



2008 UPPCC *Body of Knowledge*

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CPPO & CPPB examinations

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 purchasing 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* below is based on input of nearly 2,000 active public purchasing professionals from the most recent job analysis study conducted in 2007. The new *Body of Knowledge* consists of 92 total tasks and 108 total knowledge statements representing common skills, knowledge and abilities of the public purchasing profession.

There is only one comprehensive *Body of Knowledge* for UPPCC certifications; however, there are certain tasks and/or knowledge statements that apply to only one pro-

gram. Those program specific tasks and knowledge statements are identified within the *Body of Knowledge* by the words "CPPO ONLY" or "CPPB ONLY" immediately following the task and/or knowledge statement. If there is no indication for a specific program, the task and/or knowledge apply to both the CPPO and CPPB. Both examinations will cover all 10 domain areas listed below, but the percentage allocated to each exam varies. For example, 15 percent of the CPPO exam will cover "Domain I – Administration Aspects of Purchasing" compared to 19 percent for the CPPB exam.



The Universal Public Purchasing Certification Council (UPPCC) is an independent entity formed to govern and administer the Certified Public Purchasing Officer (CPPO) and Certified Professional Public Buyer (CPPB) certification programs. The CPPO and CPPB programs are highly regarded and respected among procurement professionals and employers involved in the public sector. To date, the UPPCC has certified well over 10,000 professionals primarily within the US and Canada as well as in other nations. For more information on certification and up-coming program changes, please visit the UPPCC Online at www.uppcc.org.

I. Administration aspects of purchasing

CPPO: 15% CPPB: 19%

Knowledge of:

- A. procurement department goals and objectives
- B. procurement department measurement criteria
- C. organizational policies and standard procedures
- D. automated purchasing systems
- E. contract, solicitation, agreement, and lease file content
- F. cooperative purchasing program development
- G. cost-reduction or cost avoidance techniques (e.g., value analysis, total cost of ownership)
- H. criteria for evaluating purchasing department's performance
- I. department audits and review processes
- J. electronic commerce programs [CPPO ONLY]
- K. small, disadvantaged, minority, women-owned and socio-economic business programs
- L. product/service specifications, descriptions and prices (e.g., order history)
- M. purchasing policies and procedures
- N. departmental operating budgets (e.g., budget cycle, budget preparation)
- O. budgeting techniques (e.g., performance based budgeting, zero based budgeting, line item) [CPPO ONLY]
- P. operational forms (e.g., board certification, checklists, purchase orders)
- Q. operational form design (e.g., board certification, checklists, purchase orders)
- R. procurement card programs
- S. benchmarking techniques and processes
- T. process improvement programs (e.g., value added verses non-value added)
- U. standardization programs
- V. effective oral and written communication
- W. procurement trends and information resources
- X. management philosophies and techniques (e.g., Maslow's *Hierarchy of Needs*; McGregor's *Theory X/Theory Y*) [CPPO ONLY]
- Y. code of ethics and professional values
- Z. problem-solving processes

Associated tasks/responsibilities:

1. Develop and promote the mission statement, vision, and operating values of the procurement department (e.g., ethics, diversity, professionalism, accountability)
2. Design operational forms (e.g., board certification, checklists, purchase orders)
3. Maintain operational forms (e.g., board certification, checklists, purchase orders)
4. Implement an automated purchasing system (e.g., integrate business processes, interfaces)
5. Utilize an automated purchasing system
6. Develop a procurement card program [CPPO ONLY]
7. Administer a procurement card program [CPPO ONLY]
8. Utilize a procurement card program
9. Develop an electronic commerce program [CPPO ONLY]
10. Administer an electronic commerce program [CPPO ONLY]
11. Utilize an electronic commerce program [CPPO ONLY]
12. Develop and implement a cost-reduction or cost avoidance program (e.g., value analysis, total cost of ownership) [CPPO ONLY]
13. Ensure compliance with a minority/women/small business/socio-economic and disadvantaged supplier policy
14. Develop and implement a standardization process (e.g., materials, procedures, specifications)
15. Develop goals, objectives, and measurement criteria for purchasing department
16. Implement goals, objectives, and measurement criteria for purchasing department
17. Develop operating work policies, guidelines, and procedures for the control of the department's work flow
18. Implement operating work policies, guidelines, and procedures for the control of the department's work flow
19. Develop cooperative purchasing programs with other public/private agencies
20. Ensure the maintenance of files [e.g., product/service specifications, descriptions, prices, order history, material safety data sheet (MSDS)]
21. Ensure compliance with an environmentally preferred purchasing program (e.g., buy-recycled programs, green, sustainable) [CPPO ONLY]
22. Prepare and deliver reports for management
23. Prepare departmental operating budget [CPPO ONLY]
24. Prepare and update purchasing policies and procedures [e.g., vendor brochures, training manuals, code of ethics, standard operating procedures (SOP)]
25. Serve on teams that perform department compliance audits and reviews [CPPO ONLY]
26. Monitor professional and legislative trends and laws (e.g., rules, regulations, executive orders)
27. Perform process improvement programs (e.g., value added versus non-value added tasks)
28. Manage non-compliance in the procurement process (e.g., ratification process, confirming orders, illegal purchases, unauthorized commitment)

II. Procurement requests

CPPO: 8% CPPB: 17%

Knowledge of:

- A. acquisition methods and techniques
- B. supply and demand concepts
- C. total cost of ownership concepts, including disposal, residual value, and environmental concerns
- D. make, lease, or buy concepts
- E. market research to ascertain use/availability of commercial items and services
- F. roles and responsibilities of common service providers, departments and clients
- G. various methods of supply (e.g., controlled goods, hazardous materials, material and inventory management, re-use and recycling)
- H. requisition approval process (e.g., adequacy of available funds, appropriate authorizations)
- I. established laws, policies, and procedures
- J. specification components and process (e.g., adequacy, completeness)

Associated tasks/responsibilities:

1. Review purchase requisitions to determine appropriateness to requirements, adequacy, and completeness of specifications
2. Review procurement requests to determine compliance with established laws, policies and procedures
3. Review purchase requisitions to insure adequacy of available funds and appropriate approvals
4. Conduct market research to ascertain the use/availability of commercial items and services
5. Consult on decisions regarding making, leasing, or buying equipment
6. Obtain historical information and forecast estimated demand
7. Review economic conditions that affect specific procurements

III. Solicitation and evaluation of bids/proposals

CPPO: 10% CPPB: 20%

Knowledge of:

- A. appropriate contract types (e.g., blanket order, term contracts)
- B. appropriate contractual terms and conditions
- C. methods of procurement
 - small purchases (e.g., telephone quotes, fax quotes, e-mail, procurement cards)
 - competitive sealed bids and proposals
 - competitive negotiations
 - preference purchasing
 - noncompetitive (e.g., sole-source, single available source)
 - emergency
 - cooperative purchasing (e.g., joint solicitation, piggyback)
 - incentive contracting [CPPO ONLY]
- D. construction and construction related services contracting [CPPO ONLY]

- E. pre-bid conferences and minutes preparation
- F. solicitation process (e.g., issuing solicitation, addenda, solicitation openings)
- G. evaluation techniques (e.g., responsiveness, responsibility, price analysis, cost analysis)
- H. product solicitation and service specifications, requirements, terms/conditions, and pricing schedules
- I. sources of services or supplies
- J. various methods of payment and basis of payment options
- K. fair and open competition concepts
- L. protest processes and procedures
- M. hearing processes and procedures

Associated tasks/responsibilities:

1. Identify, select, and educate sources of services or supplies
2. Develop and review product and service specifications, requirements, terms/conditions, and pricing schedules
3. Determine appropriate methods of procurement (e.g., small purchases, procurement card, competitive sealed bids, competitive proposals, cooperative purchasing)
4. Determine appropriate contract type (e.g., blanket order, term contracts)
5. Solicit quotes for small purchases (e.g., telephone quotes, fax quotes, email) [CPPB ONLY]
6. Solicit competitive sealed bids
7. Solicit competitive sealed proposals
8. Monitor the solicitation process (e.g., fair, full, and open competition, transparency)
9. Conduct pre-bid or pre-proposal conferences and prepare minutes
10. Prepare addenda
11. Evaluate all solicitation responses
12. Review final recommendation for award
13. Respond to solicitation protests
14. Conduct hearings (e.g., protest, responsibility, debarment)
15. Determine payment methods and options

IV. Supplier analysis

CPPPO: 7% CPPB: 8%

Knowledge of:

- A. techniques to ensure supplier compliance to specifications
- B. supplier requirements (e.g., space, delivery, industry standards)
- C. techniques to evaluate supplier performance
- D. purpose for supplier visits (e.g., site reviews and observations)
- E. interviewing techniques
- F. evaluation methods of supplier samples and demonstrations

Associated tasks/responsibilities:

1. Conduct supplier visits and evaluations [CPPB ONLY]
2. Review supplier samples and/or demonstrations with the buying organization management and/or customer departments [CPPB ONLY]
3. Evaluate supplier performance

- 4. Monitor supplier compliance
- 5. Monitor supplier responsibility (e.g., financial, legal, certification, licensure)

V. Negotiation process

CPPPO: 8% CPPB: 3%

Knowledge of:

- A. negotiations strategies and techniques
- B. problem-solving and decision-making techniques and processes
- C. negotiation process and documentation requirements [CPPPO ONLY]

Associated tasks/responsibilities:

1. Select negotiation team members [CPPPO ONLY]
2. Prepare and review negotiations strategies
3. Approve negotiations strategies
4. Conduct contract and potential supplier negotiations
5. Document and record negotiation process [CPPPO ONLY]

VI. Contract award and administration

CPPPO: 10% CPPB: 18%

Knowledge of:

- A. elements of a contract
- B. contractual document preparation
- C. award recommendation process
- D. contractual approval process (e.g., legal, risk management, health and safety)
- E. contract management (e.g., performance, ongoing risk)
- F. contractual problems and resolutions (e.g., notice to cure, liquidated damages)
- G. follow-up procedures and expediting
- H. supplier claims and appeals process
- I. contract modifications (e.g., change orders, amendments)
- J. contract termination

Associated tasks/responsibilities:

1. Route for review and obtain approval of contracts when required (e.g., legal, risk management, health and safety)
2. Prepare and issue contractual documents
3. Administer contracts and purchase orders from award to completion
4. Conduct follow-up procedures and expedite deliveries when necessary
5. Modify contractual obligations
6. Seek appropriate resolution for contractor non-compliance
7. Manage supplier and departmental concerns and inquiries regarding processes and practices
8. Manage supplier protests, claims and appeals
9. Terminate contractual obligations



VII. External/internal relationships

CPPO: 15% CPPB: 9%

Knowledge of:

- A. organizational structure
- B. organizational culture (e.g., management style, tradition, history, political)
- C. basics of interpersonal relationships
- D. conflict resolution techniques
- E. technologies for communication (e.g., videoconferencing, email, Internet, intranet, extranet, teleconferencing)
- F. training needs and methods of delivery for external customers (e.g., how to do business, ethics)
- G. training needs and methods of delivery for internal customers (e.g., ethics, specification writing, automated system usage)
- H. effective training techniques (e.g., lecture, textbook)
- I. types of presentations and appropriate use (e.g., formal/informal, oral/written)
- J. team dynamics

Associated tasks/responsibilities:

1. Develop and manage effective relationships with external customers (e.g., suppliers, contractors, public, media)
2. Develop and manage effective relationships with internal customers (e.g., clients, boards, departments)
3. Develop and maintain effective relationships with management
4. Conduct training classes for external and internal customers
5. Participate in cross-functional and/or multifunctional teams (e.g., project management, process improvement)

VIII. Materials management

CPPO: 3% CPPB: 2%

Knowledge of:

- A. inventory management techniques and principles [e.g., just in time (JIT), min/max levels, last in first out (LIFO), first in first out (FIFO)] [CPPO ONLY]
- B. ordering process (e.g., route, expedite, follow-up) [CPPB ONLY]
- C. obsolete and surplus equipment and materials management [CPPO ONLY]

Associated tasks/responsibilities:

1. Follow-up and expedite orders [CPPB ONLY]
2. Resolve delivery and receiving problems
3. Determine proper method for disposal of obsolete and surplus equipment and materials [CPPO ONLY]
4. Manage and dispose of obsolete and surplus equipment and materials [CPPO ONLY]

IX. Human resources/personnel

CPPO: 14% CPPB: 2%

Knowledge of:

- A. purchasing department personnel processes
 1. staffing levels [CPPO ONLY]
 2. hiring [CPPO ONLY]
 3. training

4. evaluation [CPPO ONLY]

5. counseling [CPPO ONLY]

6. disciplining [CPPO ONLY]

7. termination [CPPO ONLY]

- B. staff professional development needs
- C. succession planning techniques [CPPO ONLY]
- D. knowledge documentation (e.g., knowledge mapping, process documentation, detailed job task)

Associated tasks/responsibilities:

1. Manage purchasing department personnel (e.g., right-sizing, hire, train, evaluate, counsel, discipline) [CPPO ONLY]
2. Facilitate professional development of staff
3. Develop knowledge documentation (e.g., knowledge mapping, process documentation, detailed job task) [CPPO ONLY]
4. Develop staff succession plan [CPPO ONLY]
5. Promote staff cohesiveness (e.g., team building)
6. Ensure compliance with the values of the organization (e.g., ethics, integrity, accountability)

X. Forecasting and strategies

CPPO: 10% CPPB: 2%

Knowledge of:

- A. analytical and research techniques and models [CPPO ONLY]
- B. departmental strategic, operational, and business plans and priorities
- C. forecasting techniques and strategies [CPPO ONLY]
- D. purchasing strategies based on forecast data, market factors, and economic trends [CPPO ONLY]
- E. strategic planning [CPPO ONLY]
- F. material and service needs of customer agencies and management
- G. cost/benefit analyses on planned acquisitions [CPPO ONLY]
- H. continuity of operations plan (e.g., disaster preparedness) [CPPO ONLY]

Associated tasks/responsibilities:

1. Conduct business analyses (e.g., make-or-buy, outsourcing, privatization, partnering) [CPPO ONLY]
2. Review economic trends and conditions that affect procurement [CPPO ONLY]
3. Perform cost/benefit analyses on planned acquisitions [CPPO ONLY]
4. Plan and implement purchasing strategies and objectives based on forecast data, market factors, and economic trends [CPPO ONLY]
5. Provide suppliers with service requirements based on forecasted usage levels (e.g., solicitation, existing contractors) [CPPO ONLY]
6. Plan short-term material and service needs with customer agencies and management [CPPO ONLY]
7. Plan long-term material and service needs with customer agencies and management [CPPO ONLY]
8. Formulate a continuity of operations plan (e.g., disaster preparedness) [CPPO ONLY]