From Occupation to Profession: Are You Ready for the Journey?

Presented by
Rick Grimm CPPO, CPPB, FCIPS
Chief Executive
NIGP: The Institute for Public Procurement
Our Exploration…

✓ From Point A to Point B: Your Personal and Professional Journey

✓ The Journey of Public Procurement: from Occupation to Profession

✓ Continuing Your Professional Journey
“Journey” Defined

- Travel from one place to another, usually taking a rather long time
- A distance, course, or area traveled or suitable for traveling
- A period of travel
- Passage or progress from one stage to another
Your Personal Journey…

Point A

Family
Friend
School
Job

Point B
Your Personal Journey…

Pulse: **How Many Places Have You Lived?**

A. Only one
B. 2-3 Places
C. 4-6 Places
D. 7-9 Places
E. 10 or More Places
Your Personal Journey…

Pulse: Where Have You Lived?

A. Never moved from the city where I grew up
B. Moved, but only within the state
C. Lived in different states
D. Lived in different countries
Your Personal Journey…

**Pulse:** What factors influence where you live today?

A. My job
B. My spouse/partner’s job
C. My family and friends
D. My community
E. My desire for a balance: work and pleasure
F. My passion for a high quality lifestyle
G. Other factors
Your Personal Journey…

**Pulse: How Often Do You Travel?**

A. Once a Year
B. 2-3 Times a Year
C. 4-5 Times a Year
D. 6 or More Times a Year
E. Never
Your Personal Journey…

Pulse: Where have you traveled in your lifetime?

A. Within the state
B. To different states
C. To different countries within North America
D. To different continents
E. To the International Space Station
Your Personal Journey…

**Pulse:** *What* factors influence your travel decisions?

A. Visit family
B. Visit friends
C. Explore cities: sites, foods, museums
D. Explore history
E. Explore landscapes
F. Explore different cultures
G. Other factors
Your Personal Journey...

Regardless of why and where you live and why, when and where you travel...

✓ Intentional Decision
✓ Planned Journey
✓ Anticipated Outcomes
Reflecting on Your Last Trip Taken....
Your Personal Journey…

When Planning a Trip…

- **Why**: Define a Purpose
- **Where**: Select a Destination(s)
- **When**: Set Timelines
- **What**: Sites to see and stops along the way
- **How**: Methods of transit and lodging
Your Professional Journey
Your Professional Journey…

Point A

Career Planning

- Know Your Values
- Learn About Yourself
- Identify Your Skills
- Research Career Options
- Link Your Major & Your Career

Point B
Your Professional Journey…

When Mapping Out Your Career…

Intentional, Planned, Outcomes

Why, Where, When, What, How
Your Professional Journey…

When Planning your Career

Why? Select a profession that aligns with your…

- Purpose
- Skills and Talents
- Passion
Your Professional Journey…

When Planning your Career

**Where?** Select an employer that:

- Aligns with your values and purpose
- Offers benefits that are important to you
- Creates a stable, welcoming environment
- Supports continuous learning
- Provides opportunities for growth
Your Professional Journey…

When Planning your Career

When? Set career goals for…

- Advancements and promotions based on timelines
- Retirement based on timelines
Your Professional Journey…

When Planning your Career…

**What?** Develop a blueprint that focuses on…

- Progressively greater responsibilities
- Increased authority and autonomy
- Higher compensation, position, recognition
Your Professional Journey…

When Planning your Career…

How? Accomplish Objectives through…

- Formal education
- Professional certification
- Continuous education and skill development
- Shared knowledge
- Networks
Your Professional Journey…

Pulse: Reflecting on Your Career in Public Procurement…

A. Public Procurement was my first choice
B. Public Service was my first choice; but not procurement
C. The Private Sector was my first choice
D. The Non-Profit Sector was my first choice
E. The Lottery was my first choice
Your Professional Journey…

Why is it that most Professional Colleagues Fell Into Public Procurement?

Why wasn’t Public Procurement their First Choice?
The Journey of Public Procurement

*From Occupation to Profession*
The Journey…

Point A

Point B
Occupation v. Profession

- **Occupation** is an activity undertaken by the person to earn her/his livelihood.

- **Profession** is an activity, which requires specialized training, knowledge, qualification and skills.
## Occupation v. Profession

<table>
<thead>
<tr>
<th>Basis for Comparison</th>
<th>Occupation</th>
<th>Profession</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>On the Job</td>
<td>University</td>
</tr>
<tr>
<td>Continuous Training</td>
<td>Not Critical</td>
<td>Compulsory</td>
</tr>
<tr>
<td>Regulated by Statute</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Basis of Pay</td>
<td>Production</td>
<td>Skill &amp; Knowledge</td>
</tr>
</tbody>
</table>
### Occupation v. Profession

<table>
<thead>
<tr>
<th>Basis for Comparison</th>
<th>Occupation</th>
<th>Profession</th>
</tr>
</thead>
<tbody>
<tr>
<td>Code of Conduct</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Decisions Guided by</td>
<td>Science or Theory</td>
<td>Historical Practice</td>
</tr>
<tr>
<td>Degree of Accountability</td>
<td>The Employer</td>
<td>The Individual</td>
</tr>
<tr>
<td>Respect and Status</td>
<td>Low to Medium</td>
<td>Very High</td>
</tr>
</tbody>
</table>
The Pillars of a Profession
The Pillars of a Profession

- Formal Education thru Colleges
- Research Programs: Theory and Applications
- Adopted Academic Curriculum
- Internships and Professional Entry
Our Progress Towards a Profession

NIGP Strategic Plan:

**Education...**
Partnerships with Academia
Life-Long Learning

**Governance...**
ASPA and NASPPA
Our Progress Towards a Profession

**Adopted Academic Curriculum**
ASPA Public Procurement and Contracting Interest Section

**Internships and Professional Entry**
Efforts on NIGP Chapter Level to be Replicated by the Institute
The Pillars of a Profession

- Gatekeeping Requisites Intended to be a Barrier to Service
- Sanctions for Unethical Behavior
- Formal Process For Examining a Candidate’s Understanding and Application of the BOK
Our Progress Towards a Profession

**UPPCC Certification**

Requisite or Preference for Practice (Warrants) and Promotions

Salary Differential

Licensure
The Pillars of a Profession

Establishment of Codes of Conduct

Norms and Behaviors Developed Collaboratively

Generally Accepted and Possibly Codified in Regulations
Our Progress Towards a Profession

Values and Guiding Principles

Accountability
Ethics
Impartiality
Professionalism
Service
Transparency
Our Progress Towards a Profession

21 Global Best Practices

Specifications

The Place of Public Procurement within the Entity

Public-private partnerships

Protests

Standards

The Partnership for Public Procurement

CIPS NIGP
Our Progress Towards a Profession

NIGP Code Taxonomy

NIGP Accredited Cooperative

NIGP Outstanding Agency Accreditation Achievement Award and Pareto Award
The Pillars of a Profession

Formal Structures that Foster:

Knowledge Sharing
Standards Setting
Technical Tools and Resources
Networking
Our Progress Towards a Profession

NIGP Membership

Knowledge and Innovation Sharing via NSite

Web-Based Tools and Resources

Professional Networking through Chapters and Events
Another Step Towards Relevancy

Public Procurement Agencies Must be Perceived as a Critical Management Function
Critical Management Function: Plan

Policies
Risk
Due Diligence
Procurement Planning
Centralization

Plan
Critical Management Function: Organize

Maverick Spend
Processes for each Function
Monitoring/Analyzing Spend
Validate Procurement Function
Critical Management Function: Control

SRM
Technology
Contract Management
Continuous Improvement
Ethics
Critical Management Function: Lead

Staff Development/Training
Alignment with Strategy
CPO Role w/n Organization
Sustainability
Stakeholder Engagements
Aligning the Management Function to Public Procurement Maturity

Plan
Organize
Lead
Control

Ad Hoc
Process
Policy
Tactical
Strategy
Professional
Examples: CPO’s Role

- **Ad Hoc**: No management recognition
- **Process**: Procurement is financial afterthought
- **Policy**: Value-Added benefits recognized but limited
- **Tactical**: Value-Added benefits are fully recognized
- **Strategic**: CPO is a member of the agency’s executive team
- **Professional**: Procurement integrated into management practice/philosophy
Examples: Ethics

- **Ad Hoc**: No Code of Ethics
- **Process**: Agency has a process for identifying conflicts of interest
- **Policy**: Agency has clear ethical code; staff must comply
- **Tactical**: Code shared with all stakeholders; all must comply
- **Strategic**: Sanction exist for breaches
- **Professional**: Sanctions exist and breaches shared with external authority
Continuing Your Professional Journey: Your Public Agency
A Journey based on the Maturity Framework

Intentional
Individual Assessment of Current Practices by Members of the Team

Anticipated Outcomes
Compare Viewpoints - Identify and Close Gaps

Planned
Determine Priorities and Methods for Continuous Improvement
FIND PROCUREMENT RESOURCES

The NIGP Procurement Resource Center is your portal to the tools you need to support your day-to-day activities and effectively manage your procurement organization. Many of the resources here are NIGP member-exclusive or offered through partnerships that provide services at member-discounted rates.

DOCUMENT LIBRARY

GLOBAL BEST PRACTICES

PATHWAY TO PROFESSIONALIZED PROCUREMENT

FOR AGENCIES AND INDIVIDUALS

As with all journeys, it helps to have a path to follow. It also helps to know where you are starting and where you are going, the resources you have, and the ones you need to get there.

Fortunately, there is a pathway to professionalized practice that agencies and individuals can use to plan their developmental journey and recognize the major milestones that indicate where along the journey they are.

*N GET STARTED ON YOUR PATH

FORUM 2016: Shaping the Future of Procurement
Know where you are and what you have using these two self-assessments.

**PROFILER ESSENTIALS**

**ACCESS NOW**

Your Essentials report will identify whether or not your agency takes a more structured or unstructured approach to procurement:

- How structured is your procurement planning process?
- Do you have clearly defined procurement processes?
- How does your organization's leadership structure reflect the role of procurement?
- Do you monitor and control your procurement function?
- Are you protecting the agency from risk?

**PROFILER SELF-ASSESSMENT**

**ACCESS NOW**

MEMBERS-ONLY

FORUM 2016: Shaping the Future of Procurement
Continuing Your Professional Journey:
Within You
Your Journey

**Intentional**
Assess your own Engagement in Advancing the Profession

**Anticipated Outcomes**
Determine Long and Short Term Career Goals

**Planned**
Determine Priorities and Methods for Continuous Improvement
Your Journey

What Can **You Do**

to Dedicate **Your Time** and Talents

in Each of the Four Quadrants
to Advance Public Procurement?
Your Journey: Education

✓ Achieve higher education degrees
✓ Develop new awareness/skills to keep pace with a dynamic environment
✓ Gain knowledge on procurement and technology strategies
✓ Encourage colleagues to expand their knowledge
✓ Seek out research on trends, innovations
Your Journey: Licensure

- Attain/Retain professional certification
- Attain additional executive certificates
- Encourage colleagues to seek professional certification
- Require professional certification as a hiring manager
Your Journey: Standards

- Align professional values/behaviors with established norms
- Participate in setting standards and practices
- Consider products/services that amplify standards
Your Journey: Society

- Share knowledge with colleagues
- Volunteer time, talents, passions as a leader
- Engage in professional networks at various levels
- Encourage colleagues to engage in professional societies
We are at our very best, and we are happiest, when we are fully engaged in work we enjoy on the journey toward the goal we’ve established for ourselves.
Do the difficult things while they are easy and do the great things while they are small. A journey of a thousand miles must begin with a single step.
Sometimes it's the *journey* that teaches you a lot about your destination.