



**The Ever Changing Role of the Procurement Professional**  
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**The Changing Nature of Governance**

- Devolution.
- New demands.
- Increased scrutiny.
- Calls for professionalization and accountability.



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**New Expectations**

- Procurement specialists are now regularly asked to be more involved in governance.
- There is little research regarding the roles assumed by public procurement specialists.
- Most of what is known is based on anecdotal accounts.



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### The Purpose of the Study

- Identify the dominant roles assumed by public procurement specialists.
- Tease out the implications of assuming certain roles.
- Examine the individual and institutional characteristics most likely to explain the assumption of a given role.



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### Typical Administrative Roles

Selden, Brewer, & Brudney (1999):

- Steward of the Public Interest
- Adapted Realist
- Businesslike Utilitarian
- Resigned Custodian
- Practical Idealist



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### The Study

- Invited 2,000 members of NIGP to complete a 43 questions survey via Survey Monkey.
- The survey was administered from February 18th to March 26th, 2013.
- 512 (493 complete) specialists responded (25%) to the survey.



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### Points of Interest

Data collected for:

- the five administrative roles
- position
- age
- gender
- race
- education
- political ideology
- number years of government service
- job satisfaction
- number of years in current position
- administrative discretion
- Tenure
- perception of expectations of others regarding involvement in policy formulation
- self-expectation regarding involvement in policy formulation



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### Findings

- 49.9% - non-managers, 36.9% - managers and 13.2% - senior executives.
- 42.2% - bachelor degree, 26% - graduate degree and 31.8% - other.
- 78.5% - white, 14.4% - black and 7.1% - other.
- 57.8% - female and 42.2% - male.
- 19.8 % - strongly liberal/liberal, moderate - 43% and 34.6% - conservative/strongly conservative.



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### Findings

- Practical Idealists - 150 (30.4%)
- Adapted Realists - 143 (29%)
- Stewards of Public Interest - 97 (19.7%)
- Resigned Custodians 68 - (13.8%)
- Businesslike Utilitarians 35 - (7.1%)



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### Findings

- Administrative discretion, individual expectations, tenure, stakeholders' expectations and the number of years in public service are important in determining one's assumed role.
- Administrative discretion, individual and stakeholders' expectations and number of years in public service are positively correlated with the role of steward of public interest.
- Tenure is negatively correlated with the role of steward of public interest.



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### Findings

None of the following were important in predicting one's assumed role:

- gender
- race
- education
- position
- job satisfaction
- political ideology
- number of years in current position



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### Conclusions

- Public procurement specialists assume a much more diverse set of roles than typically believed.
- There is an important gap between what specialists claim their roles are and the way they claim they are behaving on daily basis.
- Administrative discretion and individual expectations appear to be the most powerful predictors of one's assumed role.



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