audit
- B. Manage the contract based on established process

Leadership and Influence 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, while also performing operational functions such as policy development and hiring/developing staff. Influence includes the ability to demonstrate competence, character, connection, and culture as they relate to the public procurement process. Core functions of influence include: preparing and delivering information, advocating for, establishing collaborative relationships both internally and externally, in a way to drive change and instill best practices in public procurement.

- A. Advocate for and demonstrate the value of public procurement
- B. Demonstrate professional values and ethics (e.g., accountability, impartiality, transparency)
- C. Establish and promote the mission, vision, and operating values of the procurement organization
- D. Ensure cross functional teams are optimized throughout the procurement process to capitalize on expertise and institutional knowledge
- E. Prepare and deliver information for target audiences
- F. Cultivate collaborative relationships with internal and external stakeholders to meet organizational objectives
- G. Manage procurement organization talent and resources
  - 1. Recruit, hire, and retain talent
  - 2. Professional development and continuing education (e.g., coaching, cross training, evaluation, feedback, mentorship)
  - 3. Advocation for and alignment of resources (e.g., budget, succession plan, talent utilization, technology)
  - 4. Development and monitoring of performance metrics (e.g., alignment with organizational goals, effectiveness, efficiency)
- H. Utilize conflict resolution techniques to address internal and external challenges
- I. Utilize change management techniques (e.g., change readiness evaluation, communication plan)