



NIGP FORUM
Connecting Procurement Communities
PHILADELPHIA, PA • AUGUST 23-27, 2014


NIGP 2.0

Implementing a Governance Model to Address the Dynamic Global Marketplace



Exploring NIGP 2.0

WHY the change?
WHAT are the intended outcomes?
WHO was involved in the 2.0 development?
WHAT is the new NIGP 2.0 structure?
WHEN will 2.0 be implemented?
HOW will existing structures be impacted?
HOW can I be involved?





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Why the Change?


Five Radical Changes for Associations to Remain Relevant

1. Overhaul the **Governance Model** and Committee Operations
(and get the right people focused on the right things)
2. **Empower** and **leverage** staff **expertise**
3. **Define** the Member **Market**
4. **Focus** On Services With **Maximum Effect**
5. Support **Technology** Framework

Why the Change?

1. Limited Ability for Members to Serve on the Board
 - ✓ Opportunity Based on Geography Rather than Capability & Talent
 - ✓ Board Seats Occupied by Incumbents for 6-8 Years
2. Limited Interest by Members
 - ✓ Online Elections Drawing 20% Turnout
3. Board Roles Were Mixed: Strategy and Operations
4. Stakeholder Perspective Non-Existent
 - ✓ No Ability to Tap Expertise through External SMEs
 - ✓ No Diversity of Thought and Experience



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Why the Change?

The Strategic Plan Initiative: Fall 2012


Develop the optimal governance model for the Institute as a non-profit professional association in order to ensure that NIGP is structured to address the dynamic global marketplace.



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What: Intended Outcomes

1. Right leaders in the right positions
2. Strategic focus on driving the profession and Institute
3. Member empowerment, influence, engagement
4. Thought leadership and diversity of perspectives
5. Stakeholder expertise and engagement
6. Leadership development and succession planning




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Who Was Involved?

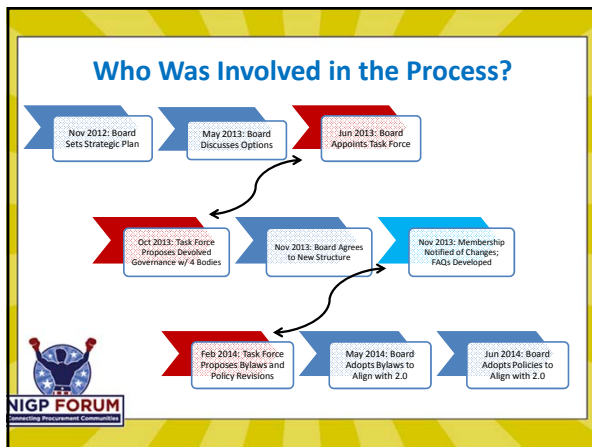
NIGP Board
Set Strategic Direction for the Initiative; Adopted Revisions

NIGP 2.0 Implementation Team
Developed Options and Recommendations Based on Diversity of Perspectives...
Modeled and Tested the Value of Thought Leadership

NIGP Members
Provided Awareness through Press Releases, FAQs, and Nsite Community for Feedback




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Who: The NIGP 2.0 Implementation Team

- ❖ *Marcheta Gillespie, Chair (Board perspective)*
- ❖ *Bobbi Matthews (Board perspective)*
- ❖ *Kim Dooling (Governance Committee perspective)*
- ❖ *Debbie Kaminski (Chapter Relations Committee perspective)*
- ❖ *Cliff McCue (academia perspective)*
- ❖ *Paul Murphy (business perspective)*
- ❖ *Gord Sears (International perspective)*
- ❖ *Kathryn Kretschmer-Weyland (elected official perspective)*



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Questions and Comments

What is the New 2.0 Structure?

- **Why and What**
 - Purpose, Outcomes and Roles
- **Who**
 - Organizational Structure
 - Roles
 - Eligibility: Knowledge, Skills, Abilities
 - Composition Based on Diversity of Skills & Eligibility
 - Selection Process
 - Leadership
 - Service Terms

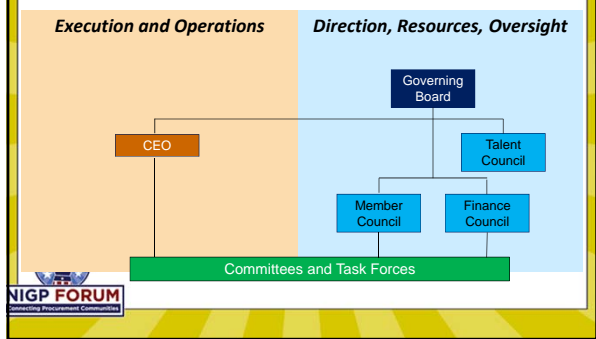
Why and What: *Current/Revised Board Roles*

	Total Elements	Number Retained	Number Delegated
Setting Direction	9	7	2
Ensuring Resources	24	10	14
Providing Program Oversight	21	1	20
Determining Governance Structure	13	7	6
Totals	67	25	42

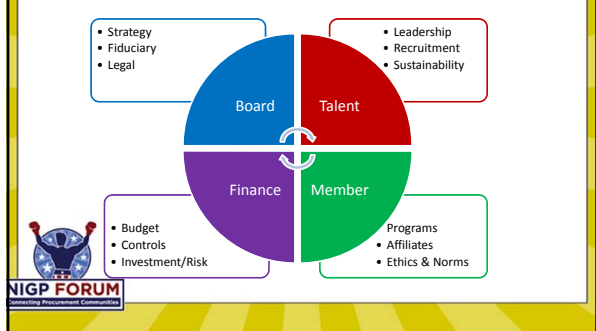
Why and What: Current/Revised Board Roles



Why and What: The Governance Structure



Why and What: Shared Governance



Governing Board

Roles

Vision, Mission, Purpose
 Goals & Objectives
 Strategic Planning
 CEO Selection & Performance
 Policy
 Budget Philosophy & Adoption
 Ratification of Position Papers
 Joint Ventures
 Appeals Process for Member/Chapter Revocation
 Talent Council & Finance Council Appointments



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Governing Board

Eligibility

All Candidates
 Bachelor's Degree; Masters/Advanced Degree Preferred

Public Procurement Professionals
 Member of NIGP
 Employed in Public Sector with Direct/Indirect Procurement Responsibilities
 CPPO or CPPB Certified
 Minimum 3 Years Experience as Volunteer on a Procurement-Related Board
(Experience within NIGP or Affiliates Preferred)



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Governing Board

Eligibility

Thought Leaders
 Minimum 3 Years Experience as Volunteer on a Board of Directors
 Expertise in Area of Focus Defined in the Strategic Plan
 Expertise in Business Development and Market Share
 Certifies That Individual or Company Will Not Gain from Board Decisions



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Governing Board
Eligibility

Other Knowledge
NIGP's vision, mission, purpose
Governance Roles and Responsibility of Non-Profit Boards / Councils
Strategic Planning Process and Corporate Strategic Plan
Financial Management and Budget Development
Opportunities and Challenges Facing Public Procurement Profession



Governing Board
Prohibitions

No Independent Contractors of NIGP May Apply/Serve


No Talent Council Members May Apply/Serve
(Talent Council Member Must Resign by July 1st Prior to Submitting Application)



Governing Board
Composition

9 Voting Members
4 Public Procurement Practitioners
2 Ex-Officio Members (Chairs of Finance Council, Member Council)
3 Thought Leaders

2 Non-Voting Advisors
Chief Executive
Chair of the Talent Council



Governing Board
Selection and Leadership

Self-Appointed
Based upon Eligibility Requirements
Limited to Recommendations by the Talent Council

Chair Elect and Chair
Elected by the Governing Board for a Two-Year, Non-Renewable Term
Chair Must be a Public Procurement Practitioner and a CPPO

Terms
Three-Year Term; Renewable Once
(Thought Leaders are Renewable Only if they Align with the Current Strategic Plan)



Finance Council
Roles

Financial and Investment Goals
Financial Operations
Fees and Assessments
Bonding
Risk Assessment
Non-Budgeted Funds
Emergency Funds Transfer
Auditor and Investment Counselor Selection
Audit Approval

All Issues Related to Committee Structure Within Purview:
Audit, Investments



Finance Council
Eligibility

All Candidates
Bachelor's Degree
(Finance Related Field Preferred)
Minimum 3 Years Experience in Financial / Budget Planning for a Public Sector or Non Profit Organization with Annual Revenues of at least \$4 Million

Public Procurement Professionals
Member of NIGP
Employed in Public Sector with Direct/Indirect Procurement Responsibilities
CPPO or CPPB Certified



Finance Council
Eligibility

Thought Leaders
Skills in Investment Strategies and Financial Performance Monitoring
Skills in Risk Assessment
Skills in Determining Profit/Loss Ratios



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Finance Council
Eligibility

Other Knowledge
Financial Management Principles
Accrual Accounting Principles (*preferred*)
Selection of Audit and Investment Services



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Finance Council
Prohibitions

No Independent Contractors of NIGP May Apply/Serve




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Finance Council

Composition

11 Members

- Combination of Public Procurement and 3 to 5 Thought Leaders With Expertise in Financial Management
- Public Procurement Officials Hold the majority of the seats



Finance Council

Selection and Leadership

Selection

Appointed by the Governing Board based on Eligibility Criteria and Recommendation by the Talent Council

Chair

Appointed by the Governing Board
Serves as the Institute's Treasurer
Serves as a Voting Member and Officer of the Governing Board
Two-Year Term; Renewable Without Limits

Terms

Three-Year Term: Renewable Once



Member Council

Roles

All Issues Related to Member Governance: Eligibility & Conditions

All Issues Related to Chapter Governance:

Charters, Reinstatements, Chapter Relationships

Member/Chapter Revocations (Subject to Appeal to the GB)

Position Papers

Resolutions (Subject to Ratification by the GB)

Ethics & Professional Conduct

Honors and Awards

All Issues Related to Committee Structure Within Purview:

Legislative, Chapter Relations, Awards, Membership



Member Council
Eligibility

All Candidates
 Associates Degree (*Bachelor's Degree Preferred*)
 Member of NIGP
 Employed in Public Sector with Direct/Indirect Procurement Responsibilities
 CPPO or CPPB Certified
 Minimum 3 Years Experience as Volunteer within the Leadership of a
 Professional Procurement Society (*Institute or Chapter Experience Preferred*)




Member Council
Eligibility

Other Knowledge
 NIGP's Vision, Mission, Purpose
 Opportunities and Challenges Facing the Public Procurement Profession
 Governance Roles and Fiduciary Responsibilities
 Legal Framework of NIGP or Chapter Affiliates (*preferred*)
 Public Procurement Ethical Behavior and Professional Norms
 Non-Profit Member Recruitment and Benefit Programs
 Organizational Recognition / Awards Programs



Member Council
Composition

11 Members
 All Public Procurement Practitioners
 At Least One Seat Reserved for a Young Professional
 (*Under the Age of 35 as of the First Day of Balloting*)



Member Council
Selection and Leadership

Election
Placed on a Competitive Slate by the Talent Council Based on Eligibility Requirements and Assessment
Elected by the Membership At-Large Based on Plurality Vote

Chair
Elected by the Member Council Members for a two-year, non-renewable term
Chair Serves as a Voting Member of the Governing Board

Term
Three-Year Term; Renewable Once



Talent Council
Roles

Eligibility Criteria for all Appointments and Elections
Elections of Member Council via Slate
Appointment Recommendations to the Governing Board and the Finance Council
Auxiliary Board Representative Appointments
Leadership Development and Training
Succession Planning



Talent Council
Eligibility

All Candidates
Bachelor's Degree (*HR, Organizational Development, Related Field Preferred*)
Minimum 3 Years Serving as a Volunteer for Leadership Development
(*Includes Recruitment, Assessment, Training, Succession Planning*)

Public Procurement Professionals
Member of NIGP
Employed in Public Sector with Direct/Indirect Procurement Responsibilities
CPPO or CPPB Certified



Talent Council
Eligibility

Other Knowledge

Organizational Strategies for Recruiting Volunteers into Leadership Positions
Organizational Leadership Training
Organizational Succession Planning
Vision, Mission, Purpose of a Non-Profit
Framework of Non Profit Boards, Councils, Committee (*preferred*)
Governance Roles and Fiduciary Responsibilities



Talent Council
Composition

11 Members

- **9 Regular Members**
 - (Mix of Public Procurement and Thought Leaders with Expertise in Volunteer Recruitment and Development
 - Public Procurement Members Hold the Majority of the Seats
- **2 Members** (minimum) Who are **Former** Governing Board/NIGP Board Members.



Talent Council
Selection and Leadership

Selection

Appointed by the Governing Board Based on Eligibility Criteria and Recommendations by the Talent Council

Chair

Elected by the Talent Council Members for a two-year, non-renewable term
Chair Must Be a Public Procurement Practitioner

Terms

Three Year Term; Renewable Once
(Former Board Members Limited to a Non-Renewable Two Year Term)




Chief Executive

Roles

Control over Affairs
 Rules of Conduct for Business
 Program Priorities
 Staff Compensation Philosophy


All Issues Related to Committee Structure Within Purview:
 Business Development, Board Policy, Forum,
 Knowledge Management



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2.0 Synopsis

Body	Total	Public Sector	Thought Leader	Education	Cert	Experience
Govern	9	6	3	Bachelors	CPPO/B	3 Yr. Board
Finance	11	6-8	3-5	Bachelors	CPPO/B	3 Yr. Finance Mgmt.
Member	11	11	0	Associates	CPPO/B	3 Yr. Board, Comm
Talent	11	6-8	3-5	Bachelors	CPPO/B	3 Yr. Leader Develop



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When Will 2.0 Be Implemented?


- Fully Operational on July 1, 2015
 - Current NIGP Board Fulfills Governing Board Responsibilities Outlined in the New NIGP Bylaws and Policies through June 30, 2015; then disbanded
 - New NIGP Governing Board is Established July 1, 2015
 - New Member Council and Finance Council is Established July 1, 2015
- Talent Council Convened July 2014 to Begin Recruitment Effort



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When Will 2.0 Be Implemented?


- Regional representation on the NIGP Board is eliminated effective July 2014 and all remaining Board members serve in an At-Large capacity.



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When Will 2.0 Be Implemented?

- Current Board is Re-Aligned To New Structure Effective July 2015 *(Except Talent Council Members Who Begin Dual Service in July 2014)*
 - *Governing Board:* Jack Adger, Mike Bevis, Keith Glatz, George Nader
 - *Finance Council:* Ron Blendermann
 - *Member Council:* Lisa Buitenhuis, Joan Graham, Bill Lindsey, Nelson Park
 - *Talent Council:* Keith Ashby, Mike Clawson, Chuck Smith



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When Will 2.0 Be Implemented?
Between Now to June 2015


- ✓ Aug 2014 – Talent Council initiates recruitment effort for remaining vacancies on the Member and Finance Councils
- ✓ Oct 2014 – Finance Council Applications Due
- ✓ Nov 2014 – Member Council Applications Due



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When Will 2.0 Be Implemented?
Between Now to June 2015


- ✓ Jan 2015 – Finance Council Members Selected (*by Governing Board*) and Encouraged to Participate in FY16 Budget Hearings in April 2015
- ✓ Jan 2015 – Talent Council Announces Slate for Member Council



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When Will 2.0 Be Implemented?
Between Now to June 2015

- ✓ Mar 2015 – Member Council Elections Conducted
- ✓ Mar 2015 – Committee Applications Due for Next Cycle
- ✓ Apr 2015 – Ambassador Applications Due
- ✓ May 2015 - Board adopts FY16 Budget to include Financial Support for 2.0 Implementation (*funding for travel*); wraps up its affairs



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How Will Existing Structures Be Impacted?

- ✓ Prior Governance Committee Disbanded June 30, 2014
(Replaced by Talent Council)
- ✓ Current Board of Directors Disbanded June 30, 2015
(Replaced by Governing Board)
- ✓ Current Membership Committee Disbanded June 30, 2015
(Replaced by Member Council)
- ✓ Current Finance Committee Disbanded June 30, 2015
(Replaced by the Finance Council)



How Will Existing Structures Be Impacted?

- ✓ Committees/Task Forces Assigned to the **Member Council**:
 - ✓ Awards
 - ✓ Chapter Ambassadors *(New Opportunity)*
 - ✓ Diversity
 - ✓ Legislative and Position
 - ✓ Scholarships



How Will Existing Structures Be Impacted?

- ✓ Committees/Task Forces Assigned to the **Finance Council**:
 - ✓ Audit
- ✓ Committees/Task Forces Assigned to the **CEO and Staff**:
 - ✓ Board Policy
 - ✓ Forum
 - ✓ Knowledge Management




How Will Existing Structures Be Impacted?

Chapter Ambassador Program
Launching Summer 2015

Program Components

- ✓ 9 Geographic Areas Encompassing Canada and the United States
- ✓ 2 Ambassadors Per Geographic Area – Total 18
- ✓ Each Ambassador Conducts 3 to 5 Chapter Visits Per Year
(Travel Costs Covered by NIGP)




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How Will Existing Structures Be Impacted?

Chapter Ambassador Program
Launching Summer 2015

Program Components

- ✓ Delivers Consistent Message on NIGP Activities
(Presentation Developed by NIGP)
- ✓ Serves as Liaison Between Chapters and Staff and Reports Issues
- ✓ Ensures Compliance with all Chapter Requirements
- ✓ Encourages Participation in Chapter Awards Program



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How Will Existing Structures Be Impacted?

Chapter Ambassador Program

Eligibility Requirements

- NIGP Member
- Current or Past Chapter Leader (*Officer, Committee, Contributor*)
- Exceptional Public Speaking & Interpersonal Skills
- Willingness to Travel

Ambassadors May Also Serve on NIGP Committees




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How Will Existing Structures Be Impacted?

Chapter Ambassador Program

Position Requisites

- Participates in Training Conducted by Staff (*2015 Forum*)
- Participates in Annual Leadership Development Symposium
- Participates in Chapter Leader Conference Calls (*Quarterly*)
- Remains Current on NIGP Member Benefits
- Submits Feedback Form After Every Visit



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How Will Existing Structures Be Impacted?


Chapter Ambassador Program

Selection

- Application Submitted to Talent Council
- Evaluation Conducted by Talent Council (*Video Conference*)
- Talent Council Recommends Appointments to the Member Council
- Member Council Makes Final Selection

Term

- Three-Year Term; Non-Renewable



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How Can I Get Involved?

1. Understand Your Options to Serve:

Opportunity	Total Positions	Filled	Opened/ Available	Opened/ Designated
Governing	9	4	0	3 Thought Leaders 2 Chairs (Member/Finance)
Finance	11	1	5-7	3-5 Thought Leaders
Member	11	4	7	0
Talent	11	11	0	0
Ambassador	18	0	18	0
Committees/ Task Forces	72	72 *	0	0



* Committee Vacancies Occur Periodically
* New Task Forces Can Be Initiated At Time

How Can I Get Involved?

2. Become Familiar with Roles and Eligibility Requirements of Each Council and the Ambassador Program (*You Can Serve on Only One Board, Council, or Committee at a Time; but You Can Be Both an Ambassador & a Committee Member*)
3. Consider Where You Would Benefit from a Meaningful Experience That Gives You the Opportunity to Expand Your Talents, Skills, and Passions
4. Speak with a Member of the Talent Council or Board to Clarify Opportunities (*NIGP Pavilion at the Products Expo*)





How Can I Get Involved?

5. Communicate Your Interest to the NIGP Board, the Talent Council, and/or Staff
6. Complete the Application that Aligns with your Interest (*Available on the NIGP Website*)
7. Provide Feedback Regarding 2.0 to NIGP via the Nsite Feedback Community




... And Why SHOULD I Get Involved?

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... And Why SHOULD I Get Involved?

- Skill Development
- Engagement on Issues that Matter to the Profession
- Relevancy of Volunteerism based on Your Passions
- Value of Leadership Development & Continuity
- Intentional and Purposeful Results
- Contributing Talents that Achieve Better Outcomes
- Empowered to Network as a Team





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