

## CMS-MPPM Crosswalk

The following table cross-references the competencies of the NCMA [Contract Management Standard, 4<sup>th</sup> edition](#) (CMS), with the chapters of the [Michigan Procurement Policy Manual](#) (MPPM).

MPPM Chapter Number	CMS Competency
<b>Chapter 1: Introduction and Overview of the Michigan Procurement Manual</b>	
1.1 General Overview	1.4 Compliance
1.2 Purpose and Application of the Michigan Procurement Policy Manual	1.4 Compliance
1.3 Michigan Laws, Executive Directives, and Policies Impacting Procurement	1.4 Compliance
1.4 Ethical Standards and Professional Conduct for Purchasing Professionals	1.3 Business Ethics
1.5 Fundamentals for Contractors	2.2.1 Plan Selling Strategy
<b>Chapter 2: Organizational Structure, Delegated Authority, and Roles and Responsibilities</b>	
2.1 Chapter Overview	1.4 Compliance
2.2 Department of Technology, Management & Budget – Central Procurement Services	1.1 Knowledge, Skills, and Roles
2.3 Executive Departments and Agencies – Procurement Executive	1.1 Knowledge, Skills, and Roles
2.4 Delegation of Authority	1.1 Knowledge, Skills, and Roles
2.5 Exercising Delegated Authority	1.4 Compliance
2.6 Extended Delegated Authority	1.4 Compliance
2.7 Executive Departments and Agencies – Roles and Responsibilities	1.1 Knowledge, Skills, and Roles
2.8 Auditing	4.2.2 Close Out Contract
2.9 Record Retention	1.7 Communication and Documentation

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<b>Chapter 3: Strategic Sourcing and Category Management</b>	
3.1 Strategic Sourcing	2.1.1 Plan Buying Strategy
3.2 Category Management	2.1.1 Plan Buying Strategy
3.3 Category Plans	2.1.1 Plan Buying Strategy
3.4 Category Teams	1.6 Team Dynamics
<b>Chapter 4: Analyze the Need</b>	
4.1 Need Identification	2.1.1 Plan Buying Strategy
4.2 Market Research and Request for Information	2.1.1 Plan Buying Strategy
4.3 Existing State Contract	2.1.1 Plan Buying Strategy
4.4 Category Plan Procurement Guidance	2.1.1 Plan Buying Strategy
4.5 Pre-defined Programs	2.1.1 Plan Buying Strategy
<b>Chapter 5: Pre-Solicitation</b>	
5.1 Competitive Solicitation Requirements	2.1.1 Plan Buying Strategy
5.2 Competitive Solicitation Defined	2.1.1 Plan Buying Strategy
5.3 Competitive Solicitation Methods	2.1.1 Plan Buying Strategy
5.4 Formal Competitive Bidding	2.1.1 Plan Buying Strategy
5.5 Informal Competitive Bidding	2.1.1 Plan Buying Strategy
5.6 Alternative to Competitive Bidding	2.1.1 Plan Buying Strategy
5.7 Competitive Solicitation Exceptions	2.1.1 Plan Buying Strategy
User Guide: Solicitation Methods and Types Chart	2.1.1 Plan Buying Strategy
<b>Chapter 6: Solicitation Development</b>	
6.1 Chapter Overview	1.4 Compliance

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6.2 Solicitation Development Team	1.6 Team Dynamics
6.3 Solicitation Tools	2.1.1 Plan Buying Strategy
6.4 Constructing the Solicitation – Request for Proposal (RFP)	2.1.2 Request Offers
6.5 Constructing the Solicitation – Invitation to Negotiate (ITN)	2.1.2 Request Offers
6.6 Constructing the Solicitation – Competitive Proof of Concept (CPC)	2.1.2 Request Offers
6.7 Constructing the Solicitation – Geographically-Disadvantaged Business Enterprise Mandatory Minimum	2.1.2 Request Offers
6.8 Constructing the Solicitation – Request for Quote	2.1.2 Request Offers
6.9 Constructing the Solicitation – Request for Quote – Michigan Supplier Community Program (MiSC)	2.1.2 Request Offers
6.10 Constructing the Solicitation – Direct Solicitation (DS) and Justification	2.1.2 Request Offers
6.11 Contract Period	2.1.1 Plan Buying Strategy
6.12 Compiling the Solicitation Documents	2.1.2 Request Offers
6.13 Review and Approval of the Solicitation Documents	2.1.2 Request Offers
6.14 Solicitation Containing Sensitive State Information	2.1.1 Plan Buying Strategy
<b>Chapter 7: Administrative Process Related to the Solicitation</b>	
7.1 Public Notice	2.1.2 Request Offers
7.2 Posting Requirements	2.1.2 Request Offers
7.3 State and Vendor Communications	1.7 Communication and Documentation

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7.4 Pre-Proposal Meetings and Inspections	2.1.2 Request Offers
7.5 Revising the Solicitation	2.1.2 Request Offers
7.6 Cancelling the Solicitation	2.1.2 Request Offers
7.7 Proposal Submission	2.2.2 Prepare Offer
<b>Chapter 8: Evaluation and Negotiation</b>	
8.1 Chapter Overview	1.4 Compliance
8.2 Vendor Communications	1.7 Communication and Documentation
8.3 Evaluation and Negotiation Team Preparation Process	3.1.1 Evaluate Offer 3.1.2 Prepare for Negotiations
8.4 Evaluation and Negotiation Process	3.1.1 Evaluate Offer 3.1.2 Prepare for Negotiations
8.5 Invitation to Negotiate Evaluation and Negotiation Process	3.1.1 Evaluate Offer 3.1.2 Prepare for Negotiations
8.6 Competitive Proof of Concept Evaluation and Negotiation Process	3.1.1 Evaluate Offer 3.1.2 Prepare for Negotiations
<b>Chapter 9: Award, Debrief, Protest, State Administrative Board</b>	
9.1 Chapter Overview	1.4 Compliance
9.2 Award Recommendation and Evaluation Synopsis	3.1.4 Award Contract
9.3 Public Announcement	3.1.4 Award Contract
9.4 Vendor Debrief Meeting	3.1.4 Award Contract
9.5 Vendor Protest	3.1.4 Award Contract
9.6 State Administrative Board	3.1.4 Award Contract
9.7 Finalize Contract	3.1.4 Award Contract
<b>Chapter 10: Contracting</b>	

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10.1 Contract Defined	1.1 Knowledge, Skills, and Roles
10.2 Authority to Contract	1.1 Knowledge, Skills, and Roles
10.3 Procurement Contracts	1.1 Knowledge, Skills, and Roles
10.4 Essential Components of a Standard State Contract	1.1 Knowledge, Skills, and Roles
10.5 Contract Development and Execution	2.1.1 Plan Buying Strategy
10.6 Establishing the Multi-Year Contract and Purchase Order Contract in SIGMA	2.1.1 Plan Buying Strategy
<b>Chapter 11: Authorization to Begin Performance, Review and Acceptance, Invoicing and Payment</b>	
11.1 Authorization to Begin Performance	4.1.1 Fulfill Contract
11.2 State Review and Acceptance	4.1.2 Ensure Quality
11.3 Contractor Invoicing	4.1.1 Fulfill Contract
11.4 Payment	4.1.1 Fulfill Contract
11.5 Payment Methods	4.1.1 Fulfill Contract
11.6 Processing of Contract Payments – Recording Expenditures in SIGMA	4.1.1 Fulfill Contract
<b>Chapter 12: Contract Management</b>	
12.1 Contract Management	4.1.1 Fulfill Contract
12.2 Contract Monitoring Plan	4.1.1 Fulfill Contract
12.3 Contract Issue Resolution	4.1.4 Govern Contract
12.4 Reporting	4.1.1 Fulfill Contract
12.5 Contract Change Management	4.1.4 Govern Contract
12.6 Contract Termination	4.2.1 Terminate Contract
12.7 Contract Closeout	4.2.2 Close Out Contract

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<b>Chapter 13: Training and Professional Development</b>	1.1 Knowledge, Skills, and Roles